

Manifesto

SUPPORTING CARDIFF'S THIRD SECTOR



**Local elections 3 May –
who will get *your* vote?**

Local party leaders tell us what they can do for our sector



I'm delighted to introduce myself as the new Chair of the Board of Trustees for Cardiff Third Sector Council (C3SC).

I am currently the Chief Executive of Huggard and a Director of Fareshare Cymru. Before this I worked for C3SC's sister organisation, Interlink, the County Voluntary Council for Rhondda Cynon Taff.

My 20 years' experience within the third sector convinces me that we need and deserve a fit-for-purpose infrastructure organisation that reflects our values – and it is here now in C3SC.

In *Manifesto* you will read about C3SC's activities, which demonstrate our commitment to our members.

Now I have introduced myself, I have to announce the departure of Jacqueline Bell, C3SC's Chief Officer. Jac has successfully led the organisation through a rebranding and restructure based upon a core competencies framework and has provided us with an organisation that is fit to support the Third Sector in Cardiff. Jac leaves to join ARC UK as their new CEO. She leaves with our thanks and well wishes for the future. The search commences for a new Chief Officer – details will be on our website.

Best wishes,

Richard Edwards

Chair, Cardiff Third Sector Council
PS Local elections are on 3 May – see pages 5 to 8 for interviews with party group leaders and details of C3SC's Hustings event on 17 April.

Rwy'n falch iawn i gyflwyno fy hun fel Cadeirydd newydd Bwrdd Ymddiriedolwyr Cyngor Trydydd Sector Caerdydd (C3SC).

Ar hyn o bryd rwy'n Brif Weithredwr Huggard ac yn Gyfarwyddwr Fareshare Cymru. Cyn hynny bŵm yn gweithio i Interlink, Cyngor Gwirfoddol Sirol Rhondda Cynon Taf, sy'n chwarae sefydliad i CS3C.

Mae fy 20 mlynedd o brofiad o fewn y trydydd sector wedi fy narbwylllo ein bod angen ac yn haeddu sefydliad seilwaith addas i'r diben sy'n adlewyrchu ein gwerthoedd – ac mae hynny'n digwydd yn awr yn C3SC.

Yn *Manifesto* byddwch yn darllen am weithgareddau C3SC, sy'n dangos ein hymrwymiad i'n aelodau.

Nawr mod i wedi cyflwyno fy hunan, mae'n rhaid i mi gyhoeddi ymadawiad Jacqueline Bell, Prif Swyddog C3SC. Arweiniodd Jac y sefydliad yn llwyddiannus drwy ailfrandio ac ailstrwythuro yn seiliedig ar fframwaith cymwyseddau craidd ac mae wedi rhoi sefydliad i ni sy'n addas ar gyfer cefnogi'r Trydydd Sector yng Nghaerdydd. Mae Jac yn gadael i ymuno ag ARC UK fel eu Prif Swyddog Gweithredol newydd. Mae'n gadael gyda'n diolch a'n dymuniadau gorau ar gyfer y dyfodol. Mae'r chwilio'n dechrau am Brif Swyddog newydd – bydd manylion ar ein gwefan.

Dymuniadau gorau,

Richard Edwards

Cadeirydd, Cyngor Trydydd Sector Caerdydd

ON Cynhelir yr etholiadau lleol ar 3 Mai – mae cyfweiliadau ar weinwyr grŵp y pleidiau a manylion digwyddiad Hysting C3SC ar 17 Ebrill ar dudalennau 5 i 8.

News Round-up

Launch of Cardiff Third Sector Forums



Organisations get together at the Cardiff Third Sector Forum

Fifty-six people, from thirty-seven organisations, came to the Cardiff Third Sector event at the Temple of Peace on 10 January.

Organisations had the opportunity to discuss their needs with C3SC's Third Sector Officers (TSOs) and our Communities First Officer, Adam Rees. Representatives from the Council's Neighbourhood Management Team (NMT), including NMT Chairs, were also present, along with representatives from Cardiff Youth Services.

The main purpose of the day was to give organisations the opportunity to meet with other groups based in their geographical area of Cardiff – and to plan together how the new Third Sector Forums would work.

The forums were generally well received and delegates shaped the way the

meetings will be delivered in their area of Cardiff. Six forums have now been set up.

