

Plymouth Guild Strategic Plan 2009 to 2014

Working together for a better quality of life

Our Mission:

- To help individuals to shape their own solutions for a better quality of life.
- To provide relevant and accessible Health and Social Care services in partnership with other organisations.
- To assist in the development of other voluntary and community organisations

1. Introduction

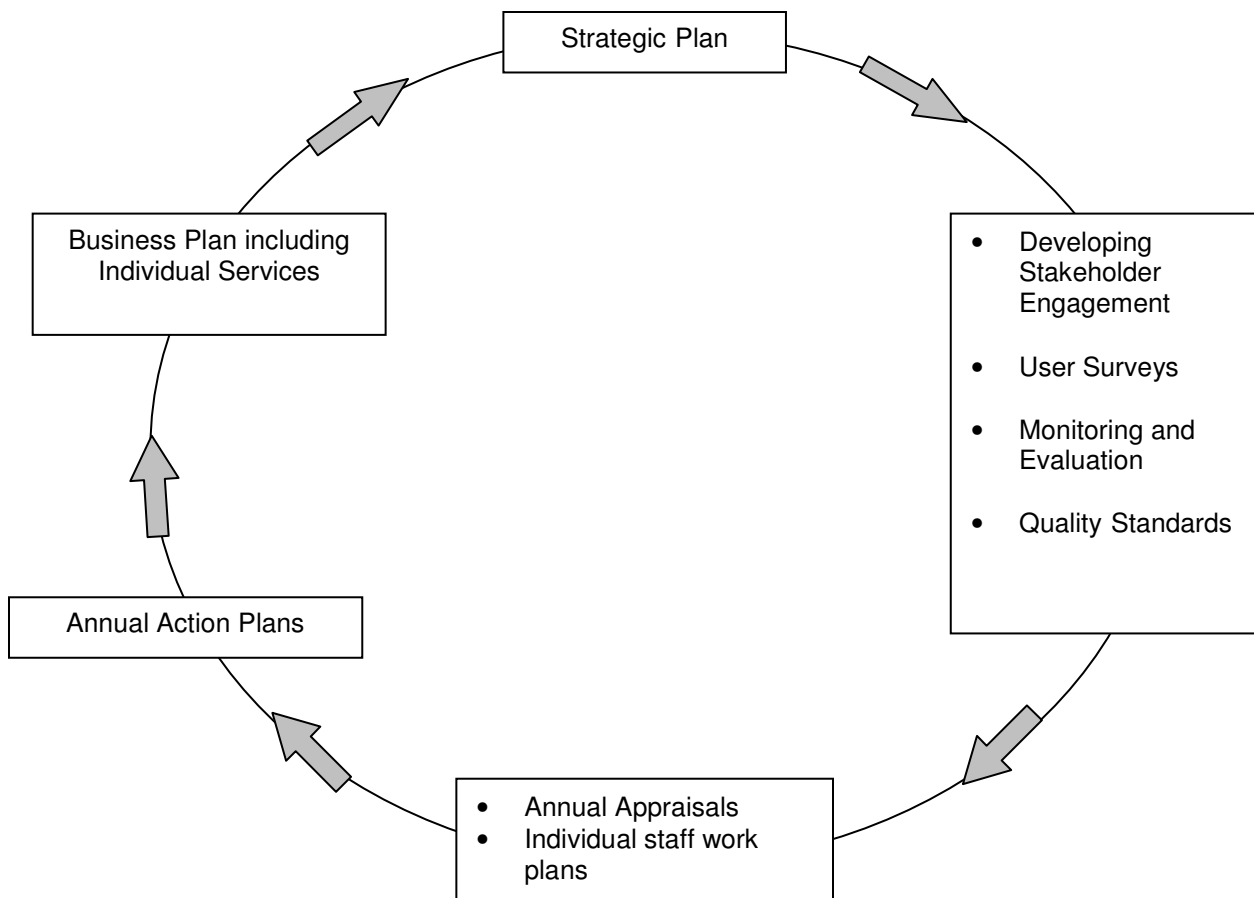
1.1 Plymouth Guild (known as The Guild) is a long established organisation within the city of Plymouth. It has a good track record in delivering services and developing new ones to meet needs in the city for organisations and individuals. The last two years have been a period of significant change in the range of services and projects we run. To help us to consolidate the changes and to provide a clear direction for the future a five year Strategic has been developed.

