

ECN strategic plan - trusted voice of the third sector



Activity	Engage	Diagnosis	Pilot	Outcome	Outputs
Offer	Engage and clarify the role and relevance a community network brings	Limited membership Lack of clarity about offer Relevance/timing	Small, sided focus groups exploring topics such as future Gazing. 'Theory of change'	More inclusive focused offer to benefit the voluntary and community sector and ensure its relevance	Clear Offer – ensuring members and partners know what to expect from ECN
Performance	Discuss the outputs and performance targets expected by the members of ECN	Service delivery plan imposed by the local authority	Review ways of working in partnership and with funders	More clarity supporting the purpose and delivery of ECN tailored to its members aspirations	Clear set of performance expectations in place to create narrative of ECN
Partnerships	Reach out to all partners and potential partners	See 'offer' clarify partnership's status. Re-establish with key partners and identify new partnerships	Research all potential partners – identify representatives create process for election and quality of nominees	Detailed partnership arrangements, heads of terms, compacts Signed	Member of partnerships finalised
Roles and responsibilities	Chair, exec, members Other organisations and strategic bodies	Lack of clarity – leading to misunderstanding miscommunication	Hold small round tables with various sector partnerships	Clarity for all partners about ECN's offer and its role and responsibilities	A clear list of roles and responsibilities for each partnership
Governance	Discuss initially steps required to be an independent body and expectations of executive being the board. ECN is currently a 'project' of SCA.	Needs to be independent to fully deliver its offer and function	Establish a shadow board to explore types of organisation	An independent voice for the third sector free from association with a 'holding body'	An independent body able to receive funding and attract funding.
	Simplify procedures to ensure fit for purpose criteria	Current working practices timing and resources need reviewing to ensure fit for purpose reflecting size of organisation	Work as an executive board to review working practices	More efficient effective processes that meet the needs of the organisation	Procedures reviewed and in place
Representatives	Skills assessment in terms of training needs for executive	Limited understanding of role of ECN Balance conflict of interest. Create a role profile for representatives. Include training assessment	Skills assessment leading to training and swot analysis	A highly skilled executive able to represent the views of the sector. The ability to understand the nuances of the various partnerships and bodies we sit on	A ?-person executive committee skilled at representing the whole third sectors views

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Influencing	With strategic partners to embed participation as the third sector voice	Limited understanding of role of the third sector. Lack of input in key decision making by strategic authorities	Set up, meetings with strategic partners to aid understanding of benefits and role of third sector	Third sector has place at heart of planning and decision making for the borough	Third sector representation in CCG and local authority planning and decision-making structures at earliest opportunity. Regular liaison meetings with key strategic contacts
Compact	Engage with partners and strategic bodies to review the existing compact and its performance with a view to identifying areas for improvement and adoption	Compact has lost its relevance, purpose and meaning to most parties	Set up an initial working group to carry out the review to include ECN, EHCVS LBE, CCG and other relevant bodies	Improved relationship with statutory partners leading to effective engagement in critical planning and decision making	Set of principles that enshrine engagement with the third sector as a valued partner by the statutory sector
Funding	Work with stakeholders to develop an understanding with funders that secures a more sustainable organisation	Currently submit an annual funding request to the local authority	Open a conversation based on a costed proposal that supports the organisation for 4 years	An organisation that can build and deliver a clear properly resourced financial plan that meets the needs of ECN and its members	A costed proposal that secures the continuity of the trusted voice of the sector
Communications	Create single point of access – no wrong door	No single service directory or access to one	Create a resources page/link to a local authority/CCG	Groups and residents access the information and the groups	Create single point of digital access to the third sector
	Hold meetings and events	Covid has impacted significantly on the ability of ECN working	Explore the best way to facilitate meetings utilising online face to face and alternate methods	All groups can Access well-advertised events allowing them to discuss matters of importance	5 events a year as a minimum

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Strategic policy areas

The things as an organisation we are championing.

<p>Community wealth building</p>	<p>Begin the discussion about the benefits of community wealth building as a means of addressing inequality.</p> <ul style="list-style-type: none"> • Progressive procurement • Fair employment • Socially productive use of land and assets • Making financial power work for local people • Plural ownership of the economy 	<p>Limited ambition and single focus by the local authority on their approach to inclusive growth No role for the third sector in the roll out of the 'Green print economy and economic renewal'</p>	<p>Open conversation with relevant parties Support wider discussions and round tables with partners to discuss options. Ask for consideration at LSP</p>	<p>Wider understanding of the issues and awareness of approaches to inclusive growth and associated topics</p>	<p>Presentation at LSP Establish a working group to explore relevance and approach in Ealing</p>
<p>Digital inclusion</p>	<p>Develop a multi-agency working group to support the development of a digital inclusion plan. Incorporating 3 areas</p> <ul style="list-style-type: none"> • Physical digital infrastructure • Software support and purchase • Training and facilitation 	<p>No single approach for third sector or prioritisation of the issue Lack of clarity about ambition for the sector Lack of clarity about ownership of the problem</p>	<p>Work with partners to create a plan to address the issue. With clear objectives a strategy for the third sector</p>	<p>Clarity of approach to the issue with roles and responsibilities clearly identified for its delivery</p>	<p>Plan in place being delivered</p>
<p>Inequality</p>	<p>Support the workings of the Equality commission. Acting as a critical friend</p>	<p>Limited engagement in process and commission. Lack of clarity about scope of commission purpose</p>	<p>Engage with commissioners and council officers</p>	<p>Greater understanding of ambition and awareness of commission and critically its findings and delivery.</p>	<p>Role of third sector clarified and its part in any delivery plan developed</p>