

CONSORTIA DEVELOPMENT FUND

INFRASTRUCTURE DEVELOPMENT STRATEGY 2009-2014

Consortia Name: Plymouth Third Sector Consortium

Geographical area: Plymouth

Lead Body: Plymouth Guild

Date: 26 June 2009

Contact Details:

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Consortium Vision / Mission Statement:

Plymouth Third Sector Consortium (PTSC) Vision Statement

To have a strong and vibrant Third Sector in Plymouth which is fully engaged:

- in shaping and delivering public and other services
- in the Local Strategic Partnership (Plymouth 2020)
- in the development of the City and its communities and groups

and underpinned by high quality, sustainable support services.

Mission Statement

PTSC's Mission is:

- To support the provision of effective capacity building which will lead to high quality service provision
- To create an environment for a vibrant and thriving Third Sector
- To promote engagement, partnership and community working

Consortium Objectives:

Aims

1. Make the Plymouth Third Sector Consortium an inclusive partnership and vehicle through which the concerns and ambitions of all the sector and organisations within it can be voiced.
2. Help ensure that Plymouth has a Third Sector that is independent and sustainable through a diverse funding and community asset base.
3. Work towards the sector being vibrant and active in all parts of the city.
4. Support small organisations to sustain their activities.
5. Equip Third Sector organisations to deliver, either on their own or jointly, public and other services in and with local communities.

Objectives

1. To engage with the regional and national Change Up programme through Capacity Builders and other programmes and ensure we influence these programmes where appropriate
2. To ensure that the Consortium is fit for purpose and recognised as an inclusive partnership supporting the provision of solutions within the Change Up activity for Plymouth
3. To ensure that the Consortium is recognised as the main vehicle and conduit for the concerns and ambitions of the sector. And the mediating organisation between the third sector and the public and private sectors, particularly, though not limited to the Local Strategic Partnership.
4. To help support or create sector or interest networks that are represented on the Consortium through the Assembly
5. To assist organisations and networks represented in and recognised by the developing Assembly to operate at an agreed standard within a recognised quality framework.
6. To support the formation of appropriate consortia and or partnerships able to deliver public sector and other services to and with the communities
7. To provide support to frontline delivery organisations interested in developing skills, abilities, policies and procedures to enable them to deliver appropriate services.
8. To develop a sustainable infrastructure to meet the support needs of frontline organisations.
9. To enable Third Sector organisations, where appropriate, to examine the route to sustainability offered through social enterprise and asset management.
10. To ensure that the local Compact and all of its codes are the basis for the relationship between the Third Sector and the Statutory Sector in the City.

What are the key changes that the Consortium aims to make over the next 5 years?

We intend to deliver a Change Up Consortium which is fit for purpose and meets the needs of all organisations in the city through the delivery of a range of appropriately targeted services by providing support, advice and training, taking into account the different needs of the larger, medium and smaller organisations in the Third Sector.

In general we intend to bring about a co-ordinated, represented Third Sector with strong links to and influence on statutory organisations with Equalities embedded into activity and strategy. This will involve well planned information provision to enable the sector to better engage with local, regional and national strategies; the need for a well trained workforce, with good leadership skills and strong governance and for information and research to be effectively shared and intelligently used by the sector

Specifically we intend to –

1. Help support existing networks such as **Children & Young People** and **Neighbourhood Learning** so they can effectively represent the interests of their areas in the Assembly and on the Consortium.
2. Help support or create a series of networks where there are gaps covering all appropriate Third Sector areas (such as Equalities (including BME), Social Enterprise, Community Anchor, and Health) that can represent the interests of their areas in the Assembly and on the Consortium.
3. Deliver, or cause to be delivered, practical support to small, medium and large frontline organisations working in neighbourhoods across the city to improve the quality of life for all residents through improved service provision.
4. Deliver or cause to be delivered high quality support to, and engagement of, Community Anchor organisations working across different neighbourhoods in the city providing a range of different services and activities to and with communities.
5. Deliver or cause to be delivered a high quality well supported volunteer workforce in the city.
6. Deliver or cause to be delivered support to organisations looking to become involved either on their own or with others in the Commissioning and procurement processes by engaging both with those organisations and the Commissioning bodies, thus enabling local Plymouth organisations to be fully engaged in the process.
7. Cement the role of the Consortium in the economic and social life of the city through our participation in the Local strategic Partnership and other consultation arrangements while supporting other Third sector organisations to become similarly involved in partnership and collaboration.
8. Work with the Social Enterprise organisations and Network around community assets to build sustainability for Third Sector organisations and enable the development of independent income streams.

