

## INSPIRING IMPACT DEVELOPMENT PLAN FOR NORTHERN IRELAND

### Introduction

Third sector organisations form a significant part of the social and economic infrastructure of communities in Northern Ireland. The most recent State of the Sector report for 2009-2010 carried out by NICVA estimated that we have approximately 4800 voluntary and community organisations employing almost 28000 staff (4% of the NI workforce). The sector generates funding income of some £742m, a third of which is comes from central government. Most third sector organisations (88%) involve volunteers in the running of their organisations. The last public survey of volunteering in Northern Ireland called “It’s All About Time” was carried out in 2007 and estimated that 21% of the population was engaged in Formal Volunteering (ie volunteering with or under the auspices of an organisation or group) representing some 282,000 people. Of these volunteers, 87723 (31%) were involved within the Voluntary and Community sector.

In common with all publicly funded organisations, the sector is coming under increasing pressure to demonstrate the value it adds and the difference it makes to the lives of the individuals, families and communities which it serves. The most recent NICVA Viewfinder (14) has reported that almost 4 in 5 organisations surveyed state they are under increasing pressure from funders to show value for money and that 2 in 3 are experiencing an increased demand for monitoring outputs and outcomes. While in Northern Ireland there is a well ingrained culture of financial accountability arrangements, it is widely acknowledged within the sector and by funders that this needs to be complemented with a focus on outcomes – the benefits to clients and beneficiaries which result from interventions.

It is therefore important that voluntary and community organisations can articulate clearly the difference they hope to make and are able to reliably measure what they achieve and to communicate this to funders and other stakeholders. Funders too need to ensure that their investments achieve the results they expect and that the sector as a whole is able to learn about “what works” (and what doesn’t) in order to inform future investments.

However, while impact practice has moved forward over the past decade and Northern Ireland can provide many examples of leading edge impact practice, the sector and its stakeholders continue to face challenges in planning for and measuring the difference they make and in effectively using this information to promote change in policy and practice. Those challenges include properly specifying outcomes, the lack of appropriate skills in the workforce to measure impact and inadequate sharing of information to facilitate learning within the sector and between the sector and key stakeholders. This often results in a failure to learn about the effectiveness of interventions, mistakes being repeated, a poor return on investment for funders and a lack of good quality evidence to inform policy. The Inspiring Impact UK initiative is designed to address these issues.

## **The Inspiring Impact UK**

Inspiring Impact is a UK wide initiative that aims to change the way the voluntary sector thinks about impact and to make high quality impact practice the norm for charities and social enterprises by 2022. It involves a coalition of 8 organisations<sup>1</sup> across the UK including the Building Change Trust<sup>2</sup> which is the lead partner for Northern Ireland. This is a ten year programme that will support the non- profit sector to place impact at the heart of what it does. The programme is built around five themes which are outlined in more detail below. These focus on five key objectives:

- Encouraging impact leadership amongst charities and social enterprises
- Encouraging more widespread adoption of an impact approach amongst funders, commissioners and investors
- Developing shared approaches to impact measurement at sub sector level
- Making appropriate, affordable data, tools and systems readily available
- Developing a coherent and effective marketplace of impact measurement support.

## **Relationship between Inspiring Impact NI and the UK Initiative**

The Building Change Trust is supporting the delivery of a linked programme in Northern Ireland and has contracted Community Evaluation NI to help develop a plan for Inspiring Impact here. The Trust has established a Sub Committee which acts as a Reference Group for taking forward Inspiring Impact in Northern Ireland. Membership of the Sub Committee is listed at Appendix 2. The Sub Committee has provided advice to the Trust on the NI Development Plan, informed by the products from the II UK initiative and consultation led by CENI within the sector locally which included an Impact Summit on 8 April which was attended by an invited audience representative of all sectoral stakeholders.

The Building Change Trust acknowledges the significant challenge which a step change in impact practice means for the diverse voluntary, community and social enterprise sector in Northern Ireland. The role of the Building Change Trust is to work with the community and voluntary sector to promote positive change in key thematic areas in ways which will help ensure that the sector is strong, vibrant, independent and relevant in the future. The current areas of the Trust's work are set out in Appendix 3.

Inspiring Impact complements a range of other work which will affect the future of the sector. This includes the work programme of the Joint Forum representing government and the sector which has a series of Commitment Action Teams considering Bureaucracy, Outcome-focussed funding, Structural reform and on how the sector can play a more influential role in shaping policy. The Reform of Local Government will also have a significant impact on the relationship between local government and the sector as responsibilities and funding are

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<sup>1</sup> The partners are: Association of Charitable Funders (ACF), Association of Chief Officers of Voluntary Organisations (ACEVO), Charities evaluation Services (CES), National Council for Voluntary Organisations (NCVO), New Philanthropy Capital (NPC), Substance, Evaluation Support Scotland (ESS), and the Building Change Trust. Inspiring Impact UK (excluding NI) had a budget of £275k in 2012-2013.

