



CONSORTIA DEVELOPMENT FUND

INFRASTRUCTURE BUSINESS PLAN 2009-11

Consortium Name : Plymouth Third Sector Consortium

Area of Benefit : Plymouth

Lead Body : Plymouth Guild

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Date: 26th June 2009

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Summary of Consortium Infrastructure Business Plan 2009-11:

1. Plymouth's Third Sector has experienced a great deal of change since the beginning of the Change Up programme. The introduction of Local Area Agreements has contributed greatly to this. It was agreed by the Secretary of State in June 2008 and in March 2009 the LAA targets were refreshed to ensure all gaps are filled and to take account of any changed circumstances. These changes are now offering an opportunity and a challenge to modernise our sector and develop new ways of doing business, working with and through the Local Strategic Partnership (LSP). The other major change was the demise of Plymouth Community Partnership (PCP) which provided support to frontline organisations and was the Lead body for the Consortium. Much of the work of 2008-09 has therefore been in reorganising and repositioning the Consortium to take account of the new circumstances as there was no desire to recreate a second PCP.
2. Much of the work of 2009-10 will therefore be putting in place the structure of a widened Consortium, now a Company Limited by Guarantee, built from the new networks and an Assembly open to all bona fide Third sector organisations. Alongside that work will be the research into two key sectors, and identifying and implementing the best means of support both to small front line organisations and to those likely (or wanting) to be involved in Commissioning and Procurement. Our resilience planning will be built around this work and identifying what support mechanisms exist outside of the sector that can also be utilised.
3. In 2008-09 research was commissioned and completed on the needs of the Third sector and on the support for a Social Enterprises network which will be set up by the end of 2009. In 2009-10 further research will be carried out on BME needs which will be widened into an Equalities strand, and on Community Anchor organisations. Baseline research has been completed on those two areas through the Lin Whitfield research. The intention is to set up networks for both those areas working through the assembly and hence on to the Consortium. Early research, mainly through discussions with appropriate bodies, will be conducted to see whether a Health network is the appropriate way forward given the wide range of activities covered by it. Other sectors will be considered in 2010-11.
4. 2008-09 saw the publication of the first version of the Third sector Strategy. We are working with the LSP to produce a revised version, including a Delivery Plan – anticipated in September 2009. A Funding agreement needs to accompany the strategy and we expect that to be in place by December 2009. Included in the Strategy was the Plymouth Compact setting out the rules of engagement for the future and including the first three Codes of Practice - BME issues, Procurement and Funding, Consultation and Policy Appraisal – which has been formally endorsed by the LSP. Underlying all of this is the reorganisation of the LSP which is reviewing and likely to change its whole representational basis. We will seek to ensure that the sector is fully engaged and appropriately represented at all levels of LSP activity.
5. In short the Consortium is clear that there needs to be provision of support that reflects the needs of frontline organisations across the third sector in our city and that there are a number of challenges and areas of development for the Consortium which are based on the amount of funding and resources available to carry out infrastructure functions to- :
 - ensure that small frontline groups have access to appropriate support delivered locally
 - provide Infrastructure that meets the needs of a growing Equalities sector in the city
 - Support organisations, partnerships and consortia wishing to engage in procurement and commissioning
 - Assist organisations to achieve long term sustainability
 - Enable Community Anchor organisations to support their local communities
6. In conclusion although much has been achieved there is still a long way to go to ensure that there is sustainability and security for a robust 'fit for purpose' sector in Plymouth and it is essential that the momentum that has been built is maintained. This robust 'fit for purpose' sector will require substantial investment from a variety of sources. This will only be achieved if we continue to grow our Consortium and involve all appropriate stakeholders, whilst ensuring we stay involved in the regional agenda and focus on the change agenda.

What are the Aims and Objectives of the Consortium?

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.

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.