These are all supported by the changes in how the Consortium is constructed. We therefore will have put in place a thorough realignment of the make-up of the Consortium through –

9. The Creation of an Assembly of all interested Third Sector organisations within Plymouth that will guide and direct the work of the Consortium.
10. Use the Assembly as the basis for the election of Consortium members.
11. Creating and maintaining a database of all Third Sector organisations within the City which will be informed and able to influence the Consortium on an ongoing basis through the Assembly and the interactive web site as well as through more traditional consultation methods.
12. Ensuring the Consortium is representative of those Third Sector organisations while maintaining its infrastructure focus and purpose.
13. Ensure that organisations with whom the Consortium interacts through the Assembly and Networks meet at least a minimum quality standard of operation.

Please state why you feel these aims are the right ones:

These aims and objectives have been tested with the sector through a series of workshops and presentations in 2008 - 2009. The move to an Assembly as the basis for the legitimacy of the Consortium has been endorsed by the sector.

The priorities have been identified both through those workshops and presentations and research commissioned by the Consortium most notably the Lin Whitfield research on "The Infrastructure Needs of Frontline Third Sector Organisations in Plymouth" and the Perfect Moment research on Social Enterprises in Plymouth.

We have also incorporated into our consultation and planning local and regional contextual and background information on :

- Current and likely future Plymouth City Council Policy
- Key local, sub-regional and regional strategies
- Plymouth Compact
- Plymouth Local Area Agreement
- Plymouth Local Strategic Partnership (2020) Community Strategy

In national terms we have taken into account documents such as -

- Political Devolution; regional governance and tackling deprivation [Rowntree Foundation 2007]*
- The future role of the third sector in social and economic regeneration [Cabinet Office 2007]
- Capacity Builder's – Destination 2014 [Capacity builders 2007]

*while it did not specifically cover the South West or Plymouth it contains relevant information such as the need for "outreach activities that engage target groups and delivery by trusted organisations, particularly from the voluntary and community sector (VCS) to help broker that engagement;"

What are the main implications of this Infrastructure Development Strategy for the consortium

Finance :

In the first 3 years we need to raise funds from a variety of sources, including Capacity Builders. This has resource implications for the lead body and other members of the Consortium.

Staff :

We have recruited one full time Consortium worker which we believe will be sufficient to carry out the Strategy and business plans but only with the goodwill and support of staff from Consortium members. Their time will very largely be provided at no cost to the Consortium though if it becomes a resource challenge for the organisations this may have to be reconsidered.

Volunteers :

Plymouth Guild is the lead organisation for the Consortium. Its main infrastructure role is around volunteering through a thriving Volunteer Centre. Volunteering was one of the top three issues identified in the Lin Whitfield research referred to above.

Geography :

Plymouth is a relatively compact city made up of a large number of distinct neighbourhoods with different economic and social conditions. One challenge for Change Up is to ensure that all neighbourhoods that wish to be are included and well served by the Consortium. *The work with Localities* will be very important here as they are not all equally visible, or have representative bodies, at the moment.

The second challenge stems from the fact that Plymouth is a geographically isolated city. It is often therefore difficult to recruit staff from other parts of the country so utilising existing skills and knowledge is paramount.

Skills and Knowledge :

Potential Consortium members have a wide range of skills and knowledge, This has yet to be fully documented but once the new Consortium is in place we will undertake a skills audit and this will be built into the programme for Consortium Development.

Please outline the roles of key people/organisations in delivering the Infrastructure Development Strategy:

One of the key founding partners of the Consortium and its lead organisation, Plymouth Community Partnership, has ceased to exist. The Consortium is therefore restructuring around the remaining founder members but will be made up of a wider set of organisations following the setting up of the Assembly. It is therefore impossible at this stage to define all of the key organisations that will be involved let alone the people within them. There is of course no guarantee that these individuals will stay in these posts for the period of this strategy.