The forums will meet regularly to discuss issues and priorities affecting local third sector organisations and their service users. The forums will also encourage groups to work collaboratively together. (Some of the forums will be virtual ones.)

The information gathered at the forums will be fed into the NMT groups and will also help C3SC to identify how best it can adapt and tailor its services to meet the needs of organisations.

See page 10 for dates of the next Forum meetings.

Follow us on Twitter @C3SC



We're really enjoying tweeting our members. We can keep in touch in an instant! Here are some of the tweets we've received and sent.

What you tweeted:

- Tenouscancer:** "Our Volunteer Development Manager really enjoyed meeting with @C3SC today – here's to raising awareness of the great work of volunteers!"
- LlamauUK:** "Thanks for the #ff mention @C3SC."
- MarkATugwell:** "Spent the day training @C3SC – learning all about the tendering process. Really good stuff!"

What we tweeted:

- What training courses would you like C3SC to deliver?
- Thinking of setting up a group? Take a look at our 'Getting Started' information sheets.
- Have we told you we have a new website: www.c3sc.org.uk – what do you think?

Moving Forward for Families

Joining up the Families First, Communities First, Flying Start and Integrated Family Support agendas in Cardiff was the focal point of discussion at the Moving Forward for Families event on 1 February.

Attendees received updates on each individual programme and had the opportunity to input into plans to tackle child poverty in each of the proposed Communities First cluster areas. The information gathered at this event will be used to ensure the next phase of Communities First properly accommodates services for children, young people and families, and that partnership working links are improved.

Visit us at www.c3sc.org.uk

Our new website went live in November and it has been well received.



In addition to the Home page, other popular web pages include: Vacancies, the Events Calendar and 'C3SC Staff'.

In January we added a 'Venue List' to the website. We put together the list to help our members when they're looking for somewhere to hold their events or meetings.

The 'News' page is regularly updated and is a great way to keep in touch with C3SC's current work and what's happening in the third sector in Cardiff.

Our website is just one of the ways we communicate with organisations and groups – giving access to useful information, current funding opportunities and our Membership Directory.

£25,000 awarded to C3SC by Big Lottery Fund



C3SC has been awarded £25,000 to continue our application for £1.5 million on behalf of Cardiff and the Vale County Voluntary Councils (VCVCs) through the Big Lottery Community Voice programme.

Entitled 'Co-creating Healthy Change', we are bidding to develop a portfolio of projects that will ensure

people in Cardiff and the Vale of Glamorgan have a stronger voice in shaping the health and well-being services in their communities.

The £25,000 is a development grant to put together a detailed business plan that shows how the projects will be delivered across Cardiff and the Vale. The Stage 2 application bid has to be submitted by 31 July 2012.

Senior Officer Emily Forbes (pictured)

says: "This is a really exciting programme that has the potential to provide a huge sum of investment to third sector organisations across Cardiff and the Vale."



Call for third sector representatives

We have devised a new model of representation – to ensure influence, accountability and action for third sector representatives sitting on Programme Boards and Workstreams (new groups that sit under the Integrated Partnership Board – IPB). See the article on page 4 to find out more about partnerships.

Here are the stages of this new model:

- 1 C3SC communicates the need for representatives.
- 2 Representatives contact C3SC to register interest.
- 3 C3SC officers interview potential representatives.
- 4 C3SC allocates representatives to each workstream, based on skills and experience.
- 5 Third sector representatives form a Partnership Peer Council with C3SC's Chief Officer.



We have set up a small working group to look at the skills required by third sector representatives and to design criteria for interviews. And then, by the end of March, we will be presenting a paper to Cardiff's Integrated Partnership Board.

Find out more

If you are interested in becoming a Third Sector Representative, please email Emily Forbes at emily.f@c3sc.org.uk



Scan this code with the QR Reader on your Smart phone to go straight to our website.

“So, what’s all this talk about ‘Partnerships’?”

Most would agree that partnership structures can at times be mind-boggling and some of the language used doesn’t always help. Here Emily Forbes begins to untangle the web of terminology and jargon that accompanies the word ‘Partnerships’...



Emily Forbes

statutory partnerships: Health Alliance, Children and Young People’s Partnership, Safer Capital Partnership and Community Strategy.

