



**Getting voices heard,  
shaping change**

## **Business Plan Summary**

April 2008 - September 2009

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## **Introduction**

This business plan summary is a living document, the purpose of which is to outline the role, scope and purpose of One East Midlands as it works to achieve its mission and strategic aims.

## **About One East Midlands**

One East Midlands is the regional voluntary and community sector infrastructure organisation in the East Midlands.

We work to ensure that the voluntary and community sector, and wider Third Sector, are actively engaged with key regional bodies and other partners, from across the public, statutory, business and social enterprise sectors. We bring together organisations that support Third Sector groups across the region to influence and shape policy, improve services and provide a point of contact at a regional level.

## **Background**

The Government has declared its support for the Third Sector and acknowledged the huge contribution that the sector makes to society. As a result, the Government and the agencies and bodies it funds have developed various policies which have a direct or indirect impact on Third Sector infrastructure, and which present important regional challenges for the sector and the communities it serves. The shape and structure of regional infrastructure has therefore not stood still just as the policy context has not. Changes in the social economy of the region are quickening in pace and also often in scope, with important implications for the Third Sector and its constituent parts, as well as for many statutory organisations.

The advent of One East Midlands therefore marks a landmark stage in this development process and promises to bring greater coherence, clarity and strategic added value. One East Midlands replaces Engage East Midlands, and its interim successor the East Midlands Single Platform, to present a new and unique relationship with Voice East Midlands and other important infrastructure bodies across the region. It marks a fundamental advance which is supported by the sector as a whole.

## **Our Vision**

To bring together infrastructure across the region to influence and shape policy, improve services, and provide a single point of access at regional level for all stakeholders.

## **Our Mission**

To be the apex for regional infrastructure in matters of regional policy influence, representation, communication and co-ordination.

## **Our Role:**

- A gateway and interface between regional/national bodies and the entire VCS and third sector infrastructure across the region;
- an advocate and champion for the sector as a whole;
- a broker and intermediary amongst third sector bodies;
- a resource available to VCS and third sector organisations.

## **Our Strategic Aims:**

- To increase Strategic Added Value by mobilising the actions and resources of key regional and sub-regional VCS and third sector infrastructure stakeholders to support the achievement of shared goals;
- to clarify areas of consensus affecting the sector and ensure these are fully and effectively integrated into regional policies and strategies;
- to increase the collective influence and impact the VCS and third sectors have on policy and strategy formulation, development and review to the benefit of all stakeholders;
- to ensure the VCS and third sector as a whole are well informed about policy, strategic and other developments of concern to the sector and how they can influence and improve them;
- to improve awareness and understanding of the added value that One East Midlands brings for purchasers, investors and decision makers in the public and private sectors.

## **Our Structure**

One East Midlands comprises a Secretariat, Board of Trustees and Assembly of Members.

The day to day operation of One East Midlands is carried out by the staff team in the Secretariat.

The Assembly is the governing body of One East Midlands. It is made up of members of VCS and third sector infrastructure organisations operating across the East Midlands. The Assembly sets the overall strategic direction, identifies key policy themes and monitors overall performance and impact of One East Midlands.

The Board of Trustees has overall responsibility for ensuring that One East Midlands stays true to its mission, values and strategic aims and that it functions in accordance with principles of good governance. Board Members also play a key role as an advocate and champion for One East Midlands and its stakeholders.

The Board is elected by the Assembly via a collegiate system. Following consultation with stakeholders, the collegiate model was adopted because it is an established mechanism for effecting accountability, as the colleges enable the independent and democratic election of representatives to the One East Midlands Board through structures which are independent of the Board and can thus hold it to account to its individual members and stakeholders. The collegiate system ensures that:

- current infrastructure arrangements within the sector are taken into account;
- different, transparent and accountable routes exist for members to be elected to the board;
- One East Midlands can represent and work with the wide range of diverse views held across the sector and its stakeholders as effectively as possible.

There are four electoral colleges:

1. local and sub-regional infrastructure;
2. regional infrastructure;
3. the BME college;
4. the independent college.

Five places on the One East Midlands Board are allocated to each college and each college has its own reporting and accountability mechanism:

- local and sub-regional infrastructure reports to the East Midlands Infrastructure Steering Group;
- regional infrastructure reports to the Regional Infrastructure Consortium;
- the BME voluntary sector reports to Voice East Midlands;
- the Independent College reports to its members through a virtual network supported by the One East Midlands secretariat.

## Our Staff

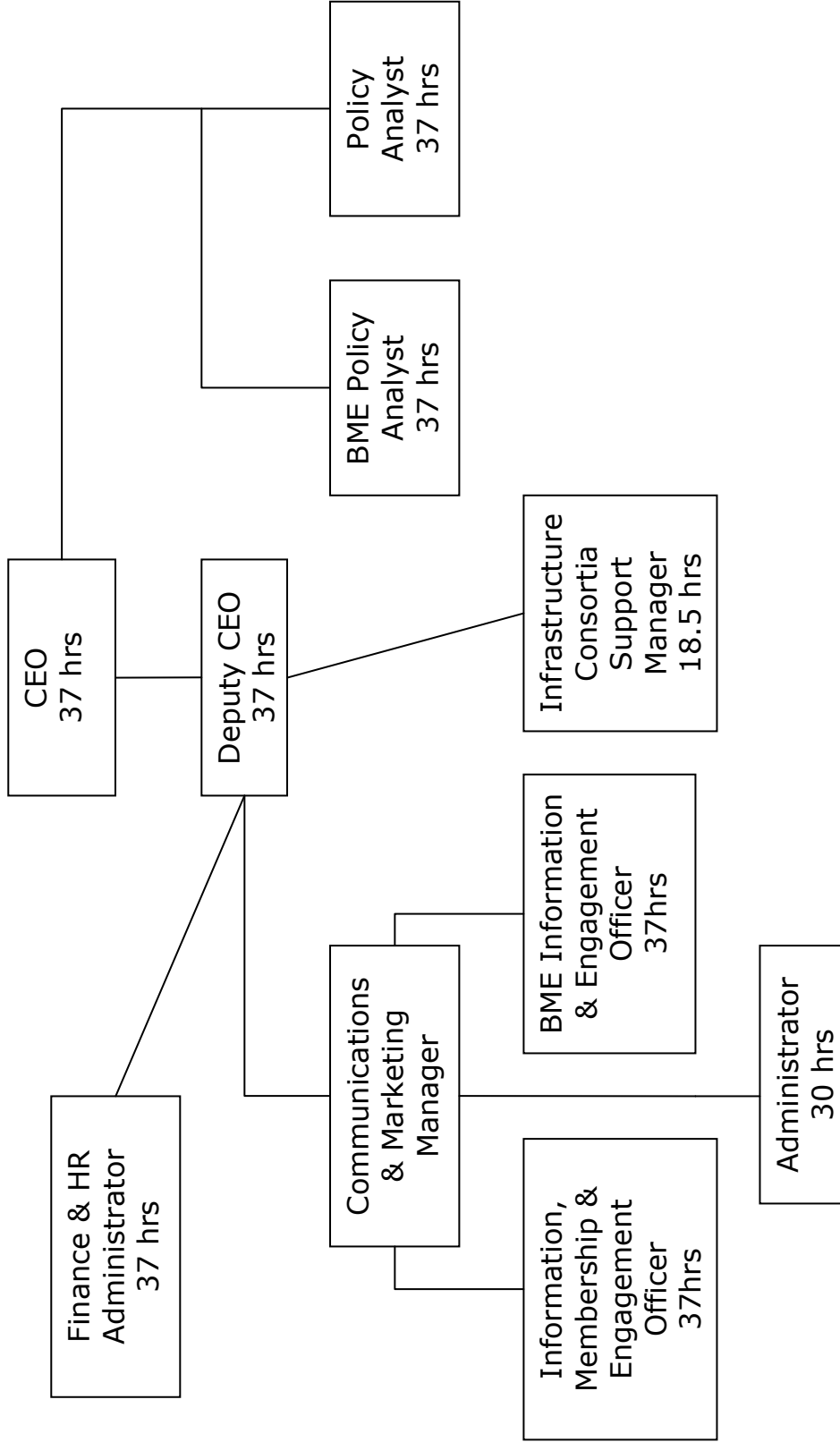
The One East Midlands Secretariat comprises 10 staff, as follows:

