

PROGRAMME GUIDANCE

The Driving Change Plan – Mandatory Guidance

Why have a plan?

The Driving Change plan allows each Invest Local area to set out what it wants to achieve for its area and how it intends to do so. It also allows the area to access Invest Local funds.

The plan has two main purposes.

1. It gives the Invest Local programme in each area a clear sense of direction.
2. It also makes it clear to others – your wider local community and other interested organisations – what you are trying to achieve for your community.

Your plan should build on what is already strong in your area. It should explain what you will try to achieve, how you will do so and how you will know if you are being successful.

Your money is a unique opportunity to invest in the things you think are important for your community. It is important you plan how you will use the money carefully rather than spending it on the projects that people think about immediately or shout loudest about.

What should be in your plan?

Your plan can be produced in any format or combination of formats; computer document, printed leaflet or film are all acceptable as long as it includes the right information (though we will need a written budget). It should be accessible to members of your local community, easy to find out about and easy to understand.

Photos, maps, charts and drawings may all help make it more interesting. Your plan can be for the whole ten years or for any period up to ten years. It may be worth remembering that many things can change over ten years so deciding all your priorities and projects in year one or two will probably miss out some future opportunities.

Your plan needs to tell us the following things (to make it simpler, this is the order you will probably develop them in):

- A. Your vision – what you want your community to look like if the programme is successful. *This helps you in thinking what you want to achieve in the longer term.*

- B. Your priorities – what you will try to achieve through this plan (so a three-year plan would have three-year priorities that help to achieve the vision).
- C. How you decided your priorities; what consultation you undertook, who was involved, what other information you used.
- D. How your plan contributes to long-term change in your area (*in other words how this two or three year plan will help you meet your longer term vision*).
- E. How you will know if you are being successful (in other words how you will evaluate your plan). *This is really important in helping you know if what you are doing is helping you to meet your priorities and longer term vision for your area.*
- F. The main projects or activities that will help you meet your priorities (*you should be able to look at a project and see how it helps meet your priorities and in turn help achieve your longer term vision*).
- G. Who else you are working with to help deliver parts of the plan.
- H. The timespan of the plan and when you will review progress against the plan.
- I. Your budget.

How do you create a plan?

Creating a plan should build on the work you have done so far. This could include local consultations, the knowledge you have of your area, statistics about the area and other information collected by local organisations.

BCT staff will provide you with a short written community profile, which pulls together the information you have previously provided, plus some key statistics for the area which may be useful.

BCT will also run a number of events where the local steering group – and anyone else they'd like to invite to join them - can work to identify their key priorities and define their vision.

These events will help produce most of the materials that go into the plan, so writing it up after the visioning events should be fairly easy.

BCT cannot write the plan, as it will be BCT who assess it. We are making additional funding available for the writing of the plan and each area will have £2,000 to pay for plan writing. This funding is not from your £1million allocation. If it's not used, it will be added to your £1million.

There will be no additional funding available for subsequent plans, so any additional or updated plans will need to have funding budgeted from within your £1million.

What levels of detail are needed?

The level of detail in your plan may vary from item to item, the size of the activity you are planning and how certain you are about exactly what you want to do. The more certain you

are about exactly what activity you are funding, the easier it will be to provide details – although not too much as the plan should remain easy to read.

All Invest Local areas have undertaken quite a lot of consultation and that should be described in the plan. However, we know that there is probably more to be done, especially with people who don't easily get involved in community activities and it will make sense for many plans to allow for more consultation work.

How should you formally decide your plan?

The contents of your Driving Change plan must be agreed by your Invest Local steering group and formally minuted: it is one of the most important decisions that they will have to make. It could also be one of the most difficult, because it will involve deciding what goes into the plan and quite possibly what does not – and in particular what does and doesn't get funded.

Before it can do this, the steering group will need to agree **how** it is going to make decisions so that when it comes to difficult decisions there are clear rules which each group is following. These must include clear arrangements for dealing with conflicts of interest when it comes to funding local groups. The guidance *Invest Local Steering Groups* provides further information.

Please note that BCT can only endorse your plan after we have endorsed your steering group's constitution or Terms of Reference (see guidance on *Invest Local Steering Groups*).

How is your Driving Change plan assessed?

When your plan is ready, please submit it to us via info@bct.wales

Assessments are carried out by BCT. Invest Local officers who have assisted the development of a plan in a particular area will **not** be part of the assessment team.

As part of this process, someone from the assessment team may arrange to visit your area to meet your partnership and discuss the plan; as a result of this visit you might agree to make some changes to your plan.

On the next page are some of the questions we might ask when you submit your first plan, and why we might ask them.

| The question | Why we might ask it |
|---|---|
| How did you identify your vision and priorities? | Invest Local is a community-led programme. So we want to understand how community members were involved in identifying your vision and priorities; and whether the vision and priorities were decided in local conversations, or from data, or both. This is because Invest Local is about talking to a wide range of different people who live and work in the community, and not about individual groups fixing a particular problem without consulting others. |
| <p>Will the activities help you achieve your vision and priorities?</p> <p>How will you know if you are successful?</p> | <p>We want to know how the activities you propose relate to your vision and priorities, what difference you expect them to make, and how you will measure this difference. Reviewing your plan will enable you to know if your plan is working or if you need to change it.</p> |

We estimate that the whole process will take 6-8 weeks, although that will depend on how fast you make any changes you have agreed to make

What happens after a plan is endorsed?