<sup>2</sup> The Trust's founding aim is "Investing in Social Change; working to make today's challenges tomorrow's opportunities" Further information on the role of the Trust and the relationship between the Inspiring Impact initiative and other strands of the Trust's work is set out in Annex 3.

devolved from central government to the new District Councils, as will the emerging Framework on Urban Regeneration and Community Development which has an overarching vision to “boost the economy and tackle disadvantage through the creation of confident, competitive and connected communities.”

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The current Development Plan will make a contribution to supporting the sector in this work. The Plan represents a targeted approach designed to build on the products of the Inspiring Impact UK initiative and to embed their use in Northern Ireland. It is designed to assist the sector to identify where it is currently in terms of impact practice and what will be required to turn the vision into reality. The Plan will facilitate the sector in taking modest steps on this journey but sustained progress will require the continuing commitment of resources and expertise well into the future.

## Definitions

**Impact:** the broad or longer term effects of a project or organisation’s work (also referred to as the difference it makes). This can include effects on people who are direct users of a project or organisation’s work, effects on those who are not direct users, or effects on a wider field such as government policy.

**Impact practice:** the activities that an organisation does to focus on its impact. This can include planning for the desired impact, planning how to measure it, collecting information about it, making sense of that information, communicating it and learning from it.

## Inspiring Impact Themes

### Leadership

Leadership in the sector involves planning for the future, determining priorities, continuously improving services, influencing those with the power to influence your work and motivating staff and stakeholders to achieve the best possible outcomes for clients and beneficiaries. There have been three products published to support the Inspiring Impact Leadership theme.

The ***Code of Good Impact Practice*** was published on 17 June following earlier consultation on a draft document. The Code is the starting point for organisations who want to make impact core to how they operate. The Code provides guidance on how to define, develop and embed impact across an organisation.

The “Case for Impact” study led by ACEVO uses a number of case studies, including Volunteer Now from Northern Ireland to demonstrate how an impact approach can help organisations to do their job better.

Evaluation Support Scotland has also produced a pamphlet highlighting the benefits of impact practice drawing on three case studies from within Scotland.

### Coordinating Support

To enable VCSEs to improve their approach to impact practice, Charities Evaluation Services have produced an impact practice diagnostic for this purpose. This tool, which was produced after extensive consultation and a pilot stage, includes a series of diagnostic questions to help organisations assess how well their current measurement practice suits

their needs; identify what actions they need to take to improve impact practice; and what particular approaches and tools may be useful.

## **Data, Tools and Systems**

While there are numerous measurement tools available in the market, many organisations lack the skills to select the right tools and the knowledge of how to use them. The Data, Tools and Systems workstream led by Substance will produce an online “Marketplace” to help organisations determine the tools and resources best suited to their particular needs.

## **Funders for Impact**

Funders have a critical role in influencing how the organisations they support think about impact practice. The Association of Charitable Foundations (ACF) convened an Impact Working Group to explore and develop Funders’ perspective on and support for, the impact practices of their grantees and investees and the frameworks for understanding, managing, measuring and increasing their own impact. The outcome of this work was a set of Funders’ Principles which were published on 17 June 2013 offer a framework to help funders promote good impact practice amongst the organisations and people they support.

In parallel with ACF engaging funders in GB , the Trust funded ACF to develop Funders for Impact in NI which engaged with funders across a series of events to share and explore the issues emerging within the GB working group.

## **Shared Measurement**

The “Shared Measurement” strand aims to provide common indicators and tools for use in specific fields e.g. mental health in order to help share and compare results, methods and lessons, and identify the most effective solutions. NPC, who led on this workstream, published the “Blueprint for Shared Measurement” in March 2013.

NPC aim to develop a series of shared measurement projects, building on the blueprint for shared measurement. The first of these, “Inspiring Employability”, was published on 16 May, 2013.

All the Inspiring Impact products are available at [www.inspiringimpact.org](http://www.inspiringimpact.org)

## **The Development Plan**

The Logic Model underpins the Development Plan for the Inspiring Impact initiative and this is illustrated in the next section. The Logic Model essentially identifies the agreed Outcomes of an intervention or programme (i.e. the difference it makes) and works back to determine the actions which will be required to deliver the Outcomes. The Model acknowledges that there are intermediate steps on the journey to the desired Outcomes and so, in the case of Inspiring Impact, Outcomes in support of the Themes will be delivered at 3 Levels. Level 1 Outcomes can be expected to result directly from the Actions proposed; Level 2 Outcomes should flow from the achievement of Level 1 Outcomes; and if level 2 Outcomes are achieved then it should follow that the ultimate aims of improved outcomes for clients/communities; more effective use of resources; and better informed policy development can be expected.