Please provide evidence of 3rd sector frontline need

1. Three major studies commissioned by the Consortium were undertaken in 2008-09 to provide the baseline information needed to underpin future activities of the Consortium. These were in addition to the ongoing consultation on the structure of Change Up support which has led to the realignment of the Consortium; work to set up an Assembly of Third Sector Organisations; and to support or create networks recognised by the assembly. A series of workshops were held to determine that structure and thus the Assembly and Networks approach to the Consortium is well grounded and supported by the sector keen to move away from the old approach. The driver for this change was the demise of Plymouth Community Partnerships which for many years was the main interface between the frontline organisations and the Local Strategic Partnership.
2. In 2008 – 09 we commissioned Lin Whitfield consultants to undertake a study of “The Infrastructure Needs of Frontline Third sector Organisations in Plymouth” and the results determine how we approach supporting the sector for the lifetime of this plan and beyond. The report was published in March 2009 and we held a full day conference to which all 365 currently identified third sector organisations were invited to discuss the findings.
3. From those discussions we have updated our Work Plan and the activities also form the basis of this Business Plan. The Terms of reference of the research were to –
 - Investigate the support needs of frontline organisations including the type, volume and mode of delivery, and their views on representation
 - Develop options for structures that need to be put in place for delivery
4. In parallel we commissioned work on the legal and actual structure of the Consortium following a series of consultation events and are now in the process of setting up a Company Limited by Guarantee and the Assembly and Networks.
5. The research methodology of the Lin Whitfield study comprised three main strands-
 - A broad-based survey and consultation with frontline Third Sector organisations, to ascertain the infrastructure support needs of the Third Sector in Plymouth and their views on current and recent provision. This strand comprised a questionnaire (electronic and hard copy), focus groups for community anchor organisations and social enterprises, and interviews with ten BME groups and one Lesbian Gay and Bisexual group. 110 organisations responded to the survey, a return rate of 31%.
 - Consultation with a number of statutory agencies, as key stakeholders, to clarify their desired outcomes and priorities regarding the Third Sector in general and infrastructure services in particular. Face-to-face interviews were undertaken with 12 agencies, and a further two by telephone.
 - Consultation with Third Sector infrastructure organisations to assess the support they currently provide and to explore the issues they face in doing so. Ten face-to-face interviews were undertaken and three telephone interviews, covering eleven organisations that provide elements of support.
6. Eleven broad areas of support needs were covered in the survey:
 - Funding, including commissioning and income generation
 - Managing finance
 - Volunteers
 - Staffing and human resources
 - Facilities and services –office and meeting spaces, computers, and cheap photocopying and printing
 - Publicity

- Developing organisations, including governance, good practice advice, and writing business plans
- Improving performance, including monitoring, evaluation, and quality standards
- IT, including website advice
- Information services, including policy briefings, local conferences and seminars
- Developing partnerships

The conclusion was that “there is considerable difference, according to the size of organisation, between particular aspects of support needed in each of these categories” so the Consortium cannot adopt a one size fits all approach.

7. The top three areas identified from the research are –

1. Overall, the most important category of support that Third Sector organisations say they need is **funding**: there is a clear need for traditional funding advice for small and medium-sized organisations, support to develop income generation activities for medium-sized organisations, and support to participate in commissioning for medium-sized and large organisations.
2. The next most important category of support needed is **volunteering**. 45% of the smallest organisations are looking for support to find volunteers, with over 30% wanting help to develop their skills. Within the middle range of organisations, finding volunteers and support to develop their skills are particularly important, as many of them use regular volunteers as well as employing staff. Many of the largest organisations will depend on considerable numbers of regular volunteers: despite their size and other capabilities, 61% want help with finding volunteers.
3. **Publicity** also scored highly. This is another great area of need for the smallest organisations: 65% want support with general publicity. For the middle range of organisations, publicity support needs are still high overall. Support in publicity and marketing is still needed by a number of the largest organisations.

8. The other areas highlighted by the report include -

- Many organisations in the middle range are looking for support in **developing their organisation**, to strengthen governance and good practice. There is less interest in **developing partnerships** among the smallest organisations. The majority of organisations in the middle range recognise the importance of partnership working. At the upper end, 71% of organisations are looking to develop partnership bids and tenders, and want support with this.
- **Information services** are seen as very important across the sector. Even for the smallest organisations, there is recognition that it is important to keep up-to-date. Needs are even higher for the middle range of organisations. At the upper end of this range, 71% of organisations say that they want regular information about developments relevant to the sector.
- Regarding **Information Technology**, a quarter of small organisations are looking for website advice. Within the middle range of organisations, half at the lower end say that they need support with IT skills development, and when things go wrong. At the upper end, skills development in IT is the highest need.
- For the smallest organisations, access to **facilities and services** such as office space, meeting rooms and cheap photocopying is often paramount. A number of middle range organisations are looking for cheap photocopying and printing, but more now have their own office space. Relatively few of the largest organisations need access to office space or computers.