Post Title	Reporting To	Job Purpose
CEO 37 hours	Board	To develop external relationships and the strategic direction of the organisation, with the One EM Board, Assembly and key stakeholders. Chief accounting officer and strategic policy lead.
Deputy CEO 37 hours	CEO	To support the CEO in the strategic direction and operation of the HR & Finance function and internal systems and structures, with overall responsibility for the marketing and information service and membership services scheme.
Information & Marketing Manager 22 hours	Deputy CEO	To support the Deputy CEO in the day-to-day management of the marketing and information service.
Information, Engagement & Membership Officer 37 hours	Information & Marketing Manager	To produce external marketing material via various media, administer the membership services scheme and support the development of communication mechanisms and engagement between internal and external stakeholders.
BME Information & Engagement Officer 37 hours	Information & Marketing Manager	To produce external marketing material via various media and specifically for the BME sector, support the development of communication mechanisms and engagement between internal and external stakeholders and especially hard to reach stakeholders.

Infrastructure Consortia Support Manager  18.5 hours	Deputy CEO	To support and co-ordinate the work of EMISG and EMRIC in relation to the EMSP and wider stakeholders.
Policy Analyst  37 hours	CEO	To analyse, interpret and disseminate policies affecting the sector and co-ordinate sector responses & consultations
BME Policy Analyst  37 hours	CEO	To analyse, interpret and disseminate policies affecting the BME sector and co-ordinate sector responses & consultations
Finance & HR Administrator  37 hours	Deputy CEO	To support the CEO & Deputy CEO in the day-to-day administration of the accounting and finance and HR function.
Administrative Assistant  37 hours	Information & Marketing Manager	To provide general administrative support to the EMSP and its stakeholders.



**One East Midlands Organogram September 2008**



## **Our Key Partners**

### **Investors and Decision Makers**

The key strategic role of One East Midlands hinges on our relationship with the key regional and national public bodies and partnerships which invest in and have an impact on VCS and third sector infrastructure, especially: Capacitybuilders, East Midlands Development Agency (emda), Government Office for the East Midlands (GOEM) and the Department of Health.

All of the above stakeholders have invested in One East Midlands as the vehicle through which they can engage with the VCS throughout the region.

### **Key Regional Partners**

#### **Working with VCS and Third Sector Stakeholders**

One East Midlands is leading on bringing together infrastructure across the region to ensure that there is synergy and co-ordination amongst organisations and groups which work regionally, and those which work at sub-regional and local level. For the Voluntary and Community sector (VCS), the East Midlands Infrastructure Steering Group (EMISG) and the Regional Infrastructure Consortium (RIC) are the established structures through which this will initially take place.

The RIC brings together infrastructure organisations which work regionally. Those organisations are not restricted to the VCS but also include wider third sector partners such as the Development Trusts Organisation, Sport England and Social Enterprise East Midlands and Minority Enterprise East Midlands.

It is consequently through the RIC that the One East Midlands will engage with infrastructure organisations working regionally to ensure that, through the One East Midlands policy and information functions, they have a voice in shaping and influencing regional decision-makers; it is also through the RIC that One East Midlands will expand its engagement with the wider third sector. The RIC has formally committed to working strategically with One East Midlands to achieve this aim.

However, it is not only through the RIC that such wider third sector relationships are being brokered. One East Midlands has an ongoing relationship with Social Enterprise East Midlands (SEEM) whereby the two organisations can work strategically and operationally together to co-ordinate activity and work collaboratively to jointly develop proposals for effective third sector infrastructure; this is reflected in both organisations' workplans and, consequently, contractual obligations to EMDA.

At sub-regional and local infrastructure level, the mechanism for engagement is through EMISG.

The role of EMISG is to oversee the development of third sector infrastructure across the region. It is currently developing a regional third sector support strategy.

EMISG have discussed their relationship with One East Midlands on a number of occasions and agreed that:

- One East Midlands and EMISG should work together when appropriate to deliver common objectives;
- there should be continual dialogue between EMISG and One East Midlands about how to work together to deliver their objectives;
- the strategies and plans of each groups must be complementary.

