

The following action plan works to the strategic aims identified within BECON's business plan 2008 -2011.

Strategic Aim 1 - Be a regional catalyst for change for BME communities through advising strategic policy makers on identifying gaps and barriers faced by BME communities in the North East Region.

Key Objective 1.1 - Identifying gaps, barriers and future trends regionally and nationally to inform regional strategies to support BME VCS in decision making.

Ref	Action	Milestones	Timescale	Intended outcomes	Responsibility
1.1.1	Commission research to update state of the BME VCS sector report 2004	Identify funding source and possible partners who might co-commission the research	Sep 2008	Improved intelligence base on which to determine key actions and advise regional strategic decision-makers	TB, CEO, Policy & Officer
		Prepare brief and invite tenders	Dec 2008		
		Shortlist and interview potential applicants Award the contract	Mar 2009		
		Commission research to enhance understanding of needs of BME communities and VCS in the NE on 1. BME business, employability and workforce	Identify funding source and possible partners who might co-commission the research		
	Prepare brief and invite tenders	Jun 2008			
	Shortlist and interview potential applicants	Sep 2009			

	2. community cohesion and integration that takes account of the projected Sub-National Economic Development and Regeneration Review	Award the contract			
1.1.2	To collate and disseminate information to promote good practice working arrangements with BME VCS in the NE, in partnership with other regional VCS players, VONNE (Voluntary Organisations Network North East	<p>Establish a web based resource to inform and share good practice</p> <p>Investigating the feasibility of maximising partner arrangements with VONNE. See my note from the funders meeting.</p> <p>To organise/participate in 2 conferences annually promoting lessons learnt and best practice regarding BME VCS</p> <p>Convene/Participate in meetings with strategic regional decision-makers to share the lessons and agree regional approaches that would involve BECON</p>	<p>Sep 2008</p> <p>Sep 2008</p> <p>Sep 2008 Mar 2009</p> <p>Jul 2008 Nov 2008 Mar 2009</p>	Create a better informed and more effective BME VCS infrastructure in the NE	<p>Policy Officer, Partnership Officer & Information Officer</p> <p>CEO, Operational Manager & Policy Officer</p> <p>All staff</p> <p>CEO, Operational Manager & Policy Officer</p>

Key Objective 1.2 - Developing partnerships and supporting the inclusion of BME communities in the North East Region.

Ref	Action	Milestones	Timescale	Intended outcomes	Responsibility
1.2.1	Supporting BME community groups at a locality level in developing networks	<p>To support the development of 2 BME networks</p> <p>To hold 4 network meetings annually</p> <p>To facilitate 6 training sessions -</p>	<p>Mar 2009</p> <p>quarterly</p> <p>bi-monthly</p>	Enable BME groups to play a more strategic and effective role	<p>Partnership Officer & Development Officers</p> <p>All staff</p> <p>Policy Officer, Partnership Officer, Sustainability Officer & Development Officers</p>
1.2.2	Development of partnership agreements with regional and sub-regional partners	<p>To develop 3 partnership agreements with regional VCS organisations</p> <p>To develop 1 partnership agreements with sub-regional VCS organisation</p> <p>To develop 3 partnership agreements with locality based BME networks (Middlesbrough, Stockton and Sunderland)</p>	<p>Mar 2009</p> <p>Mar 2009</p> <p>Mar 2008</p>	Stronger more strategic partnerships with regional and sub-regional VCS	<p>Operations Manager & Partnership Officer</p> <p>Operations Manager & Partnership Officer</p> <p>Operations Manager & Partnership Officer</p>

Strategic Aim 2 - Advise on, and help embed good practice on race equality/community cohesion and being pro-active in policy engagement and development in the North East region with the 3rd, public and private sectors.

Key objective 2.1 - Race equality, black perspective and anti-racist perspective are embedded in regional practice.