9. The conclusions of the report lay the foundation for the work of the Consortium for the next two years and beyond. The overriding conclusion which sets out the scale of the challenge facing us is “For a city of Plymouth’s size, the overall provision of support by the sector for the sector is poor, and falls a long way short of the expectations of ChangeUp in progressing towards its aim, that by 2014 the needs of frontline voluntary and community organisations will be met by support which is available nationwide and accessible to all, structured for maximum efficiency, offering excellent provision, truly reflecting and promoting diversity and sustainably funded.”
10. The report then lists a number of areas where that support is needed and states “Plymouth’s frontline Third Sector organisations, particularly medium-sized ones, are looking for not only a wide range of support, but also a depth of support, some of it in quite specialist areas:
- A comprehensive funding support service is needed by organisations of all sizes, from very small neighbourhood-based groups looking for ‘micro’ grants, through medium-sized organisations wanting to develop income-generating activities and their capacity to be commissioned to provide services, to larger organisations looking to develop a trading arm or take on a loan for a capital project.
 - A finance support service is needed to ensure that organisations of all sizes can tap into a source of best practice, whether it be in finding a Treasurer, developing appropriate financial monitoring and reporting systems, costing projects and services accurately for business planning, or payroll and accountancy services.
 - Start-up support is needed for new and emerging groups, covering advice on appropriate legal structures and governing documents, assessing need, involving users, and effective meetings: PCP used to undertake much of this work, but even local MPs are being approached by groups to help with this as there is no organisation currently offering this support city-wide.
 - Support in good employment practice and complying with employment legislation is needed by all organisations that employ staff, particularly those new to taking on this role: getting it wrong is invariably costly in terms of time and workload as well as profile, reputation, and potentially compensation awarded by employment tribunals.
 - Support is needed by organisations of all sizes to strengthen governance, through the development of Trustees’ skills, and through enabling them to meet their responsibilities under charity law.
 - IT support is needed, particularly by medium-sized organisations, to develop websites, purchase appropriate equipment and software, and improve staff skills so that there are fewer problems when things go wrong.
 - improve performance is needed by organisations of all sizes, including practical help with appropriate monitoring and evaluation systems, advice and support with quality assurance systems, and working within regulatory frameworks.
 - Support in marketing and PR is needed by organisations of all sizes, ranging from basic publicity methods for the smaller and medium-sized organisations, to developing a marketing strategy and using new media for the medium-sized and larger organisations.
 - Organisations of all sizes also say that they want information: policy briefings and updates, links to other organisations working in the same field, and regular information about developments relevant to the sector. They want this to be provided mainly through newsletters and mailings, and forums and networking opportunities. Some of these methods exist, but not comprehensively city-wide.”
11. Three sectors were looked at specifically within the report – BME, Social Enterprises and Community Anchor organisations. Specific support needs were identified for each of them-
- **BME organisations** want services that are sensitive to their cultural and other needs but not necessarily Black-led support services. As with other organisations, access to funding was a key issue, especially for new and small groups. Some want help to develop income

generating activities to reduce their dependence on grant funding. A clear need for small pots of funding for grassroots BME organisations was expressed.

- **Social enterprises** said that they needed support with the following issues
 - Health and safety
 - HR and employment law
 - Networking and collaboration
 - Marketing and PR
 - Business planning
 - Accountancy and legal advice
 - Access to capital and loans

They emphasised that in the past, Third Sector support such as that provided by PCP was at too low a level to meet their needs. However, getting support from the private sector could sometimes be problematic as they did not always understand social enterprises' governance structures.

