



**A Third Sector Strategy
for
Plymouth
2010-2013**



Foreword

Our vision is to become one of Europe's finest, most vibrant waterfront cities, where an outstanding quality of life is enjoyed by everyone. Delivering this vision by 2020 is the focus of activity for the Local Strategic Partnership.

A strong, independent and diverse third sector has a crucial role to play in helping us achieve our vision. We value the diversity of organisations in the third sector which is providing a voice for under represented groups specifically in:

- Campaigning for change
- Creating strong, active and connected communities
- Promoting enterprising solutions to social and environmental challenges
- Transforming the design and delivery of public services

A great deal has already been achieved in working together to support a thriving third sector, and there is still much we can do to improve the way that we work together to achieve outcomes that would not be possible if our organisations were working alone.

This document sets out how we plan to work together to increase and strengthen the role of the third sector in helping the city to achieve its vision.



Vivien Pengelly

Vivien Pengelly
Leader of the Council and Chair of
Plymouth 2020



George Plenderleith

George Plenderleith
Chair, Plymouth Third Sector
Consortium

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Appendices

Appendix 1 –The Infrastructure Needs of Frontline Third Sector Organisations in Plymouth Lin Whitfield Consultancy available to download from
http://www.plymouthtsc.org.uk/assets/website/CUC_Research_report_-_final.pdf

Appendix 2 – Plymouth Social Enterprise Network Perfect Moment available to download from
http://www.plymouthtsc.org.uk/assets/website/Plymouth_Social_Enterprise_Network_Final_Report.pdf

Appendix 3 – Implementation Plan

Executive Summary

This strategy has been prepared in response to a number of changes in the third sector in Plymouth over the last twelve months in particular the closure of Plymouth Community Partnership and the development of Plymouth Third Sector Consortium. These changes are outlined in the vision and introduction.

The issues and drivers that have informed the strategy (section 2) range from the need to address the lack of support services for the Third Sector, the adoption of LAA NI7 (environment for a thriving third sector) and LI8 (participation in regular volunteering), to the need to ensure effective third sector participation and representation in the city. The national scene (section 3) looks at the national context for third sector development including the government briefing for NI7.

'Where are we now' (section 4) provides a historical perspective of third sector developments in Plymouth and the more recent Third Sector Consortium development following the closure of PCP. This section also includes the role of social enterprises and community anchor organisations, the localities agenda, Compact and third sector representation.

The infrastructure needs of frontline third sector organisations (section 5) summarises the research carried out between October 2008 and February 2009 which concluded that current third sector provision was poor. The summary includes current infrastructure support, views on methods of delivering support and specific categories of support the third sector say they need. The full research report is at Appendix 1.

Roles and responsibilities (section 6) confirms the partnership arrangements between the LSP and Plymouth Third Sector Consortium and sets out the specific responsibilities of each organisation.

The strategic priorities are outlined in the final section. Eight priorities have been formulated and agreed to meet the developmental and support needs to ensure that we foster an environment for a thriving third sector. An implementation plan setting out how each of the priorities will be delivered is included at Appendix 3.

1. Vision and Introduction

Plymouth 2020's vision as set out in the Sustainable Community Strategy, is to become one of Europe's finest, most vibrant waterfront cities, where an outstanding quality of life is enjoyed by everyone. This is only possible where communities are engaged and involved in decisions that impact on their everyday lives, supported by an independent and diverse third sector.

This Strategy is a revision of the Third Sector Strategy adopted by Plymouth 2020 in June 2009. The revision is in response to a number of changes within the third sector in Plymouth:

- The closure of Plymouth Community Partnership
- 'Environment for a Thriving Third Sector' (National Indicator 7) adopted as an LAA priority
- The results of the first national survey of Third Sector organisations
- The emergence of Plymouth Third Sector Consortium as the lead body for engaging and supporting the Third Sector in Plymouth.
- The findings of a major survey on the infrastructure needs of Third Sector organisations in Plymouth

The Third Sector Strategy sets out how Plymouth 2020 will work towards creating an Environment for a Thriving Third Sector by engaging and supporting the third sector to become an effective local partner.