The lead organisation is the Plymouth Guild which celebrated 100 years of work in the city in 2007. It has a reputation for quality volunteering practices which have moved and changed with the times. The volunteer centre now provides courses for volunteers and for volunteer organisations which has been piloted through Change Up and is experiencing a demand for more delivery of the same. It supports over 250 voluntary organisations. George Plenderleith is its Director and a key member of the Change Up Consortium.

The Guild also hosts the Consortium worker Fionna May, who has moved from part time to full time to facilitate the carrying forward of the business plan and the strategy.

Routeways and The Zone are well established organisations in the city serving the needs of the children and young people's agenda. They have been instrumental in establishing a forum of voluntary and community organisations delivering services to children and young people in the city. This has demonstrated the need to develop consortia to deliver services and brought providers together to shape services, identify need and be fully engaged in the commissioning process. William Woyka, Routeways Chief Executive, and Ruth Marriott of the Zone are responsible for overseeing this strand of the Consortium's work.

The Neighbourhood Learning Consortium is one of our infrastructure organisations and is building up a membership of experienced partners to deliver neighbourhood learning across the city working closely with service providers. Sam Swabey, the Executive Director of Granby Island Community Centre is the Consortium member responsible for overseeing this aspect of the Consortium's interest.

Fata He was established in 2001 to redress social and economic inequalities relating to Black and Minority Ethnic (B&ME) individuals, families and groups within the city of Plymouth. Since becoming incorporated as a Limited Company (Social Enterprise) in 2003, Fata He has become an umbrella organisation for other B&ME individuals and groups, and works closely with other local, sub-regional and regional organisations. Fata He with its partner B&ME organisations represents the B&ME Change Up infrastructure body in this sub region.

The Plymouth and District Racial Equality Council was established in 1993, it developed out of the West Devon Anti-Racist Group, a community organisation that was run by volunteers for many years, without national funding. In 1995 the Commission for Racial Equality agreed to fund a development worker, and in 1997 to fund the post of Director. The organisation has now expanded and does a variety of work that covers the four areas of community development, policy development, race related case work and public education and campaigning.

Both Fata He and Plymouth REC will take an active oversight role in the research that is to be carried out to ensure the Consortium's Equalities agenda is driven forward in an efficient and effective manner. Ossie Glover of Fata He and Sue Stratton of the REC are the key players with this responsibility.

Peter Flukes, Chief Executive of the Wolseley Trust is also an original Consortium member. Peter has oversight for the work on social enterprises and Community Anchor organisations.

Other organisations and individuals will take responsibility for key aspects when the Consortium is reconstituted.

What are the timescales, key steps, and process for reviewing the Infrastructure Development Strategy?

The first strategy was produced for consultation in September 2007 and was reviewed as part of our annual appraisal of the Work plan, Business Plan, and Self assessment.

It has been extensively rewritten in 4th quarter 2008-09 and 1st quarter 2009–10 following the collapse of Plymouth Community Partnership and our new approach through the Assembly.

This Strategy was formally adopted by the Consortium at its meeting on Monday 22nd June 2009.

It will be reviewed annually along with the other documents but whereas we would expect the Work Plan and Business Plan to be substantively revised, we would not expect the Strategy, which after all is a longer term document, to be substantially revised every year.

The timetable is thus for it to be considered by the Consortium in the 4th quarter of every year and presented to the AGM of the Assembly in the 1st quarter of the subsequent year. The normal consultative processes will be engaged before consideration and presentation to ensure the front line organisations are still happy with the overall thrust of the Strategy.

Consortium members at their regular meetings throughout the year will keep the strategy under review but we would not expect it to be changed at those meetings

In 2013 the Consortium will undertake a full review of arrangements for 2014 onwards taking account of the current strategic and financial context locally, regionally and nationally.

INFRASTRUCTURE DEVELOPMENT STRATEGY

Name of Consortium: PLYMOUTH THIRD SECTOR CONSORTIUM

Lead body signature:

Date signed:

Date signed off by Consortium:

ANNEX

Consortium membership and Terms of Reference: Please send as an email attachment if possible. Alternatively, please send as hard copy in the post to Capacitybuilders, 77 Paradise Circus, Birmingham, B1 2DT