- **Community anchor organisations** identified the following gaps in support. This included support to other organisations as well as their own needs:
 - Capacity building services to signpost to
 - Basic community development advice for small groups
 - Funding and income generation advice
 - Legal advice
 - Good practice support

12. The third piece of research related to the above was specifically on **Social Enterprises**. We commissioned Perfect Moment to look at whether there was support within social enterprises for a network to link into the Consortium. The conclusion was that "there is support for the creation of a social enterprise network in Plymouth. It also concluded that more work is needed to establish an up-to-date database of social enterprises in the city to help with future research and promotion of a network.
13. The report however identified some important factors needed to make a network successful:
 1. The network needs clear aims and a purpose.
 2. The network needs some start-up resources to get off the ground. After that the network will need to act in an enterprising manner to attract enough resources to function.
 3. The network should have a focus on enterprise and promoting social enterprise business concepts not on funding.
 4. Close liaison with organisations delivering business support and advice such as RISE and Co-active is essential to ensure that the network does not duplicate other services.
 5. Many people mentioned issues that could be wrapped up in the term 'values'. A network must learn the lessons of previous networks and have a clear set of values especially around transparency, trust and respect.
 6. Ultimately, the network must create something that is of value to the members.
14. Through these three pieces of work and our continuing schedule of meetings and consultations we feel that we now have an acute awareness of frontline needs and that this will be enhanced when our interactive website is up and running in early 2009-10.

What are the outcomes and long term changes that your Consortium intends to bring about?

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. We made a start on this in 2008-09 with the research we have already undertaken and the priorities we have identified.

We therefore 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 create a series of networks where there are gaps covering **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 underway to how the Consortium is constructed. We therefore intend to put in place a thorough realignment of the makeup of the Consortium through –

9. Setting up an Assembly
10. Creating and maintaining a database of all Third Sector organisations within the City (currently 365) 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.
11. Ensuring the Consortium is representative of those Third Sector organisations while maintaining its infrastructure focus and purpose.
12. Ensure that organisations with whom the Consortium interacts through the Assembly and Networks meet at least a minimum quality standard of operation.

Who are your beneficiaries and stakeholders and how were they involved in the process?

1. The main stakeholders are the existing (now interim) Consortium members – Fata He, the Zone, Neighbourhood Learning Consortium, Plymouth Guild, Wolseley Trust, Routeways, and the Plymouth Racial Equality Council. They originally consulted their members through their own mechanisms where appropriate at the setting up of the Change Up Consortium and have continued to report on activities.
2. The lead original member – Plymouth Community Partnership – has closed and we have taken the opportunity to revamp and reconstitute the Consortium. This has been achieved through a series of consultations with the sector as a whole as well as a number of facilitated Consortium meetings where the detail was put in place. This has now led to a position where the Consortium will become a Company Limited by Guarantee with four ways of being able to sit on it i.e. being an accredited infrastructure organisation; representing an accredited network; directly elected by the Assembly; or being co opted. This structure has been widely consulted on and endorsed by the Sector.
3. External stakeholders include the Local Strategic Partnership and the statutory agencies. Fourteen of those agencies were interviewed as part of the Lin Whitfield research to "clarify their desired outcomes and priorities regarding the Third Sector in general in Plymouth and infrastructure services in particular."
4. The main beneficiaries will be the frontline organisations who have been able to be involved in the above consultations either through attending Consortium events or responding directly to the proposals through email, letters or phone calls to the Consortium Worker. They were also heavily consulted through the Lin Whitfield research on "The Infrastructure needs of Frontline Third Sector Organisations in Plymouth" and at the conference to discuss the outcomes of that research endorsed the priorities and plans identified in it.

Summary description of the projects identified and matched against stated objectives:

1. Much of the work of 2008-09 was reorganising after the demise of PCP but a number of projects were either planned or started and the Consortium structure was revamped. The projects relate closely to the Objectives set out earlier and are based on the consultation and research that has taken place and will lead to us achieving the desired longer term changes. One positive move was to employ a Consortium Worker – albeit part time – to carry these through. As we move into a more pro active supporting phase – as opposed to the preparation and planning one – that resource will need to be expanded.