2. Issues and drivers

2.1 There are a number of issues and drivers that have informed the strategy

1. An effective Third Sector will bring significant benefits to all the citizens of Plymouth.
2. A need to address the lack of support services for the Third Sector in Plymouth.
3. A need to address the lack of understanding about the value and opportunity to utilise the expertise of the Third sector in successful service delivery.
4. The need to build the capacity of all communities of interest and geography to enable effective decision making at both neighbourhood and city levels.
5. The need to develop an agreed co-ordination mechanism within the third sector at an infrastructure level.
6. Adoption of Local Area Agreement NI7 Environment for a thriving third sector and LI8 Participation in regular volunteering.
7. Publication and adoption of the Compact and Codes of Practice.
8. The LSP is moving towards a Locality model for the delivery of services in the city and there is a need to define the role of Community Anchor organisations within this model.

3 The national scene and its impact on the local context

- 3.1 HM Treasury has undertaken a significant review of the sector over a number of years, which culminated in a final report, published in July 2007 by the Cabinet Office and HM Treasury entitled “The future role of the third sector in social and economic regeneration” 2007.

The Review sets out the proposed framework for partnership with the third sector for the next ten years. It makes significant comments about the anticipated role of the sector and also, as the report was prepared to coincide with the Comprehensive Spending Review 2007, identifies areas targeted for national investment.

The Review identifies four areas of common interest held between Government and the Sector and sets out its vision in relation to each of these areas.

1. **Enabling greater voice and campaigning** – “to ensure that third sector organisations are able to play a growing role in civic society, better engage with decision makers and are never hindered from speaking out and representing their members, users and communities”.
2. **Strengthening Communities** – “to foster greater shared actions between different sections of the community and work within Local Government, public services and others to promote understanding and relationships across society”.
3. **Transforming services** - “to improve public services through delivery where it is best placed to do so but also being the catalyst for change in designing and innovating development of services”.
4. **Encouraging social enterprise** – “to create the conditions for the development of thousands more social enterprises and enabling those organisations that wish to diversify their income streams to undertake more trading activity.

3.2 Communities in Control

In July 2008 The Empowerment White Paper, 'Communities in Control: Real people, real power' was published, setting out the Government's view of how the untapped talent of communities can be unleashed to ensure everyone has a greater say in improvements to public services, local accountability and opportunities for enterprise. The Government recognises that the Third Sector has an important role to play in helping to deliver active citizenship, not just through volunteering initiatives but also through the development of community leadership.

3.3 Change Up

In 2004 the Home Office published ChangeUp, the cross-Government framework on capacity building and infrastructure in the voluntary and community sector. ChangeUp's aim is that by 2014 the needs of frontline voluntary and community organisations in England 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. In 2006 Capacity

Builders was formed to manage the ChangeUp programme. Including Plymouth, there are now 12 ChangeUp consortia in the South West as well as a number of regional infrastructure bodies such as South West Forum and Equalities South West.

3.4 **Funding Climate**

The funding climate for the Third Sector is changing as statutory agencies are increasingly moving away from grant funding and towards commissioning of services in line with local priorities as set out in the Local Area Agreement. Added to this, the economic downturn is likely to create further challenges for the Third Sector.

3.5 **Cabinet Office (Office of the Third Sector) Briefing for LSP's NI7 Environment for a Thriving Third Sector**

NI7 will measure the contribution that local government and its partners make to the environment in which independent third sector organisations can operate successfully.

The indicator has been included as a government priority in the National Indicator set in recognition of:

The importance of the third sector to strong, active and empowered local communities. It can help communities to be more cohesive and inclusive and help individuals to have more say over issues that affect them.