## NI Inspiring Impact Plan – Logic Model

II Themes	Potential Actions/Projects	Level 1 Outcomes	Level 2 Outcomes	Level 3 Outcomes
<b>Leadership</b>	<ol style="list-style-type: none"> <li><b>Animating Inspiring Impact</b> <ul style="list-style-type: none"> <li>Identify, coordinate Impact Champions.</li> <li>Compile, disseminate NI exemplars of good practice</li> <li>VCSE Sector Demonstration Projects</li> </ul> </li> </ol>	<ul style="list-style-type: none"> <li>VCSEs and funders are more aware of and better understand impact practice</li> <li>VCSEs have improved access to appropriate support</li> </ul>	<ul style="list-style-type: none"> <li>VCSEs and funders routinely build impact practice into their planning.</li> <li>VCSEs implement good impact practice across all their activities.</li> </ul>	<ul style="list-style-type: none"> <li>improved outcomes for clients/ communities</li> </ul>
<b>Coordinating Support</b>	<ol style="list-style-type: none"> <li><b>Support VCSE to plan and implement Impact Practice:</b> <ul style="list-style-type: none"> <li>Animation and testing of Code and Diagnostic</li> <li>Set up Inspiring Impact “Enabler” support group</li> <li>Operate Enabler Support Programme</li> <li>Access to menu of training/support options</li> </ul> </li> </ol>	<ul style="list-style-type: none"> <li>VCSEs have improved skills, knowledge in planning, doing, assessing and reviewing.</li> <li>Funders, Gov’t policy makers and economists formally engage with Inspiring Impact programme</li> </ul>	<ul style="list-style-type: none"> <li>VCSEs can understand, access available tools and systems and adopt appropriate approaches to collecting and using evidence.</li> </ul>	<ul style="list-style-type: none"> <li>Resources are used more effectively</li> </ul>
<b>Funders</b>	<ol style="list-style-type: none"> <li><b>Engagement with funders, Government &amp; Councils</b> <ul style="list-style-type: none"> <li>Funders Principles as template for Stat’ bodies</li> <li>ACF run Principles to Practice programme</li> <li>Input on impact practice to training run by central &amp; local Gov and HE institutions</li> <li>Demonstration Projects via Concordat Sub-group</li> <li>Support for Councils on impact post RPA</li> <li>Research- procurement v principles impact practice</li> </ul> </li> </ol>	<ul style="list-style-type: none"> <li>Demonstration projects contribute to understanding &amp; development of impact practice.</li> <li>New DCs understand impact practice and engage with Inspiring Impact programme</li> </ul>	<ul style="list-style-type: none"> <li>Funders understand and adopt the Funders’ Principles as a means of improving their own impact practice.</li> </ul>	<ul style="list-style-type: none"> <li>Better informed policy development</li> </ul>
<b>Shared Measurement</b>	<ol style="list-style-type: none"> <li><b>Tools Marketplace</b> <ul style="list-style-type: none"> <li>complement GB scoping - focus on NI tools and sectors</li> <li>contribute to development of web based marketplace</li> </ul> </li> </ol>	<ul style="list-style-type: none"> <li>Barriers to good impact practice are identified and mitigated</li> <li>VCSEs, funders, evaluators have access to an independent marketplace for tools and systems</li> </ul>	<ul style="list-style-type: none"> <li>Funders support VCSEs to improve their impact practice.</li> </ul>	
<b>Data Tools and Systems</b>	<ol style="list-style-type: none"> <li><b>Inspiring Impact Exchange</b> <ul style="list-style-type: none"> <li>Lead and shape thinking and debate on impact</li> <li>Forum to inform new developments, share learning</li> <li>Engagement with evaluators, consultancy houses, auditors, economists etc</li> </ul> </li> </ol>	<ul style="list-style-type: none"> <li>VCSEs, funders, evaluators have access to a forum for sharing, development and learning</li> </ul>	<ul style="list-style-type: none"> <li>Impact Practice is increasingly embedded in the VCSE</li> </ul>	
<b>Evaluation</b>	<ol style="list-style-type: none"> <li><b>Formative evaluation of II NI Development Plan</b> <ul style="list-style-type: none"> <li>Independent Evaluation of Development Plan progress</li> <li>Use 2010 ‘Measuring Up’ to review progress in 2015</li> <li>Case Studies to illustrate impact practice in the VCSE</li> </ul> </li> </ol>	<ul style="list-style-type: none"> <li>Evidence of changes in impact practice</li> </ul>		

## Potential Actions/Projects

Timing profile

July – Dec 2013	Planning, recruitment and preliminary work
Jan – Dec 2014	Year 1
Jan – Dec 2015	Year 2
Jan – Dec 2016	Year 3

### 1. Animating Inspiring Impact within VCSE sector

- **Identify Impact champions across themes within VCSE sector**

The proposal is to identify sectoral/ thematic Champions who will be the promoters of Inspiring Impact in their respective areas. “Champions” will be key leaders with the status and authority to influence their peers. They will be supported by around 10 “Enablers” who will be trained to provide support for organisations or groups of organisations in implementation of the Code of Good Impact Practice, Diagnostic and Marketplace.