In particular we will

2. Continue to develop our communications strategy with the frontline organisations through the Assembly and regular briefings and consultations as well as primarily through our interactive web site. Much of the time of the Consortium Worker will therefore be taken up in 2009-10 in refining, cleaning and updating the list of frontline organisations and the contacts within them. (Objective 4)
3. Fund the role of the Lead Organisation and the Consortium Worker. (Objective 7)
4. Work with Consortium members and others to provide small, medium and large frontline organisations the practical support they need as identified in the Lin Whitfield research and subsequent consultations. (Objectives 7+8)
5. Work with the Local strategic Partnership (Plymouth 2020) to ensure the voice of the voluntary and community sector organisations continues to be heard in all its deliberations. We will also ensure that the Third Sector is as well represented on the reconstituted LSP both through the Consortium and by encouraging individual organisations to be involved in the work of the Third Sector Strategy Group. (Objective 3)
6. Provide support to organisations looking to become involved either on their own or with others in the Commissioning and procurement processes thus enabling local Plymouth organisations to be fully engaged in the process. (Objective 6)
7. Create and support a Social Enterprise network that is fully engaged with the Consortium and supports frontline organisations particularly on sustainability and asset management. (Objective 4)
8. Carry out further research into the Equalities sector and Community Anchor groups with the intention of creating networks that are fully engaged with the work of the Consortium and represented in the Assembly. (Objective 4)
9. Review the Third Sector's engagement with the Health sector and discuss with health providing frontline organisations what would be the appropriate way forward for this part of the sector with a view to agreeing a way forward in 2010-11. (Objective 4)
10. Engage with the Localities agenda and *help develop the* emerging model. (Objective 6)
11. Conduct an audit of Quality Standards used by all Consortium members and provide help and advice where there are shortfalls. A minimum standard will also be set for all prospective members of the Assembly to reach before they can become accredited members and thus eligible for election to the Consortium. (Objective 5)
12. Engage with the Regional agenda to ensure that the consortium plays a full and active role at a regional level. To enable members from often very financially straightened organisations to participate fully we will reimburse expenses of Consortium members attending regional events. (Objective 1)

Please provide details of research into any similar or related services or projects provided by other organisations:

The previous Business Plan contained details of the research undertaken by founder members of Change Up. Much of that research is now dated or overtaken by events. Members have not conducted similar individual research projects.

Members however participated fully in the Lin Whitfield study on “The Infrastructure Needs of Frontline Third Sector Organisations in Plymouth”.

Perfect Moment also carried out research into the likely level of support for a Social Enterprises network.

While there has been some research into various neighbourhoods of Plymouth commissioned by their neighbourhood organisations such as the Devonport Regeneration Company Partnership, there has been very little city wide research undertaken that could inform the views of the Consortium.

Sport England’s Active people survey highlights that 6.2% of Plymouth adults are spending at least an hour a week volunteering in sport and active recreation (against a national average of 4.9%). Encouraging more people to be more active more often is identified as a target within the Plymouth Local Area Agreement.

What are the key targets that you plan to achieve within each of the two years?

Year 1

- Continual updating information on frontline organisations and appropriate contacts within them
- Set up the Assembly
- Hold elections and make appointments to the new Change Up Consortium
- Formally present the existing forums and networks to the Assembly in September 2009 for ratification
- Agree and disseminate the revised Third sector Strategy with the LSP
- Support representatives on the reorganised LSP
- Provide a support mechanism for small, medium and large frontline organisations
- Set up and maintain the Consortium's interactive web site
- Create a Social Enterprises network
- Detailed research into Equalities and Community Anchor groups
- Begin discussions with the Health sector
- An approved and resourced third sector strategy
- Plymouth Consortium to be recognised by the *public and private sectors* and particular the LSP as the channel for communication, consultation and funding negotiations for the sector.

Year 2

- Continual updating of the list of frontline organisations and appropriate contacts within them
- Hold PTSC first AGM
- All consortium members have achieved or are working towards a recognised quality standard for their infrastructure work, where appropriate.
- Extend the range of services provided to frontline, by community anchor and infrastructure organisations in the city.
- Create networks linked to the assembly for the Equalities sector and Community Anchor Groups
- Identify other potential networks to be created.
- Review findings of evaluation, learn lessons and plan appropriately to deliver to meet expressed and identified need.

Please provide a risk assessment of the business plan:

1. Some risks associated with this Business Plan are low as -
 - a. The research has either been completed or funding is in place for Equalities and Community Anchor organisations research.
 - b. The frontline organisations have been appraised of the aims and objectives of the Consortium and their role through the Assembly and Networks and have fully endorsed them
 - c. The legal status of the Consortium has been agreed
 - d. The Consortium worker is in place
 - e. The Assembly will meet in 2009-10 and the new Consortium created
 - f. The web site is complete and has been funded