The value of the third sector to responsive and effective local government. The third sector can help local statutory agencies to address a wide range of community concerns and can often have links into parts of the community that statutory agencies find it difficult to engage with.

The value of local government to the third sector. Local statutory agencies can be influential in shaping the environment in which third sector organisations work for example through partnership working, consultation, funding relationships or in the ways they commission and procure services.

Performance against NI7 will be measured using a specifically designed, new perceptions based survey of third sector organisations. One of the questions: 'Taking everything into account, overall, how do the statutory bodies in your local area influence your organisation's success' will be used as the indicator question which will be scored according to the proportion of third sector organisations who answer 'positive' or 'very positive' to this question.

In addition to assessing performance against NI7 the survey will also capture third sector organisation's views on a range of relevant local issues, which together might contribute to a supportive environment. These will include:

- The strength of local partnership arrangements
- The availability of local resources – including human resources (volunteers, employees, trustees) and financial, management and other support services

- Funding opportunities and relationships (grants and contracts)
- Opportunities to influence local decisions
- The support available from other (second tier or umbrella) third sector organisations

3.6 National Indicator 7 Report of First National Survey of Third Sector Organisations Autumn 2008

The NI 7 score for Plymouth against the indicator question was 14.2 against a national average of 16.2. The target set for Plymouth for the next two years is to achieve a percentage increase of 4.3 giving a target score of 18.5%.

3.7 Equalities Agenda

The government has moved towards a wider equalities agenda of six strands, each attracting legislation and relating to the elimination of unlawful discrimination in employment and delivering of services. These developments impact on public authorities at both a local and national level. The six equality strands are: Age, Disability, Faith and belief, Gender, Race, Sexual orientation.

4. Where we are now

4.1 The Third Sector in Plymouth

4.1.1 Following the closure of Plymouth Community Partnership in 2008, Plymouth ChangeUp Consortium, commissioned Lyn Whitfield Consultancy to undertake an extensive and inclusive piece of research on the support needs of frontline Third Sector organisations and how these might best be met. The results of the research were intended to inform the Third Sector Strategy revision and the plan for the delivery of support services to frontline organisations. The survey also provided an overview of the growth and current position of the third sector in Plymouth which is summarised in this section.

4.1.2 The Third Sector in Plymouth is in many ways relatively young compared to other parts of the country. A small number of organisations like Plymouth Guild have a long history, and there have been small local organisations operating for many years, but the number of organisations receiving significant amounts of statutory funding appears to have been smaller than elsewhere. However, rapid growth in the sector was stimulated by the regeneration funding of the 1990s. The requirement of funds like the Single Regeneration Budget and New Deal for Communities, that they should develop programmes in partnership with the community and private sectors, stimulated a rapid growth in the sector. Organisations received significant statutory funding for the first time, and many new organisations were set up to manage projects. Many small community groups found themselves being asked about the future development of their area for the first time.

4.1.3 The Third Sector has experienced continued growth since the 1990s with further regeneration funds being channelled into Plymouth and the Government policies described above, resulting in more services being delivered by Third Sector organisations.

