

Social Inclusion Partnership for the South East

BUSINESS PLAN

SIPSE's Business Plan does 3 things:

1. It puts SIPSE's new mission statement in the context of:
 - previously agreed principles and criteria
 - the 3 agreed SIPSE dimensions (Internal, External, Supporting the work of SIPSE members in their own organisations).
2. It suggests how some previously agreed actions can help achieve SIPSE's mission in accordance with:
 - previously agreed principles, criteria and dimensions and
 - with what conference delegates said they wanted from us.

It does this by providing a shape round these key SIPSE documents (*numbered to aid reference through the Business Plan*):

(1) The South East Region Social Inclusion Statement

(2) Learning from Experience: Report to the Social Inclusion Statement Partners on Lessons Learned Through Working Together With Recommendations; Caroline Clark, October 2002

(3) SIPSE Conference Report, June 2003

(4) SIPSE Project Manager job description

(5) SIPSE Away day Notes, July 2003

(6) Social Inclusion Action Plan – amended after July 2003 Away day

(7) SIPSE Conference: Key issues Highlighted; Pat Dark, September 2003

(8) SIPSE paper 'S 104: Developing SIPSE's Business Plan; Robert Jones, 6 Feb04'

3. It outlines specific actions that will be done within each area of work & identifies who leads the work & when it will be done.

Still to do :

- Consider the action groups – now & potential future groups; they generate their own business plans which SIPSE needs to co-ordinate and incorporate into the SIPSE business plan
- Include all the actions in **(6)**; some have been overtaken by the set up of action groups.

SIPSE'S Mission Statement:

'Championing social inclusion across the South East Region'

1. What does SIPSE mean by 'social inclusion'?

'Individuals participating effectively in economic, social, political and cultural life'

(adapted from (1), page 7)

2. What does SIPSE mean by 'championing'?

- build capacity
- provide leadership
- provide or encourage understanding
- provide communication
- add value *(see Principles and Criteria at (6), page 4)*

3. Within which 3 dimensions will SIPSE work?

- internally, within SIPSE
- externally, as a regional body working alongside other regional partners and agencies
- supporting the work of SIPSE members within their employing organisations **(8)**

4. How do previously agreed actions help SIPSE to achieve its mission, in accordance with previously agreed principles, criteria and dimensions and with what conference delegates wanted?

Principles and Criteria	Relevant agreed actions (6)	Internal / External / supporting SIPSE members	What conference delegates said/wanted (3,7)
Build Capacity	A.1 Develop a structure for the Partnership (6,1a)	Internal	Be clear about roles and responsibilities
	A.2 Build members' capacity to understand experience of social inclusion and impact of policies / actions in region (6,1e)	All	Get out and visit programmes
Provide Leadership	A.3 Work with the Regional Funding Forum to streamline the process of accessing funding (5a)		Too many funding streams, too many hoops to jump through
	A.4 Promote and enable accessible information about new and existing funding streams (5c)	External	challenge organisations
	A.5 Social inclusion 'proof' relevant regional strategies (8)	External	e.g. respond to the Regional Housing Strategy
Provide or Encourage Understanding	A.6 Identify common social indicators and impact measures to measure performance (2c)	All	Clear tangible targets at centre to measure progress and feed back on
	A.7 Collate and disseminate widely best practice across the social inclusion agenda already identified in the region by the regional agencies (by engaging with players and the regional networks for the voluntary/community sector) (3a)	Internal	Disseminate good practice

Principles and Criteria	Relevant agreed actions (6)	Internal / External / supporting SIPSE members	What conference delegates said/wanted (3,7)
	A.8 Carry out a search of various sources of best practice to increase our knowledge, understanding and performance in alleviating social exclusion (3b)	Internal	Provide evidence base of what works
Provide Communication	A.9 Develop and adhere to a Communications Strategy for the Partnership (4a)	All	Do not know what SIPSE does, what value it adds Listen and communicate effectively Be visible
	A.10 Develop and implement an events programme to engage regional and local organisations and communities, and our partners; hold 3 events on specific issues of social inclusion (4c)	All	The Task Group failed to communicate in its first year leaving organisations and groups unaware of its existence
Add Value	The 10 actions above will contribute to this, providing they are actions which: (6) <ul style="list-style-type: none"> • a large proportion of SIPSE partners can contribute / add value to, or in which they have active interest; • are not clearly the responsibility of an individual agency. 		