Ref	Action	Milestones	Timescale	Intended outcomes	Responsibility
2.1.1	Prioritise regional organizations and networks for mainstreaming race equality	<p>Convene meetings with the following bodies to ensure full engagement on the critical issues affecting BME communities</p> <ul style="list-style-type: none"> • Equality and Diversity Board • RIC and RIDG (Capacity Builders) • CDNE/CWACNEE for community development • CADE • CEHR • ANEC for public sector • Social Enterprise/ Job Centre Plus 	Mar 2009 Year 2 & 3	To ensure regional organisations are knowledgeable of issues affecting BME communities and able to utilise this knowledge to mainstream race equality within their organisation	CEO, Operations Manager, Policy Officer & Partnership Officer
2.1.2	<p>Prioritise regional policy areas (subject to funding) below and devise plan of engagement</p> <ol style="list-style-type: none"> 1. Communities 2. Economic Regeneration 3. Environment 4. Equalities 5. Health 	<p>Identification of key issues to be addressed in each policy area</p> <p>Development of action plan for each policy area</p>	Mar 2009	Effective engagement by BECON in strategic regional priorities	CEO, Operational Manager & Policy Officer

	6. VCS Infrastructure				
2.1.3	Engage with BME Networks for their fuller engagement in LSP's	<p>Support to three exiting BME Networks (Middlesbrough, Stockton & Sunderland) in their engagement in LAA</p> <p>Additional support to Sunderland BME Network in its development and future funding</p> <p>Organize at least 3 policy sessions annually with the networks</p>	<p>Mar 2008</p> <p>Sep 08</p> <p>Jul 208 Nov 2008 Mar 2009</p>	Effective engagement by BECON in local BME infrastructure	<p>Partnership Officer, Development Officers & Information Officer</p> <p>Partnership Officer & Sustainability Officer</p> <p>Policy Officer, Partnership Officer & Development Officers</p>
2.1.4	Engage in regional worker's networks for promoting best practice with BME communities	<ul style="list-style-type: none"> • Regional CEN Worker with VONNE • VONNE Policy officers group • Regional Worker's networks with VONNE 	Quarterly	Effective engagement by BECON in regional worker networks	Operational Manager, Policy Officer & Partnership Officer

Key Objective 2.2 - Race equality, black perspective and anti-racist perspectives are embedded in regional, sub-regional and local policy and strategic development.

Ref	Action	Milestones	Timescale	Intended outcomes	Responsibility
2.2.1	Develop partnership work on policies with regional agencies with remit to contribute towards development of regional polices to widen BECON's involvement in development, monitoring and evaluation	<ol style="list-style-type: none"> 1. Develop working arrangements with regional research organizations and relevant research centres in regional Universities. 2. With research organisations identify research needs 3. Collate and disseminate research jointly 4. Make links, research and documents available on BECON website as part of working arrangements 5. Develop working arrangements on a wider research/policy groups involving researchers, policy officers and practitioners 	<p>Mar 2009</p> <p>Mar 2009</p> <p>Mar 2010</p> <p>Mar 2010</p> <p>Mar 2011</p>	Wider knowledge base and information sharing with the attendant power of BECON to influence regional thinking regarding the needs of BME communities	<p>CEO, Policy Officer & Partnership Officer</p> <p>CEO, Policy Officer & Partnership Officer</p> <p>CEO, Policy Officer & Partnership Officer</p> <p>TB, CEO & Policy Officer</p> <p>BECON & partners</p>
2.2.2	Develop 'critical friend' role to ensure BME perspective and race equality is embedded in regional agencies'	<ol style="list-style-type: none"> 1. SLA's with <ul style="list-style-type: none"> • GONE • ONE • LSC • EHRC 	Mar 2009	Wider knowledge base and information sharing with the attendant power of BECON to influence regional thinking regarding the needs of BME	CEO, Operations Manager, Policy Officer & Partnership Officer

	work	<ul style="list-style-type: none"> • VONNE • NEEDB • IPPR 		communities	
2.2.3	Ensure regional and sub-regional consortia infrastructure develop a more inclusive membership featuring appropriate communities of interest	<p>Membership of RIDG and RIC</p> <p>Membership / representation on Sub-regional consortia</p>	<p>Apr 2008</p> <p>Dec 2009</p>	Wider knowledge base and information sharing with the attendant power of BECON to influence regional and sub-regional VCS infrastructure regarding the needs of BME communities	<p>CEO, Operations Manager & Policy Officer</p> <p>Operations Manager, Policy Officer, Partnership Officer & Sustainability Officer</p>

Key Objective 2.3 - Regional BME communities are represented in national policy developments.

Ref	Action	Milestones	Timescale	Intended outcomes	Responsibility
2.3.1	Participate in Voice 4 Change work and build contacts with other regionals	<p>Participation in Voice 4 Change meetings</p> <p>Regular contribution to campaigning through policy papers, briefings and contributing to consultation documents</p>	<p>Mar 2009</p> <p>Mar 2009</p>	Effective engagement by BECON in strategic national priorities	<p>CEO, Operations Manager & Policy Officer</p> <p>CEO & Policy Officer</p>

Strategic Aim 3 - Provide a voice for the region's BME communities and influence policy at the national, regional and sub-regional levels.