- 4.1.4 Before the establishment of Plymouth Community Partnership (PCP) in the early 1990s, infrastructure services for the Third Sector in Plymouth were provided by a combination of Plymouth Guild and Virginia House Settlement. The former was (and still is) a member of the National Association of Councils for Voluntary Service (now the National Association for Voluntary and Community Action). Both organisations undertook a range of other activities, and infrastructure support was not their main purpose. This resulted in a rather confused picture, which was not helped by a difficult working relationship between the two organisations.
- 4.1.5 In 1993, research work into the support needs of Third Sector organisations in the city identified the particular need to support smaller community-based organisations to engage in the regeneration process. PCP was established with a remit to support these groups, and to provide a structure to enable the sector to select representatives to sit on partnership boards. PCP largely continued to focus its support on smaller organisations, although in recent years it had begun to recognise the need to support medium-sized organisations that want to engage in the commissioning process.
- 4.1.6 Both the Guild and Virginia House continued to provide some infrastructure services after the establishment of PCP, and for some organisations the creation of a new body added to the confusion over who was responsible for the delivery of which services. The closure of Virginia House in 2003 simplified the picture a little and in 2005 the Guild ceased to provide support to organisations in the health and social care sector when its funding for this work came to an end. The Guild continues to run its Volunteer Centre.
- 4.1.7 Equalities Agenda: The current focus on equalities and diversity appears to be more centred on race and faith and less on the other equality strands (age, disability, gender and sexual orientation). The findings of the research indicated that there is still a long way to go to embed equality and diversity within the Third Sector. Plymouth Third Sector Consortium is planning to carry out further research into the Equalities sector to ensure all groups are fully engaged with the work of the Consortium and are represented in the Assembly (see section 4.2).

4.2 Development of Plymouth Third Sector Consortium

- 4.2.1 Following the closure of PCP, the original lead member for the ChangeUp Consortium, a series of consultations was undertaken with the sector as a whole to consider the future role of the Consortium. This led to the Consortium becoming constituted as a Company (Plymouth Third Sector Consortium) Limited by Guarantee.
- 4.2.2 The Company's objectives are to support, develop, promote, enhance and build the capacity of the community and voluntary sector in Plymouth and its surrounding area, by:
- providing an annual Assembly of community and voluntary sector organisations based or operating in the Plymouth area;
 - developing, assisting and administering Networks and Fora for community and voluntary sector organisations conducting similar activities; and
 - providing an executive Consortium to:
 - provide coordination;
 - share information;
 - provide leadership and strategic direction;

- commission support services for front line organisations;
- provide a focal point and clearing house;
- provide a dialogue across the voluntary and community sector and with other sectors; and
- support Third Sector representation.

4.2.3 In addition PTSC:

- will create and maintain 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.
- ensure the Consortium is representative of those Third Sector organisations while maintaining its infrastructure focus and purpose.
- ensure that organisations with whom the Consortium interacts through the Assembly and Networks meet at least a minimum quality standard of operation.

4.3 Social Enterprises and Commissioning

4.3.1 The Social Enterprise Action Plan for Plymouth developed by Co-active Ltd, the social enterprise development organisation for Plymouth, published in 2007 set out a number of actions to promote and encourage wider understanding of the role of social enterprise in wealth creation and social cohesion. The Action Plan recognised that Plymouth has a well established base of social enterprises but actions were required to build on existing strengths and encourage more social enterprise start-ups.

4.3.2 Plymouth Urban Enterprise Strategic Investment Framework, published in January 2009, outlines the strategy and vision for tackling low levels of enterprise in Plymouth, with a particular focus on the most deprived areas of the city. Activities will include a programme of awareness raising and seminars for organisations and individuals interested in social enterprise solutions. There will also be a free comprehensive advice service to raise awareness and encourage new start ups and growth of existing social enterprises.

4.3.3 A recent research project, commissioned by PTSC related specifically to Social Enterprises and whether there was support for a network link into the Consortium. A number of key points regarding the current position of social enterprises in Plymouth came out of the research:

- There appears to be a wide range of organisations operating in Plymouth in a variety of sectors
- Key opportunities are seen to be trade with other Third Sector organisations or the public sector
- Main barriers to progress are the economy generally, finance, cash-flow, premises and competition
- Most organisations are involved in a number of other networks
- Two clear needs were prioritised – longer term financing and improving contracting and tendering skills
- There was broad support for the creation of a network. However more work is needed to establish an up-to-date database of social enterprises in the city to help with future research and promotion.

- Priorities suggested could include identifying business opportunities, marketing support, general support and signposting.