Once your plan is endorsed, we will write to the Chair of your Invest Local steering group confirming endorsement of your plan and the amount of money we will award to your local area. The endorsement will cover the timeline of the plan, so if your plan runs from 2017-20, that's the plan we endorse. This will include the process for you to draw down the funding.

We also send a letter to your fundholder to confirm that the plan has been endorsed, the value of funding, and the period that the agreement covers. Included in the letter will be the terms and conditions of the funding, along with a payment schedule explaining when we will make payments to your fundholder. More details on this are in the guidance on *Funding Agreements for Invest Local Plans*.

Around six weeks before the end of each payment period we will contact your Invest Local steering group and local fundholder and ask you to complete a spend report. This is so that they can update us on what's been used so far and what they expect to use in the next payment period. This will enable us to work with you to ensure you have the right amount of funding to deliver the plan. We know not every plan runs exactly to time or as set out in the payment schedule and, by working with local steering groups and fundholder, we are able to amend this timetable so that it works for you locally.

Why can't we have our £1million in one go?

BCT has been granted around £16.5 million by the Big Lottery Fund to use on Invest Local in all 13 areas. We have to look after that money carefully so that it grows as much as possible: our aim is to make it worth around £19 million. To do this we have invested it with a specialist fund manager, and we can then draw it down as each Invest Local area needs to spend it. However, the longer we can keep money in the investment fund the more it will produce, so our intention is pass money to your fundholders as you need to spend it, so we can increase the total, which can then be shared across all 13 areas.

Can you change your plan once it is endorsed?

Yes, you can. We expect that as the plan starts to be delivered you will learn things from your experience and want to incorporate it in your plan. If you choose to change the activities or the total amount you are drawing out, you should get in touch as soon as possible to agree these changes with us.

Changes to plans can be made to allow you to effectively achieve what your first plan has been trying to do. Completely new initiatives should in normal circumstances be part of new plans, but if there are especially strong reasons for putting them into an existing plan we will consider them. They will normally be based on a completely unforeseen challenge or opportunity that needs swift action. However, there is no problem with carrying on activities from one plan into another as we recognise that some work takes a very long time.

Updated or new plans

Like your first Invest Local plan, please submit any new, follow-on or revised plans to: info@bct.wales Assessment will be carried out in the same way as for your first plan. Before we receive a new plan we would expect to see your plan review. Guidance on reviewing your plans is available on the BCT website (www.bct.wales) or from your Invest Local Officer.

Here are the kinds of questions we might ask when you submit your next Invest Local plan and why we ask them.

| What we might ask | Why we might ask it |
|---|--|
| Have you completed your plan review and sent us the evidence? | We need to know you have reviewed your earlier plan and sent us details about it. The evidence will help answer the questions below. |

| | |
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| Did you complete what was in your previous plan (or if not, why not)? | We want to hear what you have already done, and, if things didn't turn out as you first planned, why not. This helps us understand what you've learned and how that influences what you are now proposing. |
| What evidence is there of learning from previous experience? | We are keen to encourage reflection, which will benefit the next things you do in your area. We also want to share the learning with other Invest Local areas. |
| Have the priorities changed (and, if so, why)? | We know things change, so we want to check that the priorities you plan to focus on now are relevant ones. If they've changed from the priorities in your earlier plan we want to understand why. |
| What evidence is there of your community helping to shape the updated plan? | Just as with your earlier plan, residents in your Invest Local area need to support Invest Local. So we want to know how they have been involved in creating your next plan. |

Moving between one plan and another

If your first plan covers the period 2017 to 2020, your follow-on plan might run from 2021 to 2025. To ensure that there are no gaps in funding, please send us the plan at least ten weeks before you expect it to start.

Throughout the period of the funding we will be asking you to report on spending. If, at the end of the period, there are funds remaining, you have a few options:

- Return any underspend to BCT so we can end the funding agreement. This money will be added to what remains of your £1million.
- Extend the funding agreement, so that you have longer to use the money.

Plan Checklist

Make sure your plan contains this information before you submit it

Your plan needs to tell us:

- What your community is like now; some sort of community profile.
- Your vision – what you want your community to be like.
- Your priorities – what you will try to achieve through this plan (so a three-year plan would have three-year priorities that help to achieve the vision) and how they contribute towards your vision.
- How you decided your priorities: what consultation you undertook, who was involved, what other information you used.
- The main projects within the plan which help you meet the priorities.

- How you will know if you are being successful (in other words how you will evaluate your plan).
- Who else you are working with to help deliver parts of the plan.
- The timespan of the plan and when you will review progress against the plan.
- Your budget and a timeline for the spending of the budget.