C3SC’s Chief Officer has a seat on the IPB and our new Partnership Representation Model will furnish third sector representatives to each of the Programme Boards (see ‘Call for third sector representatives’ news item on page 3).

There are **eight ‘programmes of work’** that sit under the IPB; most will have a new Programme Board:

- 1 Families and Young People
- 2 Safer and Cohesive Communities
- 3 Older People
- 4 Emotional and Mental Health
- 5 Healthy Living
- 6 Thriving and Prosperous Economy
- 7 Urban Environment
- 8 Neighbourhood Management

(the six Neighbourhood Management areas sit underneath this programme).

The Programme Boards are responsible for these ‘programmes of work’, under which sit 23 ‘workstreams’ – broad areas of work that pick up on specific priorities. For example, under the ‘Healthy Living’ programme of work you will find the ‘Substance Misuse’ and ‘Healthy Lifestyles’ workstreams; under the ‘Emotional and Mental Health’ programme of work are ‘Adult Mental Health’ and ‘Children and Young People’.

The number of workstreams under each programme of work varies according to the priorities set by the Integrated Partnership Board (IPB) through the ‘What Matters’ strategy. Produced by all partners involved in the IPB, ‘What Matters’ sets out ‘7 outcomes’ to improve the standard of living of people in Cardiff. It looks ahead to the next 10 years and identifies how the IPB will ensure these outcomes are achieved.

All workstreams, Neighbourhood Management Teams and Programme Boards report to the IPB.

Just to throw another acronym into the mix, there is also the IHSCPB – otherwise known as the Integrated Health and Social Care Programme Board. This Board serves Cardiff and the Vale, and has its own set of workstreams with responsibility for the key areas of Substance Misuse, Mental Health, Children with Complex Needs, Learning Disabilities and Frail Older People.

Some of these workstreams are in fact the same as the workstreams that fit under Cardiff IPB, so this is where it gets more complicated! That’s why we’re looking at producing a map to show how all the meetings and Boards fit together. Watch this space!

And what about Families First, which aims to bring together support for families living in poverty? As a specific programme of work, Families First sits

under the wider heading of ‘Families and Young People Programme’. As with the other workstreams, it currently reports to the IPB. There is a case that in the future, because of the joint Families First work with Newport, the reporting structure for Families First might change.

How C3SC is involved in partnerships

C3SC’s involvement in partnership working contributes to our vision of a strong, diverse and vibrant third sector in Cardiff. We make every effort to ensure that policy makers understand the needs of local third sector organisations and we strive to help public bodies engage more effectively with the third sector.

To ensure our member organisations are well represented and their voice is heard on the IPB, we will be recruiting a pool of third sector representatives. (Read the ‘Call for third sector representatives’ news item on page 3 to find out more.)

We are hoping to appoint 30 reps – one to sit on each of the seven Programme Boards and one to sit on each of the 23 workstreams. There are already third sector representatives on a host of working groups and task groups that would sit under these workstreams, but we need to make sure we have the right representation on the workstreams themselves, and Programme Boards too. Our member organisations are already represented across the Neighbourhood Management Teams through our Third Sector Officers and Chairs of Neighbourhood Third Sector Forums.

We are in the process of gathering information on all partnership meetings so that we have a full picture of partnership working in the City.

We promise to keep you informed as we continue our quest to untangle the web of partnerships in Cardiff!

For further information, please email Emily Forbes at emily.f@c3sc.org.uk

A ‘partnership’ brings together people from different sectors, specialisms, professions or areas of expertise in order to jointly develop policies and oversee planning and delivery of services. Partnership working is about developing new ways of working and finding shared solutions to complex problems.

The potential benefits of working in partnership are huge – because working with others can achieve far more than one organisation working on its own.

Changes

You may be aware that Cardiff has recently undergone huge changes in the way that partnerships are organised. Let’s take a closer look at some of these changes.