### **Other Stakeholders**

Additionally, there are a number of key organisations, partnerships and consortia in the East Midlands with which One East Midlands works closely to ensure that the full diversity of our sector can be represented in influencing our work. The list below is not exhaustive but it gives a good indication of who we work with:

Attend (supporting volunteers in Health & Social Care)  
Children's Workforce Development Council Strategy Partners Programme  
Coordinating European Funding for the East Midlands Third Sector (CEFET)  
Community Foundations  
East Midlands Acre Network  
East Midlands Churches Forum (EMCF)  
East Midlands Infrastructure Steering Group (EMISG)  
East Midlands Mental Health Advocacy Group  
East Midlands Rural Affairs Forum (EMRAF)  
East Midlands Volunteering Development Council (EVDC)  
East Midlands Voluntary Youth (EMVY)  
FATIMA Women's Network  
Funding Advice Workers Network (FAWN)  
Mentoring and Befriending Network  
Regional Infrastructure Consortium (RIC)  
Regional Learning and Development Consortium  
Social Enterprise East Midlands (SEEM)  
VCSEngage Strategy Group (children and young people's agenda)  
VOICE East Midlands (supporting Black and Minority Ethnic organisations)

## Our Work

One East Midlands' work is divided into four core activity areas:

- **policy;**
- **representation;**
- **communications, marketing and membership;**
- **internal systems and structures.**

The workplan attached at annexe A outlines our aims, activities and outcomes under each core activity area. The broad activities they give rise to are as follows:

Functions	Core Activity Areas
Engagement in policy making/review forums	Engagement, representation and participation
Campaigning and lobbying	
Representation of VCS views/positions	
Policy monitoring, analysis and interpretation	Informing, connecting and shaping policy and strategy
Strategic analysis & policy impact appraisal	Providing reliable and relevant information and intelligence
Event facilitation – seminars, conferences, training	
Primary research – surveys, interviews, workshops, focus groups	Networking and capacity building
Identifying and sharing best practice	
Information gathering and dissemination	
Online information and networking services	

## Investment Profile

For the financial year 2008/2009, the investment into One East Midlands is as follows:

<b>Investor</b>	<b>£</b>
East Midlands Development Agency	250,000
Government Office for the East Midlands	120,000
Department of Health	60,000
Capacitybuilders	52,000
<b>Total</b>	<b>482,000</b>

**Annex A:  
One East Midlands Work Plan  
April 2008 – Sept 2009**



**(1) Policy**

**Aim:** to be proactive in shaping and developing regional policy and strategy from a VCS perspective with reference to the equalities agenda. This work will sit within existing regional strategies i.e. the Integrated Regional Strategy and the Regional Economic Strategy.

<b>Core Activity Area - ONE EM Business Plan</b>	<b>Planned Activity</b>	<b>ONE EM Lead</b>	<b>ONE EM Posts Involved</b>	<b>Budget Allocation - indicative</b>	<b>Performance Indicators</b>
<b>Outcome: Greater understanding in diverse East Midlands voluntary organisations of emerging public policy and its potential impact on the third sector.</b>					
Develop framework for ONE EM policy work.	<b>Apr-June 2008:</b> Develop policy analysis tool with stakeholders. Tool will be used to ensure that implications of emerging policy for all parts of the VCS are highlighted when appropriate. For example if there are particular implications of policy X for disability or rural groups.	CEO	Policy and BME Policy Analysts	Staff time only	Policy analysis tool developed
	<b>Jul-Sep 2008</b> Consult on policy analysis tool at annual conference				
	<b>Oct 2008 - Jun 2009</b> Policy analysis tool used to produce policy briefing (see below)				
	<b>Jul-Sep 2009</b> Review of policy analysis tool.				

Core Activity Area - ONE EM Business Plan	Planned Activity	ONE EM Lead	ONE EM Posts Involved	Budget Allocation - indicative	Performance Indicators
<b>Outcome: East Midlands led public policy is better informed by diverse voluntary sector perspectives including those from equalities groups. Resulting public policy change which effects a better environment for frontline voluntary and community sector organisations.</b>					
	<p><b>Apr-June 2008:</b> Seek views on analysis tool from equalities groups</p> <p><b>Apr-June 2008</b> Develop appraisal process to agree policy priorities with stakeholders. The appraisal process will provide a transparent and accountable framework to decide which policy areas ONE EM actively works on and which it signposts. It will use intelligence ONE EM gathers from its links into the VCS to identify when ONE EM should take the lead on delivering a policy response and when others are better placed to do so and ONE EM's role is to signpost or co-ordinate diverse views to ensure a cohesive VCS response.</p> <p><b>Jul-Sep 2008</b> consult on policy appraisal process at annual conference</p> <p><b>Oct-Dec 2008</b> policy appraisal framework used to identify policy priorities at quarterly policy monitoring meeting</p>	CEO	Policy and BME Policy Analysts	staff time only	policy appraisal framework developed

	<p><b>Jan-Mar 2009</b> policy appraisal framework used to identify policy priorities at quarterly policy monitoring meeting</p> <p><b>Apr-Jun 2009</b> policy appraisal framework used to identify policy priorities at quarterly policy monitoring meeting</p> <p><b>Jul-Sep 2009</b> review policy appraisal process</p>				
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<b>Core Activity Area - ONE EM Business Plan</b>	<b>Planned Activity</b>	<b>ONE EM Lead</b>	<b>ONE EM Posts Involved</b>	<b>Budget Allocation - indicative</b>	<b>Performance Indicators</b>
<b>Outcome: Voluntary and community organisations have a strong voice in tackling discrimination, raising awareness of equalities issues, gathering information in how discrimination is being addressed. Voluntary organisations from equalities groups working closely and collaboratively with other strategic bodies in shaping decision making.</b>	<b>Jul-Sep 2008</b> Consult with statutory stakeholders on potential areas of policy to develop, e.g. should funding policy be a priority?				
	<b>Jul-Sep 2008</b> amend as appropriate and publicise				
	<b>Jul-Sep 2008</b> ongoing implementation				
	<b>Apr-June 2008</b> Map emerging public policy with a regional dimension. This will be done across all equality areas. Mapping will	CEO		Policy and BME Policy Analysts, Info,	
Map current policy activity					



	also identify existing policy leads within the VCS.						
	<b>Jul-Sep 2008</b> List of emerging policies with a regional dimension published on website with signposting to lead VCS agencies working on policy areas when appropriate				Membership and Engagement Officer		
	<b>Oct 2008-Sep 2009</b> list of emerging policy and signposting updated bi-monthly						
	<b>Apr-June 2008</b> develop list and calendar of public policy initiatives						
	<b>Jul-Sep 2008</b> publicise on website						
	<b>Apr-June 2008</b> develop list of potential ONE EM co-ordinated policy forums						
	<b>Jul-Sep 2008</b> VCS can sign up to policy forums at annual conference						
	<b>Jul-Sep 2008</b> Schedule for development of policy forums agreed. Forums to be ongoing or task and finish as appropriate.						
	<b>Oct 2008-Jun 2009</b> policy forum set up						
	<b>Jul-Sep 2009</b> annual review of policy forums						
Horizon scan for current and future potential policy priorities	<b>Apr-June 2008</b> consultation with key stakeholders: funders and learning from other regions	CEO			Policy and BME Policy Analysts, Info, and Engagement Officer	£1k per forum to support attendance up to total of £5k pa	one policy forum running at any one time
		CEO			Policy and BME Policy Analysts, Info,	Staff time only	notes of strategy group discussions on VCS priorities