2. The risks are mainly in the delivery in that –
 - a. Agreement may not be reached on which organisations are best suited to support the small front line organisations. It is dependent on discussions with existing organisations in the city that can provide support to small frontline organisations as this will determine level of citywide coverage. We will attempt to mitigate this by widening the net as far as possible including non Third Sector organisations
 - b. Any support mechanisms might not be enough to save some frontline organisations in the current economic climate. There is little we can do other than redouble our support efforts to mitigate that.
 - c. Health is a very wide sector and may not easily be brought together in one network. The Health agenda may not be accepted by all stakeholders and organisations so agreement and engagement may not be reached. To mitigate this we will consult widely but cannot force engagement.
 - d. The Equalities groups may not feel they should come together in one sector or agree who should represent them on the Consortium
 - e. There is a lack of engagement by stakeholders. Private/public sector support organisations might not wish to engage with Third Sector. We will mitigate this by fully explaining both the role the Third Sector plays and the advantages to the other two sectors of a dynamic third Sector in Plymouth.
 - f. There is sometimes a mismatch between national policies and local practice. Also local actions do not always follow Compact guidelines. Commissioners may not cooperate in providing workshops and procurement information. We will utilise good relations with LSP to overcome this.



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Annexe 1: Milestones and targets template

| | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| Updating information on frontline organisations and appropriate contacts within them | Continuous |
| Set up the Assembly | Quarter 2 2009/10 |
| Hold elections and make appointments to the new Change Up Consortium | Quarter 3 2009/10 |
| Agree and disseminate the revised Third sector Strategy with the LSP | Quarter 2 2009/10 |
| Support representatives on the reorganised LSP | Quarter 2 2009/10 and beyond |
| Provide a support mechanism for small frontline organisations | Quarter 3 2009/10 |
| Set up and maintain the Consortium's interactive web site | Quarter 1 2009/10 |
| Create a Social Enterprises network | Quarter 3 2009/10 |
| Detailed research into Community Anchor groups | Quarter 3 2009/10 |
| Detailed research into Equalities groups | Quarter 4 2009/10 |
| Begin discussions with the Health sector | Agree way forward for 2010/11 |
| An approved and resourced third sector strategy | Quarter 4 2009/2010 |
| Plymouth Consortium to be recognised by the public sector and particular the LSP as the channel for communication, consultation and funding negotiations for the sector. | Quarter 3 2009/2010 |
| Continual updating of the list of frontline organisations and appropriate contacts within them | Ongoing |
| Hold PTSC first AGM | Quarter 1 2009/10 |
| All consortium members have achieved or are working towards a recognised quality standard for their infrastructure work. | Quarter 1 2010/11 |
| Extend the range of services provided to frontline, by community anchor and infrastructure organisations in the city. | Quarter 1 2010/11 |
| Create networks linked to the assembly for the Equalities sector | Quarter 1 2010-11 |
| Create networks linked to the assembly for Community Anchor Groups | Quarter 4 2009/10 |
| Identify other potential networks to be created. | Ongoing |
| Review findings of evaluation and learn lessons from first two years and plan appropriately to deliver to meet expressed and identified need. | Quarter 4 2009/10 |

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Annexe 2: Which organisations are likely to manage and/or lead the projects?

The Change Up Lead organisation and Accountable Body – the Plymouth Guild – will manage and or lead the projects until the new Consortium is in place and projects can be allocated among the new members.

A full time Consortium Worker is now in place under the auspices of Plymouth Guild and she will assume day to day responsibility for ensuring the projects are carried out. Strategic direction will still remain with the Change Up Consortium

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Annexe 3: Summary of how the organisations will monitor the outputs and outcomes

All projects and their associated outputs and outcomes will be monitored by the Change Up Consortium which meets at least quarterly. Reports will be provided either by the organisations realising the project or by the Consortium Worker with day to day operational oversight of the projects.

When the new Assembly is operating reports on the projects will be presented to it as well.

When the new Consortium is in place it is anticipated that members will become lead partners for a project or projects and will then be responsible for ensuring the Consortium as a whole and the Assembly is fully apprised of the situation with those projects.