Key Objective 3.1 - Feedback mechanism between BECON secretariat and BECON network is sustained, effective and influencing.

Ref	Action	Milestones	Timescale	Intended outcomes	Responsibility
3.1.1	To develop an effective communication strategy and action plan.	Review existing communications tools Identify key messages to be communicated Identify key audiences Develop appropriate actions to communicate widely using a variety of media appropriate to each set of audiences, ensuring that all communication is in plain English and meets the Crystal Mark standard of English	Sep 2008 Sep 2008 Sep 2008 Mar 2009	Effective communication strategy that enables BECON to engage at a national, regional, sub-regional and local level	TB & All staff

Key Objective 3.2 - BME groups and networks are informed and influencing policies regionally, sub-regionally and in their local areas,

Ref	Action	Milestones	Timescale	Intended outcomes	Responsibility
3.2.1	Engage and support BME networks on policy developments	Prepare policy briefings for networks Convene network briefing meetings at sub-regional and local level	Mar 2009	An improved, informed and sustainable BME VCS infrastructure	Policy Officer, Partnership Officer and Development Officers

3.2.2	Ensure that BME communities are equipped with the skills and knowledge to enable them to effect their engagement in these fora	Identify, co-ordinate and facilitate training on leadership and representation in partnership with VCS organisations and training providers	Mar 2009	An effective BME voice at regional, sub-regional and local level	Policy Officer, Partnership Officer, Development Officers & Sustainability Officer
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Strategic Aim 4 - Ensure sustainability for BECON and BME stakeholders and members.

Key Objective 4.1 - Regional and national funding bodies are delivering on their commitment to increase and broaden funding access to BME VCS.

Ref	Action	Milestones	Timescale	Intended outcomes	Responsibility
4.1.1	Clarify funders approach and actions regarding the funding access of BME VCS	Strategic meetings with funders on issues facing BME organisations and funding	Dec 2008	To secure commitment from funders for a sustainable BME VCS in the region	CEO, Operational Manager, Policy Officer and Sustainability Officer
		Lobby funders at national level via V4C England in Influencing criteria for BME organisations in funding programme	Dec 2008		CEO, Operational Manager, Policy Officer and Sustainability Officer
		Develop 'Tool Kit/directory' specific for BME groups	Mar 2009		Sustainability Officer
4.1.2	Engagement with	Identify and promote funding	Mar 2009	To increase the amount of funding	CEO, Operational

	regional and sub-regional consortiums to unlock funding for BME VCS sector	opportunities		available to BME VCS in the North East	Manager, Policy Officer and Sustainability Officer
4.1.3	Support the development of BME community enterprise's across the region	Strategic meetings with NESEP Information workshops North and South of the region	Mar 2009 Mar 2009	Emergence of a BME social enterprise sector across the region	All staff Partnership Officer, Sustainability Officer & Development Officers

Key Objective 4.2 - To become an effective and efficient specialist regional infrastructure organisation by improving organisational systems, structures and performance measurement.

Ref	Action	Milestones	Timescale	Intended outcomes	Responsibility
4.2.1	Performance assessment of BECON	Adapt PQASSO to create an effective management performance framework for BECON To undertake performance assessment	Mar 2009 Mar 2010	o become a quality mark organisation	TB & All Staff TB & All Staff
4.2.2	Address organisational and staff development needs	Review the Induction process for new staff and trustee board members Individual work & training plan staff	Jun 2008 Jun 2008	An improved and effective organisation with robust monitoring and support systems	CEO, Operational Manager & Office Manager All staff

		Regular supervision	6 weekly		All staff
		Workers report	monthly		All staff
4.2.3	Regular updates on policies circulated to BECON staff and TB for an informed participation in external activities	Policy discussions in staff meetings/away days	Mar 2008	A better informed and more effective organisation	TB & all staff
4.2.4.	To review existing policies and develop new policies relating to organisational change	Child Protection Complaints Health and safety Office procedures	Sep 2008	More streamlined, relevant and effective policies	TB, CEO, Operational Manager & Office Manager
		Risk assessment Grievance & Disciplinary Recruitment Supervision	Mar 2009		TB, CEO, Operational Manager & Office Manager