Proposed Delivery Agent	The sub group will set criteria to identify and define roles of potential Champions			
	Programme Leader will facilitate support for and coordinate role of Champions			
	2013/14 Identify Sectoral/Thematic Champions			
Timing	2013	2014	2015	2016
Costs	2000	3000	5000	2000

- **Compile, disseminate NI exemplars of good practice**

The consultation prior to the Summit identified pockets of good impact practice in the sector, including in voluntary community organisations and social enterprises. A number of these should be brought together in a publication/on-line resource in order to show case existing good practice, to draw lessons from the examples and to promote Inspiring Impact to other organisations. The publication would reflect work across the impact practice cycle in a range of sectors and would demonstrate how different approaches have been deployed to measure impact.

Proposed Delivery Agent	This project would be commissioned externally with Terms of Reference and project management the responsibility of the Programme Leader
	March 2014 initial report with core case studies with ongoing incorporation of case studies which would be an opportunity to reflect progress in the implementation of Inspiring Impact

Timing	2013	2014	2015	2016
Costs	5000	5000		

- **VCSE sector Demonstration projects**

It is proposed that at least two projects are identified to illustrate (a) a sectoral approach to the implementation of impact practice and (b) a significant individual project implementing impact practice. This might be co funded with a project sponsor or Funder.

Proposed Delivery Agent	Programme Leader to invite expressions of interest			
Timing	2013	2014	2015	2016
Costs		5000	7000	7000

## **2. Support to VCSE sector to plan for and implement Impact Practice**

This will be the core of the programme and will include a range of activity (broken up into a number of overlapping phases) which will field test the key Inspiring Impact (II) products, develop a support framework and take organisations through all the impact practice stages from assisting organisations to know what they need to do to be able to implement impact practice e.g. understanding the code and applying the diagnostic, to providing ongoing support and signposting throughout the process.

Given the emphasis within Inspiring Impact on a holistic approach to practice, it is vital that supports are put in place for VCSEs to access appropriate guidance and support in planning their impact practice. The Code of Good Impact Practice and Diagnostic produced by Inspiring Impact GB provide a useful starting point for this. The GB plan going forward focuses on animation of the Code and the Diagnostic; equally, and perhaps more important, is the need to assist organisations to understand the Code and to apply the Diagnostic.

### **Phase 1 – Test Code of Good Impact Practice and Diagnostic**

Some pilot work will be required to test the application of the Diagnostic with a range of different type/size of organisations in NI. Based on this the Diagnostic could be refined and adapted as appropriate.

The Code and Diagnostic now exist as products and the Tools Market place is being developed. The aim of Phase 1 will be to test and review their application and explore how they could be rolled out and embedded within the sector in NI. This project will require the identification of organisations, in liaison with the sectoral/thematic Champions to pilot the Code and Diagnostic. The Delivery agent will work with CES to provide training and support to pilot groups to apply and test the code and the diagnostic. The pilot process will be reviewed to produce documentation for guidance and application. This will be rolled out through the Mentor programme.

### **Phase 2 – Set up and Implement Enabler Support Resource**

The wider Inspiring Impact programme emphasises the central role of the VCSE in developing and delivering the initiative, to facilitate the involvement of the VCSE it is proposed to identify, recruit and train Enablers as a resource to help embed impact practice across the sector. The aim would be to recruit up to 10 Enablers from within sectoral, thematic or support organisations and to fund their parent organisations up to 20% of their salaries to release them to work with groups who want to make a step change in how they implement impact practice. It will be necessary to design a training/support programme for Enablers in the full range of II products so that they are in a position to support impact practice in application of the Code and Diagnostic, preparation of an Action Plan for impact practice and to signpost organisations to appropriate Tools and to training in their use if necessary. The Enabler Group would form a Learning Set which would be supported by the Programme Leader and the host organisation.

### **Phase 3 – Access to Menu of Training/Support Options**

Explore options for provision of menu of support around impact e.g. theory of change, SROI, outcomes star etc. This might include creating a resource, co financed by the Trust and Funders, to support organisations access relevant training or consultancy advice.

Proposed Delivery Agent	Host organisation leads on delivery of phase 1 and 2, the subgroup partners will consider options for phase 3
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Timing, Costs	2013	2014	2015	2016
<b>Phase 1</b> Code diagnostic tested and guidance documented		20000		
<b>Phase 2</b> Enablers recruited, trained and deployed		15000	35000	20000
<b>Phase 3</b> Provision of menu of support *			20000	20000
<b>Ongoing support to Enabler programme*</b>				

\* Subject to negotiation with Funders. The proposal is for a joint pot of money from the Trust and Funders which would be allocated to meet discrete needs for specialist support in implementing impact practice.

### 3. Engagement with Funders Government and Policy makers

- **Animate Inspiring Impact Funders Principles as template for Statutory Bodies**

The Inspiring Impact project has produced impact principles and guidelines for Charitable Foundations. This raises two questions 1) How are these to be tested and implemented with the ACF participating funders and 2) are these principles transferable to statutory bodies and funders?