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Annexe 4: Summary of consortium costs showing aggregate costs for identified projects

Consortium Development Grant

| Expenditure Headings | Year 1 | | | | Year 1 | Year 2 | Year 3 | Total |
|-----------------------------------|-----------------------------------|----------------------------------|----------------------------------|----------------------------------|-----------------------------------|------------------------------------------|------------------------------------------|-------------------------|
| | Q1 Apr- June 2008 (c) | Q2 Jul- Sep 2008 (d) | Q3 Oct- Dec 2008 (e) | Q4 Jan- Mar 2009 (f) | Total (c) + (d) + (e) + (f) | Total April 2009- March 2010 | Total April 2010- March 2011 | Grant Y1, Y2 & Y3 |
| Project delivery activity | | | 902 | 903 | 1,805 | 3,059 | 2,490 | 7,354 |
| Communication & marketing | | | | | | | | |
| | | | | | | | | |
| Staffing & associated costs | | | 3,222 | 3,223 | 6,445 | 13,276 | 13,675 | 33,396 |
| Total Project Specific (a) | | | 4,124 | 4,126 | 8,250 | 16,335 | 16,165 | 40,750 |
| | | | | | | | | |
| Management Costs | | | 750 | 750 | 1,500 | 3,090 | 3,183 | 7,773 |
| Office/premises costs | | | 625 | 625 | 1,250 | 2,575 | 2,652 | 6,477 |
| Total Administration (b) | | | 1,375 | 1,375 | 2,750 | 5,665 | 5,835 | 14,250 |
| | | | | | | | | |
| Total (a + b) | | | 5,499 | 5,501 | 11,000 | 22,000 | 22,000 | 55,000 |

Modernisation Programme Grant

| Financial Forecast for Grant | | | | | | | |
|---------------------------------------------------------|-------------------------------------|---------------------------|---------------------------|---------------------|-----------------------------------------|-----------------------------------------|--------------------------------------------------------------------|
| Expenditure Headings | Year 1 to March 2009 | | | | Year 2 April 2009 – March 2010 | Year 3 April 2010 – March 2011 | Total Forecasted Expenditure for grant (c+d+e+f+g) |
| | To 30 th Sept 2008 | Q3 Oct- Dec 2008 | Q4 Jan- Mar 2009 | Total for Year 1 | Total | Total | |
| | (c) | (d) | (e) | (c+d+e) | (f) | (g) | |
| Project delivery activity | 0 | 0 | 10,000 | 10,000 | 70,400 | 0 | 80,400 |
| <i>On line assessment and information tool year 1</i> | | | | | | | |
| Communication & marketing | 0 | 0 | 7,000 | 7,000 | | 0 | 7,000 |
| Website | | | | | | | |
| Commissioned work | 0 | 25,000 | 27,436 | 52,436 | | 0 | 52,436 |
| <i>Consultancy and legal costs year 1</i> | | | | | | | |
| <i>Research and Consultation with Front line year 1</i> | | | | | | | |
| Staffing & associated costs | | | | | | | |
| Total Project Specific (a) | | 25,000 | 44,436 | 69,436 | 70,400 | 0 | 139,836 |
| | | | | | | | |

| | | | | | | | |
|-------------------------------------------------------------|---|--------|--------|--------|--------|---|---------|
| Management Costs | 0 | 2,500 | 2,500 | 5,000 | 5,000 | 0 | 10,000 |
| Office/premises costs | 0 | | | | | | |
| Total Administration (b) | 0 | 2,500 | 2,500 | 5,000 | 5,000 | 0 | 10,000 |
| Total predicted grant expenditure (a+b) | 0 | 27,500 | 46,936 | 74,436 | 75,400 | 0 | 149,836 |
| Offer from Capacitybuilders (h) | | | | 74,436 | 75,400 | 0 | 149,836 |
| Any predicted underspend against grant offer (a+b-h) | | | | 0 | 0 | 0 | 0 |

Modernisation Grant Further Breakdown 2009/10

| Expenditure | Specific Work | Years cost |
|---------------------------|------------------------------------------------------------------------------------|---------------|
| Project delivery activity | First Assembly | 3,700 |
| | Development of Recession Work, including support to small front line organisations | 7,000 |
| | <i>Sub Total</i> | <i>10,700</i> |
| Communication & marketing | Leaflets | 7,000 |

| | | |
|----------------------------------------|-----------------------------------------------------------------------------------------------|---------------|
| | Further website costs Mailings etc. | |
| | <i>Sub Total</i> | <i>7,000</i> |
| Commissioned work | Development of Social Enterprise Network | 11,700 |
| | Development of Equalities Network | 10,000 |
| | Development of Community Anchors Involvement | 10,000 |
| | Development of Health Forum | 10,000 |
| | <i>Sub Total</i> | <i>41,700</i> |
| Staffing & associated costs | Additional administration support for setting up of website, assembly and consortium | 11,000 |
| | <i>Sub Total</i> | <i>11,000</i> |
| Management Costs | Plymouth Guild | 5,000 |
| | <i>Sub Total</i> | <i>5,000</i> |
| | Total | 75,400 |