5. **The Action Plan – the specific things that SIPSE will do within each action, who will lead and when it will be done (now = by 31 Aug 04, soon = 31 Oct 04, later = Nov 04 onwards)**

Outcome	Action	Output	Communication output	Lead	Resource need	When	Achieved
Build Capacity	A.1 Develop a structure for the Partnership(6, 1a)	Draft job descriptions for: Chair, potential Vice chair, SIPSE members, action group members		Robert Jones, Chair	time	now	✓
		Draft procedure on election and terms of office for: Chair, Vice chair		Yvette Ortel, SIPSE	time	now	✓
		Draft procedure for appointment of: SIPSE members, action group members		Yvette Ortel, SIPSE	time	now	✓
		Draft paper clarifying role of SIPSE, and role & relationship of Action Groups (inc terms of reference & their interaction)		Nigel Smallbone, RAISE	time	now	✓
		Draft paper on bidding process for deciding the next community of interest action group(s)		Nigel	time	now	✓
		Clarify role and accountabilities of Project Manager in light of emerging Business Plan		Robert	time	now	✓
		Draft job description for Project Manager		Catherine Johnstone, RAISE	time	now	✓
		Draft paper on Team Processes (building consensus, resolving disagreements, away days, etc)		Pam McHale, SEEDA	time	soon	
		Audit resources currently available to SIPSE through members and partners		Yvette, Abdul, SEREN	time	now	✓

Outcome	Action	Output	Communication output	Lead	Resource need	When	Achieved
		Identify future resources needed & identify gaps; develop and implement strategies to fill gaps		Phillippa Saray; Catherine	time	soon	½✓
	A.2 Build members' capacity to understand experience of social inclusion and impact of policies / actions in the region (6, 1e)	Develop a programme of visits: identify what we want to learn from visits identify & contact projects to visit identify SIPSE members to visit/feedback		officer	time	later	
		Identify shadowing opportunities within SIPSE membership and externally with other agencies		Officer		later	
Provide Leadership	A.3 Work with the Regional Funding Forum to streamline the process of accessing funding (5a)	Meet with Regional Funding Forum to establish what it's doing, discuss what needs to be done & identify what SIPSE could do to assist		Robert Jones		soon	
	A.4 Promote and enable accessible information about new and existing funding streams (5c)	Meet with Regional Funding Forum to establish what it's doing, what (if anything) SIPSE could do to assist		Robert Jones		soon	

Outcome	Action	Output	Communication output	Lead	Resource need	When	Achieved
	A.5 Social inclusion 'proof' relevant regional strategies (8)	Be proactive in consultation and involvement by identifying emerging strategies and preparing for involvement		Policy Officer		now	on-going
		Pilot SIPSE consultation response to one relevant regional strategy; evaluate process and impact		Robert Jones	time	now	✓
	Understand & share the social inclusion impact within the region of national or subregional strategies/documents	Work with members to develop a simple toolkit for agencies to social inclusion 'proof' their own/others strategies, documents at regional, national or subregional levels		Philip, Charles		later	in progress
		Apply a toolkit or checklist approach to assess impact and dialogue with our partners, members and regional networks		Policy Officer			In progress
Provide or Encourage Understanding	A.6 Identify common social indicators and impact measures to measure performance (2c)	Develop simple tool to measure progress on SIPSE business plan		Policy Officer		soon	
		Revisit social indicators in light of progress on Integrated Regional Framework		Policy Officer		later	
		Review the Social Inclusion Statement		Policy Officer		later	
	A.7 Collate and	Scope what's already being done in the Region and nationally and how useful it actually is		Policy Officer		soon	

Outcome	Action	Output	Communication output	Lead	Resource need	When	Achieved
	disseminate widely best practice across the social inclusion agenda already identified in the region by the regional agencies (3a)	Identify any gaps; develop and implement strategies to fill gaps		Policy Officer		later	
	A.8 Carry out a search of various sources of best practice to increase our knowledge, understanding and performance in alleviating social exclusion (3b)	Responding proactively and effectively to A.7		Policy Officer		later	

Outcome	Action	Output	Communication output	Lead	Resource need	When	Achieved
Provide Communication	A.9 Develop and adhere to a Communications Strategy for the Partnership (4a)	Draft 2-way (internal & external) communication strategy identifying & addressing: objectives, priorities, key audiences, different media & evaluation methods that include feedback from SIPSE members & target audiences		Yvette	Time	now	2 nd draft complete
		Apply communication strategy using different media – emails, newsletters, SIPSE/others' websites, events (ours & others)		Catherine to draft proposals for SIPSE website	time & money	soon	on-going
	A.10 Develop and implement an events programme to engage regional and local organisations and communities, and our partners; hold 3 events on specific issues of social inclusion (4c)	Co-ordinate action group events already planned, ensure they include generic SIPSE content in line with Communication Strategy		Yvette	Time	soon	On-going
		Hold SIPSE meetings (4 quarterly half day & one away day) to: review national & regional progress on social inclusion, facilitate effective social inclusion work within & between SIPSE partners, develop regional social inclusion work for Nov 2005 onwards		Policy Officer			On-going
		Deliver one regional event on social inclusion for approx 200 delegates, possibly including legislative theatre		Policy Officer	time & money	later	

As at Aug 05

CLARIFYING THE ROLES & ACCOUNTABILITIES OF MAIN COMMITTEE AND 3 ACTION GROUPS

1. **SIPSE does not work directly with socially excluded people.**

Its 'championing' consists of:

- Work it does itself (sometimes with partner organisations not represented around the SIPSE table)
- Work it encourages, supports and joins up carried out by individual organisations represented around the SIPSE table.