Regarding the latter the Concordat group will set up/participate in a project to explore the relevance and application of the principles in the context of Government funding/procurement relationships with the VCSE.

Proposed Delivery Agent	ACF Secretariat to work with the Joint Forum to review the Funders' Principles which have been developed for independent Trusts/Foundations, to test applicability to the statutory sector and amend the Principles as appropriate
Timing	2014
Costs	£2000 approx, to include meetings with commissioners

- **Inspiring Impact Principles to Practice**

The existing ACF Funders for Impact NI Working Group has proved to be a useful forum and should have an ongoing role. One tangible piece of work would be to pilot a Shared Measurement approach in at least one thematic area to test how the Funders' Principles translate into practice.

Proposed Delivery Agent	ACF			
Timing	2013	2014	2015	2016
Costs	4000	6000		

- **Input on impact practice to Government, District Council and Higher Education curriculums**

Existing training infrastructure within the civil service will be harnessed to promote engagement with officials on Inspiring Impact at various levels. The Policy Skills Learning and Development Programme run by the Centre for Applied Learning (CAL) would be one such vehicle. Other avenues could be explored via the Concordat Group.

This could be a key mechanism for helping funders to review and change their own practice and through this to influence grantees' impact practice. CAL would be well placed to promote joint government/sector training which could include initially general animation around the conceptual model for Inspiring Impact, i.e. the Theory of Change and the Logic Model and then move to implementation and support for funders who wanted to implement outcome based funding or indeed who wished to use evidence to better inform practice.

Training for the Local Government sector would be managed through the Local Government Training Group which is already developing a programme to assist District Councils to make the necessary transitions under the Reform of Local Government.

Finally, it will be important to ensure that the future sector workforce is properly equipped to understand and implement impact practice and discussions will be required with third sector institutions to ensure that the principles are included in relevant curricula. One opportunity here is to have the Inspiring Impact initiative included in the curriculum of the Charity Bank commissioned Advanced Diploma in Third Sector Sustainable Investment which will train 25 sector leaders annually for 5 years until 2018 and which already has a module on financial and social impact.

Proposed Delivery Agents	Joint Forum/DSD on behalf of Funders with CAL Local Government Training Group HE institutions
Timing	Throughout life of the Initiative
Costs	<i>Assumed costs borne by funders</i>

• **Demonstration Projects - inc DSD Concordat Action Teams, DARD etc:**

The Joint Forum has established two Action Teams whose work is directly relevant to the Inspiring Impact initiative and DSD as the lead Government Department for the Voluntary and Community sector in Northern Ireland has had continuing engagement with II NI.

The 2012 Annual Report on the Concordat between the Voluntary and Community Sector and the Northern Ireland Government noted that the Concordat’s Action Team on an “Outcome – focussed Approach to Funding” was considering a collaborative project with the Building Change Trust to identify and implement an outcome-focussed approach across the public and voluntary sectors in Northern Ireland.

A second Action Team has been focussing on finding ways to reduce the bureaucracy surrounding the funding relationship between Government and the Voluntary and Community Sector.

It is proposed to identify potential pilot/case studies to be championed via the Concordat sub-group/Joint Forum which might include:

- discrete pieces of action research and development work on topics such as reducing bureaucracy and facilitating collaboration on outcomes;
- ideally these would take the form of a collaborative exercise between selected Voluntary and Community organisations and Government Departments/Funders;
- The action research would be supported by appropriate consultants/practitioners commissioned by BCT or a relevant government department;
- These could also incorporate examining approaches to shared measurement;
- The aim would be to produce reports detailing process, identifying learning and make recommendations to improve planning and implementation of impact practice.

To be discussed with DSD when the Concordat Action Team reports on Reducing Bureaucracy and Outcomes are released. The product would be one or more reports which would review the implementation of the pilots, assess the extent to which the original objectives had been fulfilled and draw out the lessons for future practice.

Proposed Delivery Agent	To be lead by relevant departments i.e. DSD, DARD or by Statutory Agencies
Timing	Commence in Year 1 and run through Years 2 and 3
Costs	Not possible to specify at this stage. Assumed will be funded by relevant Department.

## Support for District Councils on Impact Practice

Following the Reform of Local Government, the new District Councils will have a statutory responsibility for community planning and will also take on community development and regeneration responsibilities currently exercised by central government. There will be a requirement to support elected representatives and council officials in implementing impact practice which will include animation and the use of II products. Three projects are proposed;

- Scoping exercise to benchmark current practice
- Agree animation/training input to DCs through the Local Government Training Group
- Identify and evaluate exemplar local government demonstration projects; possibly one in Belfast City Council and one outside of Belfast

Proposed Delivery Agent	Programme Leader in partnership with SOLACE/Local Government Training Group			
Timing	2013	2014	2015	2016
Costs		5000 <sup>2</sup>	3000 <sup>3</sup>	3000

### • Research - procurement rules v principles of impact practice

Related to the above is the concern around the potential tensions between the operation of Government procurement rules and good impact practice principles. There will be a need for more informed debate around this issue. Research could be commissioned to explore and tease out these tensions and the potential implications for impact practice. This could help inform and frame ongoing discussion between Government and the VCSE sector via the Concordat group/ Joint Forum as to how these issues may be addressed and resolved or at a minimum, mitigated.