	<p><b>Jul-Sep 2008</b> VCS priorities for policy change considered by strategy group and fed into development of policy strategy below</p> <p><b>Oct 2008-Sep 2009</b> ongoing consultation with key stakeholders</p> <p><b>Apr-June 2008</b> develop list of VCS led priorities for policy change</p> <p><b>Apr-June 2008</b> "litmus paper" exercise to identify key issues and concerns within the VCS. This work will highlight policy areas of concern to the VCS and will inform ONE EM of what VCS concerns should be represented at regional level and what more proactive policy work should be considered.</p> <p><b>Jul-Sep 2008</b> work to inform policy and communications strategies</p> <p><b>Jan-Mar 2009</b> renew intelligence on policy priorities from the sector through telephone consultations and visits</p> <p><b>Jul-Sep 2009</b> renew intelligence on policy priorities from the sector through telephone consultations and visits</p> <p><b>Jul-Sep 2009</b> policy priorities identified fed into policy appraisal process and</p>			Membership and Engagement Officer			for change
Gathering intelligence from VCS on its own policy priorities		Head of Services	Information, Membership and Engagement Officer	staff time only	Notes of policy priorities gathered from the VCS considered at strategy group meetings		

ONE EM policy strategy	considered by strategy group <b>Jul-Sep 2008</b> Develop policy strategy including detailed forward activity to Sept 09. Strategy to be informed by mapping of public policy as above and horizon scanning, and consultation at annual conference. It will set out what change ONE EM aims to effect with the VCS in which policy areas.	CEO	Policy and BME Policy Analysts, Info, Membership and Engagement Officer	staff costs	policy strategy developed
	<b>Oct 2008-Jun 2009</b> Implementation				
Policy briefings	<b>Jul-Sep 2009</b> review of policy strategy	CEO	Policy and BME Policy Analysts, Information team		one policy briefing per quarter and one formal policy response per quarter
	<b>Jul-Sep 2008</b> schedule of policy briefings produced				
	<b>Oct-Dec 2008</b> One Policy briefing produced				
	<b>Jan-Mar 2009</b> One Policy briefing produced				
	<b>Apr-June 2009</b> One Policy briefing produced				
	<b>Jul-Sep 2009</b> One Policy briefing produced				
	<b>Jul-Sep 2008</b> Publicise				
	<b>Jan-Mar 2009</b> one policy response issued				
	<b>Apr-June 2009</b> one policy response issued				
	<b>Jul-Sep 2009</b> one policy response issued	CEO	BME Policy	staff costs	briefing
	<b>Apr-June 2008</b>				

	briefing on Community Cohesion Guidance for Funders produced and publicised			Analyst, Information team	only	produced
	<b>Apr-June 2008</b> response from East Midlands third sector collated and formal response to Community Cohesion Guidance made by ONE EM					response produced
	<b>Apr-June 2008</b> briefing produced on Sub National Review for annual conference	CEO		Policy Analyst, Information team	staff costs only	briefing and response produced
	<b>Jul-Sep 2008</b> response from East Midlands VCS to SNR collated and formal response made by ONE EM					briefing produced
	<b>Jul-Sep 2008</b> briefing or signposting if more appropriate on Community Empowerment White Paper					
	<b>Oct-Dec 2008</b> response made to Community Empowerment White Paper if appropriate					
	<b>Apr-June 2008</b> briefing on regional compact produced for annual conference (see below)					compact briefing produced
Contribute to the evaluation and updating of strategies within the Integrated Regional Strategy	<b>Apr-June 2008</b> Discussion with EMRA and emda re schedule of policies under umbrella of IRS and where VCS input required	CEO				
	<b>Jul-Sep 2008</b> Respond to specific requests from emda/GOEM					



	up, terms of reference agreed and detailed regional compact action plan agreed					
	<b>Jan-Mar 2009</b> regional compact signed and publicised					
	<b>Apr-June 2009</b> monitoring of compact					
	<b>Jul-Sep 2009</b> review					
	<b>Apr-June 2008</b> Produce policy briefing for annual conference					compact produced
	<b>Oct-Dec 2008</b> draft regional compact launched for consultation in Compact week in November					
Commissioning from the VCS	<b>Jul-Sep 2008</b> workshop at annual conference to seek stakeholder views on ONE EM priorities in this area			Head of Policy	Head of Operations, Policy and BME Policy Analysts	£1k printing budget
	<b>Oct-Dec 2008</b> task and finish group on commissioning set up, terms of reference agreed					
	<b>Jan-Mar 2009</b> work with stakeholders to identify a "state of the region" snapshot and identify potential future work					
	<b>Apr-Sep 2009</b> implementation					
	<b>Jan-Mar 2009</b> action plan on commissioning produced					

## (2) REPRESENTATION

Aim: to represent the interests, values and diversity of views of the VCS

Core Activity Area - ONE EM Business Plan	Planned Activity	ONE EM Lead	ONE EM Posts Involved	Budget Allocation - indicative	Performance Indicators
<b>Outcome: Diverse frontline voluntary organisations including those representing equalities groups have a clear channel of communication to regional public policy makers.</b>					
Links to all representatives from the VCS at regional level. To include support if appropriate.	<b>Apr-June 2008</b> map sub-regional and regional VCS groupings both generic and specialist	Dep CEO	Information, Membership and Engagement Officer	No cost as to be produced and disseminated electronically	List produced
	<b>Jul-Sep 2008</b> list of regional VCS networks and contacts produced for annual conference				
	<b>Jan-Mar 2009</b> list updated				
	<b>Jul-Sep 2009</b> list updated				
<b>Outcome: Provision of a single point of contact for VCS stakeholders to access the voluntary and community sector's many and diverse views about policy initiatives and other issues affecting the sector.</b>					
	<b>Apr-June 2008</b> map VCS representatives at regional level and their support needs to ensure accountability to the wider VCS	Dep CEO	Information, Membership and Engagement Officer	staff time only	timetable of information gathering from regional representatives