2. **SIPSE WORKS** to its Business Plan *through* its Main Group and 3 time limited action groups

3. **ROLE OF THE SIPSE MAIN GROUP**

- to develop, implement/support the implementation of, monitor and evaluate its Business Plan
- to ensure it has and makes proper use of resources needed for implementation of the Business Plan
- to select and properly regulate its own membership and membership of its action groups
- in part through one of its member organisations, to recruit, induct, manage, support, monitor and evaluate its Project Manager
- to set up, develop, support, monitor and evaluate 3 time limited action groups (see below)
- wherever possible, to encourage, support and join up relevant social inclusion work carried out by individual organisations represented around the SIPSE table
- in general, to ensure its work follows proper principles around continuous improvement, equalities and diversity, partnership, representation, accountability and transparency

Although it may call additional meetings, SIPSE's Main Group will carry out its role through standing agenda items for its quarterly meetings and an annual away day. Properly recorded and published agendas and minutes form the crucial part of SIPSE's audit trail.

4. ACCOUNTABILITY OF SIPSE

SIPSE is accountable to all its stakeholders, to all individuals and organisations that are or might be affected by its actions. While faced by very many organisations and all partnerships, this multiple accountability requires managing priorities. The table below maps against 4 key stakeholders possible means of accountability and comments.

KEY STAKEHOLDER	MEANS OF ACCOUNTABILITY	COMMENTS
Member organisations <i>as SIPSE members</i>	Main Group properly carrying out its roles and creating an audit trail as above Internal part of genuinely 2 way communications strategy (which should include an annual report)	All member organisations need to feel they are equal partners. In that respect the paper on team proposes at 3 of the Draft Business Plan is crucial.
Member organisations <i>as organisations in their own right</i>	See above. But italicised distinctions (left) are real. Individuals around the SIPSE table need to keep their organisations informed; CEOs of partner organisations should be invited to all or part of annual away days.	
Funders	See above funders may well be member organisations but may also require specific means of accountability.	Any specific means of accountability: <ul style="list-style-type: none"> • should be proportionate • assuming funders are member organisations, should not result in those organisations being seen as more important members of the 'SIPSE family'
Region as a whole	See above In addition: <ul style="list-style-type: none"> • external part of genuinely 2 way communications strategy • annual conference with wide ranging invitation list 	
In addition, SIPSE will increase its accountability by: <ul style="list-style-type: none"> • developing future programmes and progress based on proper evaluation of its past ('continuous improvement') • developing an appropriate tool for measuring social inclusion (see 'Markers for November 2005/6' in Draft Business Plan) 		

5. ROLE, COMPOSITION, RESOURCES AND ACCOUNTABILITY OF THE 3 ACTION GROUPS

SIPSE'S Main Group could create as many action groups as it chose. This paper and the Draft Business Plan assume 3 groups is as many as the Main Group and Project Manager could develop, support, officer, monitor and evaluate

5.1 ROLE: The groups will have a fixed term, probably a year, to implement specific actions agreed by the Main Group. The fixed term will be extended by agreement with the Main Group in exceptional circumstances only. Appropriate actions properly implemented should be 'doable' in the agreed timeframe. Prolonging the life of one action group would deny life to a new one.

Action Groups suggested for November 2004/5 comprise:

- Social Inclusion Proofing Documents
- Implementing an agreed strategy to fill gaps identified in sharing best social inclusion practice
- A community of interest group (for bidding process, separate paper).

5.2 COMPOSITION: Each group would comprise not more than 12 people. A majority might, & the Chair and Vice Chair should, comprise individuals sitting around the SIPSE table. 'Additional' members should be suggested & approved by SIPSE's Main Group and might comprise:

- Individuals who did not sit around the SIPSE table but worked for organisations represented
- Individuals representing organisations wanting to be represented at the SIPSE table (who could be 'vetted' during the life of the action group)
- Individuals/organisations with particular expertise in the action group's subject matter & invited by the group.

The Main Group through the action group's chair and vice chair should ensure each action group had the right blend of representation, qualities, commitment and expertise.

5.3 RESOURCES: Each action group would be officered and resourced via the Main Group. In its monitoring and evaluating roles, the Main Group would ensure resources were properly and fairly used across the action groups. Other than in exceptional circumstances, action groups would not be allowed to secure their own additional funding or officer resources. Allowing them to do so would risk:

- Distracting them from their core role
- Confusing monitoring and evaluation by the Main Group
- Accountability (see below)
- Undermining cross-SIPSE partnership working

5.4 ACCOUNTABILITY: The action groups' sole accountability would be to the Main Group. Each action group would report to the Main Group at each of the Main Group's meetings. Additionally, the Main group might ask an action group to:

- Make a presentation at the annual conference or away day
- Produce an article for a SIPSE or other agency's publication.