Proposed Delivery Agent	NICVA to draw up terms of reference, commission and manage research and lead on behalf of the sector in negotiations with government through the Joint Forum.			
Timing	2013	2014	2015	2016
Costs	2000	8000		

<sup>2</sup> Scoping study

<sup>3</sup> Demonstration project (assumed matched funding from relevant councils)

## 4. Tools Marketplace

- **Complement GB work - focus on tools and sectors in NI**
- **Contribute to Substance's development of web based tools marketplace**

The Substance work has mapped 137 Tools and Systems and work is now in hand to convert these into an on line tool. Substance has already led a consultation in Northern Ireland on their work and it will be important to remain linked into this critical work stream. It is proposed that this is done through a financial contribution to the development of the on-line Marketplace.

In addition, there will be a need to ensure that organisations in Northern Ireland are assisted to use the On line Tool effectively which will be achieved through continuing engagement with Substance and the work of Enablers as they provide support.

Proposed Delivery Agent	Programme Leader work in partnership with Substance			
Timing	2013	2014	2015	2016
Complement GB Data base		5000		
Development of Web Marketplace	10000			

## 5. Set up Inspiring Impact 'Exchange'

This proposal is designed to ensure that the implementation of Inspiring Impact in NI is supported by funders, delivery bodies, impact practitioners and decision makers having access to leading edge developments in research and exposure to best practice domestically, nationally and internationally. This might include an annual Inspiring Impact conference, two seminars/workshops which would draw in leading exponents of impact practice, and one study visit per year. The Exchange would also have a wider support role for the initiative through the commissioning of targeted pieces of research and analysis. Possible activities might include:

- Bringing in outside practitioners/academics to promote learning from International practice/experience and stimulate, inform ongoing development of NI programme
- Animation with other stakeholders e.g. evaluators, consultancy houses, auditors, economists etc.
- Facilitating outside experts to provide some review and critique of NI projects and progress
- Identifying opportunities to disseminate and promote learning from NI/GB experience internationally through, for example, Study Visits
- Establishing Forum to promote learning and development

Proposed Delivery Agent	The Programme Leader would take the lead in establishing and driving the Exchange which would be located in and serviced by the host organisation.			
Timing	2013	2014	2015	2016
Costs		10000	15000	15000

## 6. Formative Evaluation of II NI Development Plan

The Building Change Trust, the sector and stakeholders will wish to evaluate the difference that they make as a result of investment in the Inspiring Impact initiative. A formative evaluation is proposed which will include the following strands:

- Plan design and set up evaluation framework for II NI
- Implement ongoing data collection, monitoring and progress reporting to BCT
- External assessment of the extent to which the actions proposed in the Development Plan have been delivered and the impact on the sector
- repeat of the CENI 2010 “Measuring Up” research to demonstrate change over the six year period
- use of Case Studies to demonstrate the application of an impact practice approach

Proposed Delivery Agent

Host Organisation with the independent review commissioned externally

Timing	2013	2014	2015	2016
Plan & design of Evaluation framework	2500			
Formative data collection/monitoring/reporting		5000	5000	5000
Independent review of implementation of Development Plan				£10000
Repeat of CENI 2010 Survey				£15000
Case studies <sup>4</sup>				

<sup>4</sup> Costed above (VCSE Demonstration projects)

## 7. Marketing and Communication

Managing Marketing and Communication will be part of the Project Leader's role supported by the host organisation's promotional and administrative staff. An early priority will be the development of a Marketing and Communications Plan which will include provision for use of social media, the publication of regular Newsletters, populating relevant web sites, arranging promotional events and the dissemination of Development Plan products. Specific objectives might be to:

- Develop disseminate NI II Brand
- Design, maintain NI section of UK website
- Maintain II NI profile on NI and II UK websites
- Arrange II promotional events in association with the Inspiring Impact Exchange
- Publish range of II products over course of programme

Proposed Delivery Agent	Programme Leader, Host Organisation			
Timing	2013	2014	2015	2016
Material Costs	2000	7500	5000	5000
Host Staff Costs	2750	11000	11000	11000

## 8. Programme Leader's management/ coordination role

This is a complex and multifaceted piece of work and will require a dedicated Programme Leader throughout the life of the Plan. There are three interlocking roles envisaged: Leadership, management and coordination (see Appendix 1)

Proposed Delivery Agent	BCT in Partnership with sectoral support organisation			
Timing	Appoint by 1 October for duration of Plan			
<b>Costs</b>	<b>2013 final Qtr</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Salary* (inc NIC & Pens)	10147	40588	41806	43060
Overheads	3044	12176	12541	12917
Management charge	2638	10553	10869	12867
<b>Total</b>	<b>£15,829</b>	<b>£63,318</b>	<b>£65,216</b>	<b>£68,844</b>

\* NJC Scale PO4 Point 41

## **Resourcing the Plan**

The Building Change Trust has committed up to £500k to support the Development Plan. In addition, the Department of Social Development (DSD) as the lead government Department on the sector is supportive, in principle, to supporting elements of the Plan. The Department has expressed a particular interest in the proposed projects to embed impact practice within government and the sector. The Department also acknowledges the requirement for a resource to provide leadership and coordination to the project and will consider making a contribution to this aspect of the Plan.