The full report is at Appendix 2

4.3.2 Many national and local reports and strategies suggest that commissioning to deliver public services is, and will continue to be, a significant opportunity for the Third Sector. The research into the support needs of frontline third sector organisations found that funding and commissioning was one of the most important areas where local Third Sector organisations needed support (see Section 5.) This was thought to be particularly important during a recession. A need was identified for support for medium to large groups to participate in the whole commissioning agenda.

4.3.3 A further research project commissioned by PTSC looked at improving third sector commissioning. This piece of research provided a snap shot of the current situation and highlighted some important issues and practical steps that could make a positive difference to improve the experience of commissioning and procurement for all, and ultimately increase the Third Sector's chances of winning more contracts.

- Better engagement of the Third Sector by the Public Sector throughout the commissioning cycle and consistency across all departments.
- Removing jargon and improving the language contained in tendering documentation.
- Recognition of Full Cost Recovery and training for all on this important issue.
- Improved business planning for Third Sector organisations.
- Training on commissioning for Third Sector organisations.
- Support for policy development, implementing quality systems and other management processes to improve chances of success.
- Partnership development and capacity building.
- Developing links with the Private Sector - particularly through initiatives like Sell 2 Plymouth (An on-line facility that enables small business to access contracts for public sector goods and services up to £20,000 from a one-stop information point)
- More detailed research into commissioning strategies, policies, case study development with a wider range of Public Sector agencies.

4.5 Community Anchor Organisations

4.5.1 Community anchor organisations can play a vital role in encouraging a thriving third sector by supporting networks of smaller third sector organisations in their local area. The research into support needs of third sector frontline organisations found that to date the facilitation and support provided by community anchor organisations has been informally coordinated. Community anchors view themselves as 'translators', listening to community needs and translating these to fit funders' and statutory sector priorities.

4.5.2 A recent mapping exercise, commissioned through PTSC, has been undertaken to identify community anchor organisations throughout the city and identify the facilities and current support services they provide.

4.4 Compact

4.4.1 The Plymouth Compact is an agreement between primarily local public sector bodies and the Third sector to support and improve partnership working between the sectors and as a set of principles that all public and Third sector organisations should adopt.

4.4.2 The Compact was included as part of the original Third Sector Strategy. Since then the Compact has been re-launched along with three Codes of Practice (BME, Consultation and Funding and Procurement) and work is currently underway to ensure LSP partners are fully compliant with the commitments contained in the Compact and Codes of Practice.

4.5 Locality Working

4.5.1 Locality Working is about creating a city with successful, strong, cohesive and sustainable communities. Plymouth has been divided into six areas called 'localities', each containing a number of the existing 43 neighbourhoods. Residents in these communities should be actively involved in shaping the places in which they work and live.

The objectives of Locality working are to:-

- Enable residents to influence and challenge service delivery
- Make services more 'joined up'
- Improve councillor involvement
- Narrow the gap between the least and most well off
- Focus resources more effectively
- Improve the sharing and use of information
- Monitor service provision more effectively
- Deliver against local and national targets.

4.5.2 It is proposed that each Locality should have a Locality Service Co-ordination Team with key people who would take responsibility for working together on improvements for their Locality in the following areas:

- Street scene and environmental services e.g. Plymouth City Council Street Services
- Services relating to community safety e.g. the Police and Plymouth City Council Anti-Social Behaviour Unit
- Health services e.g. services for adults provided by the NHS and Plymouth City Council
- Services for children & young people e.g. the Children's Trust

4.5.3 The localities agenda relates directly to the government's view of ensuring that communities take a more active role in how services are delivered in their own area. Alongside this there is a role for Community Anchor Organisations in delivering support services to frontline third sector organisations in each locality.

4.5.3 The LSP is committed to the localities agenda and work is ongoing to consult on and develop the proposed locality working model.