1.2 The Guild runs information, advocacy, advice and support services for disabled people and long term health conditions. It also provides infrastructure support to voluntary and community organisations through volunteer brokerage and promotion of placement opportunities. The Guild currently has 38 paid staff and 70 volunteers, including Trustees.

1.3 The Strategic Plan will:

- Provide overall direction for the Guild
- State our aims and objectives and how we will achieve them
- Help us to continually improve what we do
- Maintain confidence in the organisation
- Be reviewed annually
- Provide a reference for funders and stakeholders

1.4 The Guild has a series of planning mechanisms and the Strategy provides the final part of this Planning Framework.



2. Stakeholder Analysis

2.1 The development of the Strategy is being led by the Guild Director with the support of a small working group involving staff and Trustees. Workshops and various meetings are being used to engage and consult with all Trustees, staff, and volunteers.

2.2 We have not involved, to any extent, external stakeholders, service users and funders, as this is an area that is still evolving for the Guild. Work on level 2 PQASSO quality assurance has identified further work that will be completed by the end of 2009 giving us the tools to ensure their engagement. This will enable us to involve them more extensively in the review of the Strategy at the end of the first year. However, we work very closely with our service users, funders and other partners to understand their needs and issues. This is through extensive involvement in city and service area Strategic Meetings and regular one to one meetings with Key partners. Service User Surveys enable us to pick up the issues around access, service improvements and if their needs were met.

3. Strategic Vision, Mission and Values

3.1 The Guild's Vision can be summarised in the short statement :

Working together for a better quality of life

3.2 The Guild's Mission Statement (How are we going to achieve the Vision)

- To help individuals to shape their own solutions for a better quality of life.
- To provide relevant and accessible Health and Social Care services in partnership with other organisations.
- To assist in the development of other voluntary and community organisations

3.3 The Guild values which are central to this Strategy are:

- Listen and respond to peoples needs
- Treating everyone with dignity and respect
- Our services will be accessible
- The provision of good quality services
- Exercising honesty and integrity in all that we do

4. The Current Position

4.1 The Guild's constitution contains objects for which the Guild was established in 1907, and remains. They are:

- a) to assist, comfort and guide any person who may be in distress by reason of poverty, ill health, loneliness or any other cause;
- b) to promote, encourage and foster any objects which may be for the common good of the community within Plymouth and the West Devon area of the County of Devon;
- c) to encourage, initiate and co-operate in the work of other statutory and voluntary bodies for the advancement of education, the furtherance of health, the relief of poverty, distress or sickness or for any other work of a charitable nature or which may hereafter be deemed by law to be charitable.

They were last reviewed by the Trustees in November 2008

4.2 **SWOT Analysis** (Strengths, Weaknesses, Opportunities, Threats)
A full SWOT Analysis has been undertaken and is attached as an appendix to the Strategy.

PEST Analysis (Political, Economic, Social, Technical)

A full PEST Analysis has been undertaken and is attached as an appendix to the Strategy.

The SWOT and PEST analysis have been used to develop the aims and objectives in this Strategy.

4.3 Policy Context

Health and Social Care:

- User Engagement and user led services
- Personal/Individualised Budgets – money allocated to people to buy services
- Person Centred Services
- Information and Advocacy is a Strategic Priority
- Tendering for Service provision
- More public sector services being delivered by the voluntary, community and private sectors
- Users paying for equipment and services
- Emphasis on preventative services

Voluntary Sector Infrastructure:

- Volunteering a local and National priority – in Local area Agreement
- National Change Up Agenda
- Local Commitment of LSP – LAA Target around a thriving Third Sector

Other:

- Income Maximisation Strategy – increasing take up of a range of benefits
- Local Area Agreement – Statutory targets for better service delivery
- World Class Commissioning – Commissioning of Health Services

5. Current Services and use

The Guild has a number of long-standing services, which continue to thrive and develop.