	<p><b>Jul-Sep 2008</b> Set up appropriate procedures to ensure regional VCS reps are accountable. This might include setting up virtual networks within the VCS that any one representative can report back to. It will also include setting up information process to ensure the flow of information between representatives and the wider sector.</p> <p><b>Oct 2008-Jun 2009</b> ongoing implementation and monitoring of information procedures to ensure accountability</p> <p><b>Jul-Sep 2009</b> review of procedures</p>					
	<p><b>Apr-June 2008</b> develop protocol for electing reps to regional cross sector panels</p> <p><b>Jul-Sep 2008</b> consult on protocol at annual conference</p> <p><b>Oct 2008-Jun 2009</b> monitor ongoing use of protocol</p> <p><b>Jul-Sep 2009</b> review protocol</p> <p><b>Jul-Sep 2008</b> amend as appropriate, publicise and implement</p>					
Support ONE EM Board members	<b>Jul-Sep 2008</b> board agree protocols	Dep CEO	Information, Membership and Engagement Officer	staff time only	Protocol produced	protocols of representation



to feed back and represent the views of their electoral college	<b>Oct 2008-Jun 2009</b> implementation and monitoring	and Engagement Officer				
	<b>Jul-Sep 2009</b> review					
Support Regional Assembly representatives	<b>Jul-Sep 2008</b> implementation					
	<b>Jul-Sep 2008</b> identify VCS representatives on EMRA	Information, Membership and Engagement Officer	Dep CEO		staff time only	task and finish group set up and action plan produced
	<b>Oct-Dec 2008</b> action plan identified if appropriate and implemented					
	<b>Jan-Mar 2009</b> implementation and monitoring of action plan					
	<b>Apr-Jun 2009</b> task and finish group finishes					
<b>Jul-Sep 2008</b> task and finish group established with new ONE EM board to review representation on EMRA						
Gathering intelligence from VCS on its own policy priorities	<b>Apr-Jun 2008</b> "litmus paper" exercise to identify key issues and concerns within the VCS. This work will highlight policy areas of concern to the VCS and will inform ONE EM of what VCS concerns should be represented at regional level and what more proactive policy work should be considered.	Information, Membership and Engagement Officer	Dep CEO		staff time only	Notes of policy priorities gathered from the VCS considered at strategy group meetings
	<b>Jul-Sep 2008</b> work to inform policy and communications strategies					

	<b>Jan-Mar 2009</b> renew intelligence on policy priorities from the sector through telephone consultations and visits						
	<b>Jul-Sep 2009</b> renew intelligence on policy priorities from the sector through telephone consultations and visits						
	<b>Jul-Sep 2009</b> policy priorities identified fed into policy appraisal process and considered by strategy group						
	<b>Apr-Jun 2008</b> draft "mini compact" on how ONE EM will work with the VCS	Dep CEO	Policy Analyst	staff time only	Mini compact produced		
	<b>Jul-Sep 2008</b> consult on mini compact at annual conference						
	<b>Jul-Sep 2009</b> review mini compact with VCS						
	<b>Jul-Sep 2008</b> amend as appropriate and publicise						
Annual conference and Assembly meeting	<b>Apr-Jun 2008</b> set up conference task & finish group and produce action plan book venue, speakers, produce publicity, invitations, conference pack etc	Dep CEO	CEO, Policy and BME Policy Analysts, Information team	£3k pa	conferences held and reports produced		

<p>equalities and diversity work: aim to lead on providing a framework to ensure that that the VCS has a strong voice in tackling discrimination, raising awareness about equalities</p>	<p><b>Jul-Sep 2008</b> Annual conference and AGM held early July. Conference to focus on emerging policy areas for the VCS Evaluation of feedback from conference and feed into policy strategy Produce/circulate conference report including action One EM will take forward</p> <p><b>Oct-Dec 2008</b> Conference T&amp;F Group dormant</p> <p><b>Jan-Mar 2009</b> Conference T&amp;F Group meet to discuss 2009-10 event</p> <p><b>Apr-Jun 2009</b> 2009 event planned; invitations, publicity, venue etc.</p> <p><b>Jul-Sep 2009</b> event takes place, report and post publicity</p> <p><b>Apr-Jun 2008</b> identify existing mechanisms and gaps for regional VCS representation of diverse groups including the 6 national equalities strands: age, disability, faith, gender, race and sexuality</p> <p><b>Jul-Sep 2008</b> Bring together identified regional representatives on equality issues to facilitate discussions on how best to develop an accountable regional VCS voice.</p>	<p>CEO</p>	<p>Policy and BME Policy Analysts, Information, Membership and Engagement Officer</p>	<p>£4k for meeting costs and to support engagement</p>	<p>Task and finish group set up, strategy for equalities engagement produced.</p> <p>Meetings held to facilitate discussions on representation in areas where</p>
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<p>issues, gathering information in how</p>	<p><b>Jul-Sep 2008</b> Establish task and finish group to develop an equalities and diversity strategy and action plan.</p>		<p>infrastructure is less well developed</p>
<p>discrimination is being addressed and in working closely and collaboratively with other strategic bodies in shaping decision making.</p>	<p><b>Jul-Sep 2008</b> The strategy will focus on the six strands of equality and diversity recognized within discrimination legislation and the Equalities and Human Rights Commission (Age, Disability, Faith, Gender, Race and Sexuality) and the wider equality and diversity agenda within our region. It will focus on: the different levels of engagement that currently exist within the region, not only for certain groups, but also within the geography of the region; how mechanisms for engagement with and feeding into regional infrastructure can be provided, with priority given where they do not currently exist; how mechanisms for groups and organisations to connect at a strategic level with policy makers can be provided; where capacity building activities need to be focused in order to support and enable engagement, the likely cost and priorities for future investment; what research and mapping already exists, and what more is necessary, to inform the</p>		

	<p>strategy; how sustainability can be inbuilt into activities in order to ensure the ongoing success of the strategy; and how the sharing of good practice, and other communications activities, can be best achieved.</p> <p>Broker discussions on how gaps are met with key stakeholders if appropriate</p> <p><b>Oct-Dec 2008</b> consultation on E&amp;D strategy and action plan</p> <p><b>Jan-Mar 2009</b> Strategy agreed and publicised. Implementation of action plan begins.</p> <p><b>Apr-Jun 2009</b> Task and finish group meets and monitors implementation of action plan.</p> <p><b>Jul-Sep 2009</b> task and finish group meets and monitors implementation of action plan</p> <p><b>Apr-Jun 2008</b> Broker discussions with disability led VCS and funders</p>	CEO	Policy Analyst	£5k for mtg costs, attendance	Meetings held and action plan produced
representation of disabled people at					

regional level	<b>Jul-Sep 2008</b> Establish Disability Working Group with disability led VCS Facilitate meetings with all key stakeholders identify action plan to develop regional disability "voice"				allowance and access requirements	
	<b>Oct-Dec 2008</b> Implement action plan.					
	<b>Jan-Mar 2009</b> Implement business plan.					
	<b>Apr-Jun 2009</b> Evaluate impact.					
	<b>Jul-Sep 2009</b> Review & update business plan.					