4.6 Third Sector Representation

- 4.6.1 The research into the needs of third sector organisations also considered the third sector's views on representation and concluded that many organisations in Plymouth do not feel that current arrangements meet their needs. Also with the closure of PCP there is currently no formal mechanism for third sector representation on the LSP.
- 4.6.2 PTSC commissioned a parallel piece of work on the legal and actual structure of the Consortium and how third sector organisations will be represented. A Consortium model was developed consisting of three key elements: the Assembly, the Consortium Executive and Networks/Forums.
- 4.6.3 There have also been ongoing discussions with the Third Sector regarding LSP representation and it has been agreed that elections to the LSP will be via the Consortium Assembly and networks. Ongoing work is required to develop role profiles as part of the new LSP governance arrangements and person specifications are to be developed by the Consortium.

4.7 Financial situation

- 4.7.1 There is currently limited public sector financial support for the third sector. Plymouth City Council is currently funding the Volunteer Centre through the Working Neighbourhoods Fund which runs out in March 2010.
- 4.7.2 Plymouth Third Sector Consortium has the following funding confirmed for the next three years for infrastructure support and development from national organisations who recognise and accredit PTSC as the primary vehicle for this activity.

2008/09

Capacity Builders

Consortium Development Grant	22,000	
Modernisation Programme	99,248	
Improving Reach	<u>60,388</u>	181,636

2009/10

Capacity Builders

Consortium Development Grant	22,000	
Modernisation Programme (MP)	75,400	
Improving Reach	53,760	
BASIS Lottery	<u>47,677</u>	198,837

2010/11

Capacity Builders

Consortium Development Grant (CDG)	22,000	
Improving Reach	57,084	
BASIS Lottery	<u>66,113</u>	145,197

2011/12

BASIS Lottery	<u>66,365</u>	66,365
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Total **£592,035**

5 Infrastructure needs of frontline Third Sector Organisations – results of research project

The research carried out between October 08 and February 09 included a broad-based survey and consultation with frontline Third Sector organisations, to ascertain the infrastructure support needs of the Third Sector in Plymouth. The consultation included a questionnaire, focus groups and interviews. 110 organisations responded to the survey giving a return rate of 31%. Of those organisations that responded in terms of income:

- 34% have less than £10,000;
- 33% have between £10,000 and £100,000;
- 14% have between £100,000 and £500,000
- 18% have over £500,000.

The complete research document is included as Appendix 1.

5.1 Current infrastructure support organisations in Plymouth:

The research looked at the range and scope of current infrastructure support in the city and concluded that apart from the Guild, current provision on a city-wide basis is for specific organisations only.

- Plymouth Guild's Volunteer Centre provides support to organisations that need volunteers. They operate a brokerage service to recruit volunteers and promote volunteering to the general public. They also provide training in the skills of managing volunteers and encourage good practice.
- Fata He is a social enterprise that aims to provide a full range of development support for BME-led organisations based in Plymouth, Devon and Cornwall. Fata He support Unity Cornwall and have just launched Unity Plymouth as structures to enable people from the BME communities to represent their views to the statutory services. Fata He also delivers race awareness training to organisations that want to help improve their engagement with BME communities.
- Community learning projects can access peer support through the Neighbourhood Learning Consortium, mainly around improving performance and quality standards.
- Play organisations can access some support, mainly to achieve Ofsted standards, through Plymouth Play Forum.
- Childcare providers can access a range of business support through Routeways: this service is monitored and meets quality standards.
- Organisations providing advice can access training, through Plymouth CAB and the Advice 4 All Network, to improve the quality of their advice work: this is monitored and meets quality standards.
- Organisations managing assets can access support and advice in this area from the Wolseley Trust.

- Organisations belonging to thematic networks can access informal advice on some issues such as funding opportunities: however, there are big gaps in these thematic networks, such as health and social care, housing, and equalities.

At neighbourhood level in the city, small organisations in some areas can use meeting space and photocopying facilities at their local community anchor organisation, and can also access advice from there on funding opportunities, simple financial systems and basic constitutions. However, community anchor organisations are not spread equitably across the city, and many small organisations do not have one locally.