There are also other areas of the Plan where the Trust would look to Funders (both statutory and charitable) to make a financial contribution to specific projects.

## II NI Costs

Project	2013	2014	2015	2016	Totals	
<b>1. Animating Inspiring Impact</b>						
Identify coordinate Impact Champions	£2,000	£3,000	£5,000	£2,000	£12,000	
Compile Disseminate Practice Exemplars	£5,000	£5,000			£10,000	
VCSE Sector Demonstration Projects		£5,000	£7,000	£7,000	£19,000	
	<b>£7,000</b>	<b>£13,000</b>	<b>£12,000</b>	<b>£9,000</b>	<b>£41,000</b>	7%
<b>2. Support VCSE to plan and implement Impact Practice</b>						
Animation Testing of the Code, Diagnostic		£20,000			£20,000	
Recruit, train Impact 'Enablers'		£15,000			£15,000	
Operate, Coordinate 'Enabler' Programme			£35,000	£20,000	£55,000	
Access to Menu of Training/Support Options			£20,000	£20,000	£40,000	
		<b>£35,000</b>	<b>£55,000</b>	<b>£40,000</b>	<b>£130,000</b>	23%
<b>3. Engaging with Funders, Government &amp; Policy Makers</b>						
Animating Funders' Principles as template		£2,000			£2,000	
ACF From Principles to Practice Programme	£4,000	£6,000			£10,000	
Impact Practice on curriculum within Govt & HE		X	X	X		
Demonstration Projects, Concordat, DSD, DARD		X £DSD, DARD	X	X		
Demonstration Projects DCs (tbd)		X £ DCs?	X	X		
Support to new DCs pre & post RPA		£5,000	£3,000	£3,000	£11,000	
Research - Procurement v Impact Practice	£2,000	£8,000	X		£10,000	
	<b>£6,000</b>	<b>£21,000</b>	<b>£3,000</b>	<b>£3,000</b>	<b>£33,000</b>	6%
<b>4. Tools marketplace</b>						
Complement content of GB database		£5,000			£5,000	
Contribute to development of Web based system	£10,000				£10,000	
	£10,000	£5,000			<b>£15,000</b>	3%
<b>5. Inspiring Impact Exchange</b>						
Host events visiting speakers, study trips						
Forum to promote development, learning						
Publish disseminate papers/ learning						
		<b>£10,000</b>	<b>£15,000</b>	<b>£15,000</b>	<b>£40,000</b>	7%

<b>Project</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Totals</b>	
<b>6. Inspiring Impact Evaluation</b>						
Plan & design of Evaluation framework	£2,500				£2,500	
Formative data collection/monitoring/reporting		£5,000	£5,000	£5,000	£15,000	
Independent review of f Development Plan				£10,000	£10,000	
Repeat of GENI 2010 Survey				£15,000	£15,000	
Case studies					£0	
	<b>£2,500</b>	<b>£5,000</b>	<b>£5,000</b>	<b>£30,000</b>	<b>£42,500</b>	7%
<b>7. Marketing and Communication</b>						
Material costs	£2,000	£7,500	£5,000	£5,000	£19,500	
Support Staff Costs	£2,750	£11,000	£11,000	£11,000	£35,750	
	<b>£4,750</b>	<b>£18,500</b>	<b>£16,000</b>	<b>£16,000</b>	<b>£55,250</b>	10%
<b>8. Programme Leadership/ management/coordination</b>	£15,829	£63,318	£65,216	£68,844	<b>£213,208</b>	37%
<b>Totals</b>	<b>£46,079</b>	<b>£170,818</b>	<b>£171,216</b>	<b>£181,844</b>		
				<b>£569,958</b>	<b>£569,958</b>	

## **Appendix 1**

### **Programme Leader's management, coordination role**

This is a complex and multifaceted piece of work and will require a dedicated Programme Leader throughout the life of the Plan. There are three interlocking roles envisaged:

#### **Leadership**

Person will be responsible for building and sustaining momentum around the Inspiring Impact programme in NI, including:

- promote II NI to key stakeholders across public, voluntary and private sectors
- build awareness of impact practice and develop commitment to II NI programme
- encourage key stakeholders from across different sectors to engage in II NI projects
- liaise with UK partner projects and support BCT on UK board as required
- create and maintain synergies within and across sectors in NI and wider UK initiative
- explore opportunities for future sustainability of II NI beyond lifetime of current plan