### (3) COMMUNICATIONS, MARKETING AND MEMBERSHIP

Aim: to gather and provide reliable and relevant information and intelligence for and across all stakeholders; to promote and raise the profile of the VCS; and to provide a regional voice for the VCS.

Core Activity Area - ONE EM Business Plan	Planned Activity	ONE EM Lead	ONE EM Posts Involved	Budget Allocation - indicative	Performance Indicators
<b>Outcome: Diverse voluntary and community sector views have a higher profile within policymakers and stakeholders.</b>					
Marketing and Communications Strategy, annual action plan and calendar	<b>Apr-June 2008:</b> Review existing strategy internally; publicise and invite comment and feedback from stakeholders. Communications strategy to include how we will gather intelligence on emerging policy priorities from key stakeholders.	Dep CEO	Administrator; Communications Manager; Communications Officer; Strategy Group.	Publication costs to form part of overall marketing materials/publication budget.	
	<b>Jul-Sep 2008</b> Collate and incorporate stakeholder views; produce final version.				
	<b>Oct-Dec 2008</b> Publicise final version (in line with other strategic documents, see note below).				
	<b>Apr-Jun 2009</b> Review and evaluate last year's strategy internally;				

	produce next year's strategy, publicise and invite stakeholder input. <b>Jul-Sep 2009</b> Collate and incorporate stakeholder views; produce final version.				
Consultation	<b>Apr-June 2008</b> Develop a mechanism for generating consultations arising from ONE EM policy activities and other work activities. Develop a mechanism for co-ordinating stakeholders responses to externally generated consultations				
Consultation workshops	<b>Apr-June 2008</b> Develop programme of consultation activity	Dep CEO			
	<b>Jul-Sep 2008</b> Implement and monitor consultation programme		CEO; Communications Manager; Policy Analysts; Administrator.		
	<b>Oct-Dec 2008</b> Implement and monitor consultation programme				
	<b>Jan-Mar 2009</b> Internally review consultation activities; seek stakeholders views				
	<b>Apr-June 2009</b> Revise consultation activities and programme				4 internally generated consultations per year; 12 signposted consultations per year; 4 co-ordinated responses per year; up to 10 "snapshot" responses per year; mention in at least 2 regional policies per year.



	as appropriate.					
	<b>Jul-Sep 2009</b> Carry out consultation activities	Dep CEO	Policy and BME Policy Analysts	staff time only		
Policy briefings and fact sheets	<b>Apr-June 2008</b> Policy briefing template and production calendar produced. This will arise out of the policy strategy	CEO	CEO; Policy Analyst; Communications Manager; Administrator.	Production will be electronic and so no specific budget attached.		
	<b>Apr-June 2008</b> Policy briefing 1 produced, feedback sought and analysed					
	<b>Jul-Sep 2008</b> Policy briefing 2 produced and disseminated e.g. procurement/analyse feedback					
	<b>Oct-Dec 2008</b> policy briefing 3 produced and disseminated e.g. equality & diversity/analyse feedback					
	<b>Jan-Mar 2009</b> policy briefing 4 produced and disseminated e.g. future of the third sector; review policy briefing feedback 1-3 & agree themes for 2009-10					
	<b>Apr-June 2009</b> Implement agreed 2009/10 plan					

<p>e-bulletin: this provides a snapshot of policy developments, ONE EM activity, training and events across the region and news relevant to the sector</p> <p>ONE EM website</p> <ul style="list-style-type: none"> <li>- Site to continue to be refreshed weekly!!</li> </ul>	<p><b>Jul-Sep 2009</b> Review value and take up with stakeholders; report.</p>	<p>Dep CEO</p>	<p>Communications Manager; Information Officer; Administrator; Strategy Group</p>	<p>Circulation to at least 200 infrastructure organisations and 200 other TS stakeholders</p>
	<p><b>Apr-June 2008</b> Editions 1, 2 and 3 produced and circulated.</p>			
	<p><b>Jul-Sep 2008</b> Editions 4, 5 and 6 produced and circulated.</p>			
	<p><b>Oct-Dec 2008</b> Editions 7, 8 and 9 produced and circulated.</p>			
	<p><b>Jan-Mar 2009</b> Editions 10, 11 and 12 produced and circulated.</p>			
	<p><b>Apr-June 2009</b> Editions 13, 14 and 15 produced and circulated/ review undertaken</p>			
	<p><b>Jul-Sep 2009</b> Editions 16, 17 and 18 produced and circulated, including any revisions.</p>			
	<p><b>Apr-June 2008</b> Existing site: refreshed weekly to show ONE EM activity. New site: build ongoing for partial launch end of May. Build continues to add interactive functions.</p>			
	<p><b>Jul-Sep 2008</b> Build completed by end August.</p>			
	<p>Agreed number of hits per month; agreed take up of interactive services.</p>			

	<p>Information/"how to" guides produced and circulated to membership and other TS stakeholders for benefits and how to use interactive services. Specific policy areas added to website, i.e. area on site dedicated to sub national review, where user can find ONE EM briefings and responses, signposting to relevant documents and other websites and news on developments in this area</p> <p><b>Oct-Dec 2008</b> Continue to monitor take-up &amp; use of web site &amp; profile of users; set targets for growing user numbers.</p> <p><b>Jan-Mar 2009</b> Continue to monitor take-up &amp; use of web site &amp; profile of users</p> <p><b>Apr-June 2009</b> Continue to monitor take-up &amp; use of web site &amp; profile of users</p> <p><b>Jul-Sep 2009</b> Quality control exercise to ensure content 100%</p>				
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	clean; stakeholder views sought.					
marketing materials	<p><b>Apr-June 2008</b> Design specification for marketing materials using a range of appropriate media and which coordinates the promotion of infrastructure and the wider sector. Commission marketing materials. Identify target list and calendar for dissemination of marketing materials via external media</p>					
<p>Membership services scheme: aims to enable ONE EM to communicate with and meet the needs of the sector and provide an added mechanism for accountability</p>	<p><b>Apr-June 2008</b> Review options &amp; commence work on new membership pack.</p>				1k	
	<p><b>Jul-Sep 2008</b> Complete, publish &amp; circulate pack in hard copy &amp; online.</p>					
	<p><b>Jan-Mar 2009</b> Review feedback on pack &amp; agree any changes/updates.</p>					
<p><b>Apr-June 2009</b> Implement agreed changes and publish revisions</p>						
<p><b>Apr-June 2008</b> Establish regular contact</p>						
Membership services scheme						