5.2 Views on delivery features and methods

- 5.2.1 As part of the survey frontline organisations were asked about the features and methods they feel are important in the delivery of infrastructure support provision. Features they value most are generally consistent across organisations of all budget brackets, though 47% of the smallest organisations rate support that is convenient and easy to access as very or quite important. Features rated as important included well networked, independent and impartial, convenient and easy to access, expertise in third sector issues.
- 5.2.2 Methods of delivery that are seen as very or quite important vary according to the size of organisation. 55% of organisations with a budget of less than £10,000 and 60% of organisations with a budget of between £10,000 and £100,000 rate face-to-face advice and support as very or quite important, but this method is less important for larger organisations. Methods of delivery rated as important included face to face help and advice, newsletters and mailings, telephone help and advice, forums and networking opportunities, training, briefings and consultation meetings, on line advice and help.

5.3 Specific categories of support needed

The top three areas of support third sector organisations said they needed are:

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.

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.

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.

The report then lists a number of areas, in addition to those listed above where 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 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 understand and 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.
- Support to 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.
- Larger organisations look outside the sector for support in these specialist areas, although there is acknowledgement that a lack of understanding of the sector can affect the quality of provision. Medium-sized and smaller organisations are less likely to have the confidence or funds to do this.
- 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.

5.4 BME, Social Enterprises and Community Anchor Organisations support

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-

5.4.1 BME organisations identified a number of different support needs. 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 also expressed.

5.4.2 Whilst BME organisations wanted support service delivery to be sensitive to their needs they did not necessarily want separate BME led infrastructure support. We would therefore seek to deliver integrated and inclusive support services to the whole of the third sector.

5.4.3 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

5.4.4 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

6. Roles and Responsibilities

Plymouth Third Sector Consortium and the LSP will be working in partnership to delivery the strategic priorities outlined in this document. More specifically:

Plymouth Third Sector Consortium will play a leading role in:

- Development of the Consortium Assembly and the creation of networks
- Manage the election process for third sector representation on the LSP
- Supporting third sector representatives on the LSP
- Commission support services to third sector frontline organisations
- Establish and maintain information and communications mechanisms and ensure the sector is fully informed on third sector issues

Plymouth 2020 (LSP)

- Identify funding sources to deliver support services to third sector frontline organisations through the LSP
- Provide advice and support to the Consortium in the commissioning of support services
- Ensure the third sector and public sector are included in the Localities Agenda
- Promote the principles and commitments contained in the Compact and Codes of Practice
- Undertake development work on the remaining Codes of Practice (Volunteering and Community Groups)

Plymouth Guild is the

- Lead organisation and Accountable body for Plymouth Third Sector Consortium and
- Manages the Volunteer Centre

7 Strategic Priorities

7.1 The previous sections of this strategy have set out the current situation in terms of third sector development in Plymouth. The various research projects undertaken within the last year have been invaluable in setting out what the third sector itself is requesting in the way of support and representation. The strategic priorities have been formulated and agreed to meet these developmental and support needs to ensure that we foster an environment for a thriving third sector. Each strategic priority listed below includes a couple of bullet points to indicate what has informed that particular priority.

1. Ensure the provision of support services to small, medium and large frontline organisations in the city to improve the quality of life for all residents through improved service provision.
 - Results of research into needs of third sector frontline organisations
 - LAA National Indicator 7 Environment for a thriving third sector
2. Ensure the provision of high quality support and engagement of Community Anchor organisations in the city.
 - Results of research
 - Locality working
 - LAA NI7
3. Ensure the stimulation of social enterprise as a service delivery mechanism
 - Results of research
 - Strategic Investment Framework (SIF)
4. Ensure there is a high quality well supported volunteer workforce in the city.