#### **Management**

Person will be responsible for ensuring the delivery of the NI development plan including:

- Produce operational plan based on II NI development plan
- Produce and implement a marketing and communication strategy for II NI
- Identify potential delivery agents and manage commissioning of II NI projects
- Oversee the delivery of II NI commissioned projects to ensure they are being delivered to agreed timescale and specifications.
- Support delivery of II NI projects as appropriate
- Planning and the administration of a budget of circa £.5m.
- Explore leverage opportunities and negotiate co-financing of projects with funders
- Establish monitoring processes and reporting arrangements to the II NI Sub-Group and the Building Change Trust

#### **Coordination**

Person will be responsible for creating appropriate synergies to ensure that projects complement each other, to maximise the impact of the programme and leave a lasting legacy of II in NI

- Create fora & opportunities for exchange and shared learning across delivery agents
- establish mechanisms for disseminating learning emerging from II NI projects
- Liaise with UK board and partners to ensure transfer of learning across the initiative
- explore opportunities to mainstream learning and recommendations emerging from II NI projects
- Support the establishment and operation of the Inspiring Impact exchange

## Salary Costs

Proposed Delivery Agent	BCT in Partnership with sectoral support organisation			
Timing	Appoint by 1 October for duration of Plan			
<b>Costs</b>	<b>2013 final Qtr</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Salary* (inc NIC & Pens)	10147	40588	41806	43060
Overheads	3044	12176	12541	12917
Management charge	2638	10553	10869	12867
<b>Total</b>	<b>£15,829</b>	<b>£63,318</b>	<b>£65,216</b>	<b>£68,844</b>

\* NJC Scale PO4 Point 41

## NJC PAYSCALES - 1 April 2009

<b>PO3 – PO4</b>	Function/dept or Unit Head, Senior Function Head with full responsibility for a complete function or activity without membership of a Board/Committee and/or senior management team. Responsible for service delivery and the administration of a function, with some policy information. Has full hands-on responsibility for projects, including long-term and short-term planning with budgetary control and decisions on work programmes. Receives senior manager/executive direction on generic objectives. Work is reviewed only for adherence to policy and general effectiveness. Top level professionals may be included here, but few in number and often without a department to manage. May be a member of a larger operational management team. Responsible to the Chief Executive, Directors.
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NJC Scale	Final April 2009 scale	NJC Spinal Point
PO3	31,754	<b>38</b>
	32,800	<b>39</b>
	33,661	<b>40</b>
	34,549	<b>41</b>
PO4	<b>34,549</b>	<b>41</b>
	35,430	<b>42</b>
	36,313	<b>43</b>
	37,206	<b>44</b>

## **Role of Host Organisation**

The Programme Leader could be based within an appropriate infrastructure support organisation with relevant experience, expertise and capacity in the field of impact practice. The organisation should be able to provide the relevant management and technical expertise in impact practice as well as access to administration and public relations support staff to enable the Programme Leader to carry out these functions.

### **Management**

Provide person with strategic management, supervision, support and guidance to ensure effective planning and implementation of the NI II plan including:

- Developing operational plan
- Identifying and engaging with funders and other key stakeholders
- Setting up inspiring impact exchange
- Reporting to BCT on progress and operation of the programme

### **Technical**

Provide access to staff with technical skills and capacity in impact practice to inform planning and operation of components of the plan including:

- identifying delivery agents
- developing terms of reference for commissioned work
- directly carrying out commissioned projects i.e. aspects of supporting the sector to implement impact practice
- planning, setting up and commissioning formative evaluation processes

### **Communications and marketing**

Provide access to support staff to assist with II NI public relations

- Assist in preparation and implementing communications and marketing strategy
- Setting up, maintaining website
- Design and dissemination of promotional materials
- Organisation and hosting of events associated with II in NI

### **Administration, finance**

Provide administrative and financial support

- Managing budgets and financial reporting
- Administration of project contracts
- Administration associated with servicing BCT sub-group and board
- Set up maintain database of II NI contacts and clients

## Appendix 2

### Membership of the Building Change Trust advisory group for Inspiring Impact in Northern Ireland

Julie Harrison	Building Change Trust	Chair
Avery Bowser	Centre for Effective Services	
Mary Field	YouthNet	
Jacqueline Irwin	Community Relations Council	
Christine Irvine	VolunteerNow	
Edgar Jardine	Community Evaluation NI	
Majella McCloskey	CO3	
Lynn McCourt	Bryson Group	
Brendan McDonnell	Community Evaluation NI	
Roy McGivern	Department for Social Development	
Una McKernan	NICVA	
Nigel McKinney	Building Change Trust	
Celine McStravick	National Children's Bureau	
James Magowan	Association of Charitable Foundations	
Maurice Meehan	Building Change Trust	
Joanne Morgan	Community Health Development Network	
Jack O'Connor	Department of Social Development	
Fergal O'Donnell	Rural Community Network	
Helga Sneddon	Centre for Effective Services	
Cate Taggart	Belfast City Council	