They are:

- The Hearing and Sight Centre (HAS)
- The Disability Information and Advice Centre (DIAC), Including Disability Engagement, Digital UK, Care Navigators and Outreach Services
- Volunteer Centre, including, Avenues, Improving Reach, Green V
- Patient Support Services, including Expert Patients Programme and Mental Health and Well Being Advocacy
- Ridleys
- Active for Life

For further information go to our website: www.plymouthguild.org.uk

In 2007/08:

- Nearly 1,500 people accessed 365 volunteering opportunities.
- 3,500 people made 11,000 enquiries made to the Disability Information and Advice Centre (DIAC).
- Over 2,500 local people were helped by the Hearing and Sight Centre (HAS).
- 100 people 'dropped in' 2,774 times and made 298 workshop attendances at Ridleys.
- 624 NHS Plymouth patients were given direct advice and support by Patient Advice and Liaison Service (PALS).
- 66 Patients were given Mental Health Advocacy support.
- 93 people attended Expert Patients Programme Courses (EPP).
- 412 people engaged in physical activity through our Active for Life project.

6. Workforce

- 6.1 The Guild has a stable and experienced workforce which is well respected in the city. The SWOT analysis reflected the staff and volunteers' positive views of the Guild and the pride in their work and what they achieve for people in Plymouth.
- 6.2 The Guild was awarded the Investors in People Standard in 1998 and been successfully re-assessed at 3 year intervals since.
- 6.3 We have a staff and volunteer training policy and a comprehensive range of in house and external training opportunities. Longer term training needs are considered as part of the annual Appraisal. This training is reported to the Guilds Trustees in an annual consolidated report.
- 6.4 The Guild's services are enhanced by the support of volunteers who work alongside the paid staff. They are trained and committed to their service area, with some having over 10 year's service behind them. Many volunteers first contact with the Guild is often as service users and some of them go on to become paid staff with us. The Guild is also governed by volunteer Trustees.
- 6.5 The Guild seeks to develop a culture which is supportive and of high quality for all our workforce and service users. Good levels of workforce retention overall and the diversity of the workforce is a hallmark of the Guild.

7. Quality Improvement

- 7.1 The Guild has over a number of years has sought to develop and maintain appropriate quality systems for its various service areas. Currently we have:

- For the Guild overall, PQASSO, which is a quality system designed for the Voluntary Sector. We have obtained level one, of three levels and are working to achieve level 2 by the end of 2009.
- The Guild's Volunteer Centre is accredited by Volunteering England
- The Guild is an Investors in People accredited organisation

8. Strategic Objectives

- a) Helping people by the provision of good quality information, advice and advocacy
- b) Involving service users in developing and delivering our services
- c) Continuing to build partnerships with public, private and voluntary and community organisations to deliver services to our community
- d) Informing and influencing the strategic development of relevant services in Plymouth
- e) Supporting a skilled workforce to deliver our services
- f) Maintaining a Continuous Quality Improvement culture
- g) Continuing to improve our internal and external communication
- h) Continuing to promote the Guilds role in Plymouth
- i) Making best use of the Guilds resources - Financial, Buildings and Workforce
- j) Risk assessing all our activities

An annual action plan will be developed to deliver these Strategic Objectives and they will be reflected in the Business Plan in each service area.

9. Evaluation, Learning and Review

- 9.1 All Guild services and projects will monitor and evaluate their activities and an annual Monitoring and Evaluation Report and Action Plan will be developed and implemented.
- 9.2 The Guild will learn from the implementation of the Strategic Plan and that learning will inform the review of the strategy and action plans developed where necessary.
- 9.3 The Strategic plan and objectives will be reviewed annually and existing and developing wider stakeholder engagement will contribute to the review.

Agreed by Trustee Board March 2009