<p>Memberships services scheme</p>	<p>schedule to include email, website, partner networks and sites.</p>					
	<p><b>Jul-Sep 2008</b> Ongoing monthly via e-bulletin, website, partner networks and sites, and events. Set new target for growing circulation.</p>					
	<p><b>Oct-Dec 2008</b> Ongoing monthly via e-bulletin, website, partner networks and sites, and events.</p>					
	<p><b>Jan-Mar 2009</b> Ongoing monthly via e-bulletin, website, partner networks and sites, and events. Review of scheme undertaken and report produced.</p>					
	<p><b>Apr-June 2009</b> Implement agreed actions.</p>					
	<p><b>Jul-Sep 2009</b> Circulation ongoing.</p>					
	<p><b>Apr-June 2008</b> Design and populate MSS database/members' directory</p>					Dep CEO
	<p><b>Jul-Sep 2008</b> Transfer to new website by end August.</p>					
	<p><b>Oct-Dec 2008</b></p>					

Membership services scheme	Test & ensure working effectively					
	<b>Jan-Mar 2009</b> Test & ensure working effectively					
	<b>Apr-June 2009</b> Review efficacy to staff, members and stakeholders; report					
	<b>Jul-Sep 2009</b> Implement agreed changes					
	<b>Apr-June 2008</b> Design members case study framework/pro-forma & identify contacts				Dep CEO	
	<b>Jul-Sep 2008</b> Case studies published on web site & included in membership pack					
	<b>Oct-Dec 2008</b> Fresh case studies gathered.					
	<b>Jan-Mar 2009</b> Ongoing from previous quarter					
	<b>Apr-June 2009</b> Review presentation to include benefits of membership over time. Report.					

Membership services scheme	<p><b>Apr-June 2008</b> Undertake interviews &amp; produce draft/final case studies, incl. photos</p> <p><b>Apr-June 2008</b> Produce outline programme for member briefing events/ideas exchanges on policy themes &amp; research topics</p> <p><b>Jul-Sep 2008</b> Undertake first seminar/ideas exchange in August</p> <p><b>Oct-Dec 2008</b> Undertake 2nd seminar/ideas exchange</p> <p><b>Jan-Mar 2009</b> Undertake 3rd seminar/ideas exchange</p> <p><b>Apr-June 2008</b> Plan first event, issue invitations</p> <p><b>Jul-Sep 2008</b> Transfer to new website by end August. Interactive service to inform monthly ideas exchange, ongoing from September onwards.</p>					
Membership services scheme					£2k	
Membership services scheme				Dep CEO		





#### (4) INTERNAL SYSTEMS AND STRUCTURES

Core Activity Area - ONE EM Business Plan	Planned Activity	ONE EM Lead	ONE EM Posts Involved	Budget Allocation - indicative	Performance Indicators
Board	<b>Apr-June 2008</b> Interim Board meets for the last time following election of new Board	CEO			
	<b>Jul-Sep 2008</b> New Board elected; questionnaires and interviews for skills audit take place.				
	<b>Oct-Dec 2008</b> Review skills audit, report and action.				
	<b>Jan-Mar 2009</b> Facilitated "health check"; report and action.				
	<b>Apr-June 2009</b> Review frequency of full board meetings; report.				
	<b>Jul-Sep 2009</b> Implementation of any changes.				
	<b>Apr-June 2008</b> HR and Strategy sub groups meeting monthly				
Board and sub groups	<b>Jul-Sep 2008</b>	CEO	CEO; Dep CEO		

	Review of sub-groups following election of new Board				
	<b>Oct-Dec 2008</b> Provide ongoing secretariat support services to Board and all Sub groups.				
	<b>Jan-Mar 2009</b> Provide ongoing secretariat support services to Board and all Sub groups.				
	<b>Apr-June 2009</b> Review level of secretariat services to board; report.				
	<b>Jul-Sep 2009</b> Implementation of agreed changes.				
Board and sub groups	<b>Jul-Sep 2008</b> Establish Equalities, Membership & Regional Compact working groups				
Appointment of CEO	<b>Apr-June 2008</b> Draw up job description and specification.			Dep CEO	Admin
	<b>Jul-Sep 2008</b> Bring together an interview panel.				
Appointment of CEO	<b>Apr-June 2008</b> Advertise the post.				



Management Team Meetings	information are circulated to the team & Board members where appropriate				
	<b>Jan-Mar 2009</b> Ensure decisions & key information are circulated to the team & Board members where appropriate				
	<b>Apr-June 2009</b> Review format, value and efficiency of service and procedures; report.				
	<b>Jul-Sep 2009</b> Implementation of agreed changes.				
	<b>Apr-June 2008</b> Weekly meeting chaired by CEO/minutes produced & placed on web site.	Dep CEO			
	<b>Jul-Sep 2008</b> Weekly meeting chaired by CEO/minutes produced & placed on web site.				
	<b>Oct-Dec 2008</b> Weekly meeting chaired by CEO/minutes produced & placed on web site.				
	<b>Jan-Mar 2009</b> Weekly meeting chaired by CEO/minutes produced & placed on web site.				
	<b>Apr-June 2009</b>				

	Weekly meeting chaired by CEO/minutes produced & placed on web site.					
	<b>Jul-Sep 2009</b> Implementation of recommendations/actions.					
HR Review	<b>Apr-June 2008</b> Revised T&C for new staff in place. Consultation & negotiation with existing staff takes place.	Dep CEO				
	<b>Jul-Sep 2008</b> Revised T&C for existing staff implemented.					
	<b>Oct-Dec 2008</b> Review of HR needs ongoing; staff structure review in line with delivery of this work plan and ongoing investment profile.					
	<b>Jan-Mar 2009</b> Report and recommendations for staffing structure.					
	<b>Apr-June 2009</b> Implementation.					
Premises/location review for ONE EM staff team	<b>Apr-June 2008</b> HR & Finance Sub-group evaluating premises review and deciding on new location 7 April. Office relocation takes place.	Dep CEO			£2k	