**CONSORTIA DEVELOPMENT FUND
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Annexe 5: Estimated staff requirements

None of these projects are staff intensive. The projects identified in this Business Plan can be managed by the Consortium Worker with the support of the wider Change Up Consortium. The research projects will be undertaken by appropriate consultants after due process.



**CONSORTIA DEVELOPMENT FUND
BUSINESS PLAN 2009-11**

Annexe 6: Fundraising template

| Project | Lead Agency | Funder | Application deadline: | Decision date |
|----------------|--------------------|---------------|------------------------------|----------------------|
|----------------|--------------------|---------------|------------------------------|----------------------|

This is not applicable at this stage. As described elsewhere Consortium Funding outside of Capacity Builders will be part of a Service Level Agreement with the LSP, However, work needs to take place over the summer on refreshing the Third Sector Strategy and the Development of a Service Level Agreement and a proper Commissioning process.



**CONSORTIA DEVELOPMENT FUND
BUSINESS PLAN 2000-11**

Annexe 7: Marketing template

| Target Audience | Objective | Methodology | Timeframe |
|---------------------------------------------------|-------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|
| Frontline groups/anchor organisations | Raise awareness of infrastructure support services | <ul style="list-style-type: none"> Interactive Website Assembly | <ul style="list-style-type: none"> Website now up. Assembly meets Sep 09 |
| Infrastructure organisations | Raise awareness of the role of the Assembly and encourage participation | <ul style="list-style-type: none"> Interactive website Consortium meetings Assembly elections event | 2009 - 10 |
| Social Enterprises | Support the creation of a social enterprises network | <ul style="list-style-type: none"> Website Event | 4 th ¼ 2009-10 |
| Equalities sector | <ul style="list-style-type: none"> Research sector Create network | <ul style="list-style-type: none"> Undertake research Event | <ul style="list-style-type: none"> 4th ¼ 2009-10 2nd ¼ 2010-11 |
| Community Anchor organisations | <ul style="list-style-type: none"> Research sector Create network | <ul style="list-style-type: none"> Undertake research Event | <ul style="list-style-type: none"> 4th ¼ 2009-10 2nd ¼ 2010-11 |
| Public Sector particularly those in Commissioning | Raise awareness of capability to deliver services | <ul style="list-style-type: none"> Meetings with stakeholders LSP group | 4 a year |
| Public and private sectors | Promote consortium as strategic infrastructure body | <ul style="list-style-type: none"> Website News stories | Ongoing |



CONSORTIA DEVELOPMENT FUND PLYMOUTH BUSINESS PLAN 2009-11

Annex 8: Consortium structure

Annex 9: Track record of delivering similar projects

Annex 10: Summary of the consortium membership

The current Consortium Structure has been in place since 2004 and consists of the seven founder members (minus Plymouth Community Partnership) reporting to the sector through a series of regular meetings and one off briefings.

The current Consortium has been managing the process since 2004 and therefore has a track record.

Consortium membership may change in 2009 – 10 with the setting up of the Assembly. Until it happens (the Assembly is scheduled to meet in September 2009) we cannot be sure who will be on the Consortium. The membership will be drawn from the categories as laid down in the memorandum and Articles of Understanding viz -

- 1.1. The first members of the Consortium shall be those persons notified to Companies House as the first Directors of the Company.
- 1.2. Thereafter members of the Consortium are appointed by the following entities and in the number indicated :
 - 1.2.1. The organisation for the time being which is recognised as being the accountable body in relation to the Change Up programme in the Plymouth area, shall be able to appoint, remove and replace one member of the consortium;
 - 1.2.2. Each network or forum (approved under Article 18) shall be able to appoint, remove and replace one member of the Consortium;
 - 1.2.3. The Annual Assembly shall be able to appoint three members of the Consortium;
 - 1.2.4. The Consortium in its discretion may 'co-opt' up to three members of the Consortium, but only in so far as it identifies skill or knowledge shortages on the Consortium.