- Local Area Agreement Local indicator 8 Participation in regular volunteering
 - Identified as second in importance in the needs of frontline third sector organisations
5. Ensure that all communities of interest and geography are represented and able to take an active involvement in decision making within the Third Sector in Plymouth.
- Localities agenda
 - Lack of focus on equalities in the city
 - LAA National Indicator 4: % of people who feel they can influence decisions in their locality
6. Ensure that the Third Sector is represented and has active involvement in the Local Strategic Partnership (Plymouth 2020) Executive, Board and Theme Groups.
- Research indicated that the third sector are not adequately represented on or involved with the work of the LSP
 - Third sector is a key strategic partner in delivering the vision for Plymouth
 - NI4
7. Ensure the principles and undertakings contained in the Plymouth Compact and Codes of Practice are embedded in LSP partner organisations.
- Compact and Codes of Practice adopted by the LSP
 - Links with partnership working
8. Set up a small grants scheme to address city-wide priorities
- The Partnership Talents scheme evaluation showed that third sector organisations can make effective use of small amounts of funding to tackle city wide issues in their own areas
 - There is a need to build strong links with third sector organisations to enable them to help tackle city-wide priorities

Plymouth Third Sector Strategy Implementation Plan

Strategic Priority	Action	Owned by	Timescale
1. Ensure the provision of support services to small, medium and large frontline organisations across the city to improve the quality of life for all residents through improved service provision.	Deliver a range of support services based on the findings of the research into the needs of third sector frontline organisations through Plymouth Third Sector Consortium.	Plymouth Third Sector Consortium/Plymouth 2020	Mechanism for delivery of support services in place by 1 April 2010
2. Ensure the provision of high quality support and engagement of Community Anchor organisations across neighbourhoods in the city.	Support the delivery of the Localities agenda and ensure community engagement takes place in all localities.	Plymouth Third Sector Consortium/Plymouth 2020	Timescale for delivery of the Localities agenda to be confirmed.
3. Ensure the stimulation of social enterprise as a service delivery mechanism.	Create and support a Social Enterprise network that is fully engaged with the Plymouth Third Sector Consortium and supports frontline organisations particularly on sustainability and asset management.	Plymouth Third Sector Consortium	Network in place by January 2010.
4. Ensure there is a high quality well supported volunteer workforce in the city.	Continue to support and fund the Volunteer Centre run by Plymouth Guild	Plymouth 2020/Plymouth Guild	Funding to be in place by 1 April 2010.
5. Ensure that all communities of interest and geography are represented and able to take an active involvement in decision	Development of the PTSC Assembly. Provision of support to existing networks and the development of other networks where there are	Plymouth Third Sector Consortium	Networks in place by 30 March 2010.

Strategic Priority	Action	Owned by	Timescale
making within the Third Sector.	gaps covering Equality strands, Social Enterprises, Community Anchor Organisations and Health to ensure wide representation on the PTSC Assembly.		
6. Ensure that the Third Sector is represented and has active involvement in the Local Strategic Partnership (Plymouth 2020) Executive, Board and Theme Groups.	Arrangements for third sector representation on the LSP are in place. Ongoing work is required to develop role profiles as part of the new governance arrangements and person specifications to be developed by the Consortium	Plymouth Third Sector Consortium/Plymouth 2020	Representatives and support in place by 30 March 2010.
7. Ensure the principles and undertakings contained in the Plymouth Compact and Codes of Practice are embedded in LSP partner organisations.	Review current compliance of Compact commitments and raise awareness of the Compact and Codes of Practice in all LSP partner organisations. Ensure the Dispute Resolution Procedure is used in resolving any Compact breaches. Review Compact and Codes on an annual basis.	Plymouth 2020	Ongoing
8. Set up a small grant scheme to address city-wide priorities	Identify a pot of money to enable a small grant scheme to be established and delivered on an annual basis	Plymouth 2020	First grant scheme in place by April 2010