	<p><b>Jul-Sep 2008</b> Implementation of recommendations</p> <p><b>Oct-Dec 2008</b> Report on effects, including costs incurred/saved and impact on delivery.</p>					
Skills audits	<p><b>Apr-June 2008</b> Design audit framework and procedure with consultancy support where required.</p> <p><b>Jul-Sep 2008</b> Questionnaires and interviews take place.</p> <p><b>Oct-Dec 2008</b> Report and resulting training/action, including co-options to board as necessary.</p> <p><b>Jan-Mar 2009</b> Monitor take-up &amp; effectiveness of provision.</p> <p><b>Apr-June 2009</b> Monitor take-up &amp; effectiveness of provision/ assess future needs.</p> <p><b>Jul-Sep 2009</b> Produce action plan for ongoing activity.</p>	CEO			£1k	
Staff appraisals	<p><b>Apr-June 2008</b> Re-design appraisal framework and procedure,</p>	Chair of HR and Finance				

	<p>taking account of good practice in equalities &amp; diversity &amp; related matters.</p>	Group			
	<p><b>Jul-Sep 2008</b> Preparatory work prior to appraisals.</p>				
	<p><b>Oct-Dec 2008</b> Self assessments and interviews. Deadline for appraisals completion 16 October. Report to Board by 31 October. Training and development as required.</p>				
	<p><b>Jan-Mar 2009</b> Tie in with review of staffing structure</p>				
	<p><b>Apr-June 2009</b> Implementation</p>				
Financial performance review	<p><b>Apr-June 2008</b> External auditor appointed and brief agreed, including with stakeholders.</p>	Chair of HR and Finance Group			
	<p><b>Jul-Sep 2008</b> Performance/systems review takes place.</p>				
	<p><b>Oct-Dec 2008</b> Report, incl. recommendations by 16 October; presentation to Board.</p>				
	<p><b>Jan-Mar 2009</b></p>				

	Action plan for implementation of results					
	<b>Apr-June 2009</b> Implementation					
Funding strategy	<b>Apr-June 2008</b> Establish Task & Finish Group under Finance & HR Sub Group.	CEO				
	<b>Jul-Sep 2008</b> Undertake research & consultations.					
	<b>Oct-Dec 2008</b> Produce & circulate draft/final report - presentation to Board.					
	<b>Jan-Mar 2009</b> Action plan for recommendations					
	<b>Apr-June 2009</b> Implementation					
	<b>Apr-June 2008</b> Agree research brief					
Funding strategy  Secretariat Procedures Review	<b>Apr-June 2008</b> Produce and agree action plan for review of all internal procedures, including priorities.	Dep CEO				
	<b>Jul-Sep 2008</b> Implementation and report on progress.					
	<b>Oct-Dec 2008</b> Implementation and report on progress.					





	<b>Jul-Sep 2009</b> review				
Equality and diversity impact assessment of ONE EM	<b>Apr-June 2008</b> Establish Task & Finish Group	Chair of Equalities and Diversity Group		£4k	
	<b>Jul-Sep 2008</b> Interview & appoint consultants				
	<b>Oct-Dec 2008</b> Progress meeting with consultants				
	<b>Jan-Mar 2009</b> Consider draft/ agree final report				
	<b>Apr-June 2009</b> Presentation of findings/recommendations to ONE EM Board				
	<b>Jul-Sep 2009</b> Implement findings; set out future plans.				
Equality and diversity impact assessment of ONE EM	<b>Apr-June 2008</b> Develop terms of reference for the research & long list of consultants				
	<b>Jul-Sep 2008</b> Project Steering Group meet consultations - inception meeting				

Review Back Office ICT including server	<b>Jul-Sep 2008</b> Software and hardware audit report conducted with recommendations on how to bring the ICT in the organisation up to date.				
	<b>Oct-Dec 2008</b> Implement agreed recommendations.				

## (5) OTHER STRATEGIC COMMITMENTS

Core Activity Area - ONE EM Business Plan	Planned Activity	ONE EM Lead	ONE EM Posts Involved	Budget Allocation - indicative	Performance Indicators
EMISG	<b>Apr-June 2008</b> third sector support strategy agreed	CEO	Consortium Support Officer	£25k ringfenced funding from Capacitybuilders	strategy produced, reviewed for EMISG, conference reports and implementation plan
	<b>Jul-Sep 2008</b> support strategy implementation plan agreed				
	<b>Oct-Dec 2008</b> ongoing implementation and monitoring of support strategy				
	<b>Jan-Mar 2009</b> ongoing implementation and monitoring of support strategy				
EMISG	<b>Apr-June 2008</b> work plan for support to EMISG agreed				
	<b>Jul-Sep 2008</b> communications task and finish group set up and action plan produced				
EMISG	<b>Apr-June 2008</b> review role and terms of reference of EMISG				

	<b>Jul-Sep 2008</b> follow up to conferences, action agreed if appropriate						
EMISG	<b>Apr-June 2008</b> regional ICT conference held						
EMISG	<b>Apr-June 2008</b> conference with National Support Services held						
Health	<b>Apr-June 2008</b> Consultation with sector on priorities for regional health work	CEO	Policy and BME Policy Analysts, Information, Engagement	£61k ringfenced funding tba from DH	proposal produced, networks set up, health policy briefings produced		
	<b>Jul-Sep 2008</b> Work plan agreed with DH						
	<b>Oct-Dec 2008</b> ongoing implementation of health work plan						
Health	<b>Jan-Mar 2009</b> ongoing implementation of health work plan						
	<b>Apr-June 2008</b> Proposal submitted to Dept Health on health work plan						
	<b>Jul-Sep 2008</b> health policy work action plan agreed						
Health	<b>Apr-June 2008</b> facilitate VCS involvement in pct critical friends panels						

		<b>Jul-Sep 2008</b> work to establish a health, wellbeing and social care network				
Health		<b>Jul-Sep 2008</b> regional public sector health commissioners group set up				
National Empowerment Partnership		<b>Apr-June 2008</b> work to identify potential partners	CEO			Bid produced
		<b>Jul-Sep 2008</b> bid submitted to CDF for NEP work 08-09				
Regional VCS Infrastructure Consortium		<b>Apr-June 2008</b> support RIC to develop improvement package with Capacitybuilders	Regional Consortium Co-coordinator			£27k ringfenced from Capacitybuilders
		<b>Jul-Sep 2008</b> ongoing secretariat support				
		<b>Oct-Dec 2008</b> ongoing secretariat support				
		<b>Jan-Mar 2009</b> ongoing secretariat support				
Regional VCS Infrastructure Consortium		<b>Apr-June 2008</b> produce guide to regional structures requested by RIC				
Regional VCS Infrastructure Consortium		<b>Apr-June 2008</b> ongoing secretariat support				

Sport	<b>Jul-Sep 2008</b> plan agreed with Sport England to develop a regional VCS sports network	CEO		£4k ringfenced for sport work	agreement in place with Sport England
	<b>Oct-Dec 2008</b> network meeting held and forward plan agreed				

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