We now have a single Integrated Partnership Board (IPB). This has taken on all the functions of the previous

Voice and influence

Making sure our sector has a strong voice that influences how public services are planned, commissioned and delivered is a key part of our role. We are doing this in a number of ways:

- Recruiting and supporting third sector representatives so they have a mandate when they attend partnership meetings – guaranteeing the third sector’s voice is heard.
- Delivering training for third sector representatives, including negotiating, influencing and communicating so that they are confident in their role.
- Providing our member organisations with regular information and updates through monthly e-bulletins, themed network meetings and Third Sector Forum meetings.
- Devising a Joint Leadership Programme to train and develop representatives, C3SC members and other third sector organisations as strong leaders for the sector.



(029) 2048 5722

Meet your local candidates... because it’s decision time

The local elections take place on 3 May and, for the very first time, we’re interviewing local party group leaders to discover what they know about the third sector in Cardiff – and how they are planning to support our sector.

C3SC’s Senior Officers Emily Forbes and Jeremy Rees interviewed the leaders. If you’d like to hear more from each party group, come to our Hustings event on Tuesday 17 April – see page 8 for details.

Liberal Democrat Party Group – Councillor Rodney Berman



Q Which three words would you use to describe the third sector in Cardiff?

A Valued, community-based, enriching.

Q Tell me about your experiences of the sector.

A I’ve been part of the Voluntary Sector Compact Liaison Panel for the eight years I’ve been Leader of the Council and I think the role of the third sector is invaluable to Cardiff. It’s important that the Council is listening to the sector, and I’d like to think that the relationship between the third sector and the Council has improved over the past eight years, and any problems that may have cropped up from time to time have been resolved quickly. I think a mixed economy is important to the City and the introduction of three-year funding for the third sector has helped that to develop.

Q What benefits do you think the third sector brings to the city?

A They provide benefits in many aspects of the City’s life and provide services that otherwise would not be available, often from the grassroots. I think the third sector has the ability to get right to the heart of communities, which is more difficult for the statutory sector. It’s estimated that the annual value of volunteering to Cardiff is more than £190 million pounds – and I think this shows that we cannot understate the value of voluntary work to Cardiff. It enriches society and should be cherished.

Q What emphasis do you place on the third sector in terms of public service delivery?

A The third sector already delivers a range of services, and can provide more in-depth services that can deliver value for money. I support a mixed economy: I think we should be providing the best services, and when the third sector is best placed to deliver these, then it should always be welcomed and supported by the Council.

Historically, the Council has often funded the third sector through a model of grant funding, and this has sometimes been unsatisfactory on both sides. We’ve moved more to a commissioned basis and I think this means that both the third sector organisations and the Council have a much better idea of what outcomes we are seeking to deliver. As a Council, we are moving towards determining our remit based on outcomes rather than inputs. What’s important to the people of the City is what they are getting in return for the funding and what services they are seeing. I think we should carry on with this move towards more commissioning of services.

Q What about delivering Communities First / Families First?

A They are both important strands in getting to some of the more disadvantaged groups and more challenged communities. Working with the third sector on these is vitally important because of its ability to get right into the heart of communities, and to help us understand what the needs are. With Communities First, there has been a bit of a concern that there has been more money available to engage with communities than there has been to run projects to help them to address the needs which have been identified, and this has been a difficult issue. Families First offers a lot of potential to target areas of need more successfully than we have in the past under the Cymorth arrangement, which it replaces.

Q In the current economic climate, with changes and transformation across the Council itself and across the public sector as a whole – how do you see the third sector being funded in the future?

A What we have tried to move towards in recent years is more stability of funding and that is something I hope we can maintain even in these challenged times. One of the key objectives of the Council’s transformation programme has been to find ways of maintaining frontline services by looking at how we can deliver them more cost effectively – and there will be times when engaging the third sector to deliver these is the best way to do this.

We want to ensure service provision can be fully maintained and I think we have had a great deal of success with this so far through The Transformation Programme. We’ve not been looking at making ‘blanket cuts’ [cuts across the board] and that means we have been able to maintain funding to the third sector. There will be opportunities for the third sector to take over some services currently provided by the local authority and I would welcome the opportunity to explore that.

We are working on a revised strategy for commissioning and procurement and it’s important for us as a Council to be clear about what we want, and also that we understand what [organisations] need. We need to refine the commissioning process to make it more effective and to have a clear, mapped-out arrangement, so that where funding is going to a particular organisation we understand what service is going to be delivered.

Q What are your views on community assets / asset transfer / other ways of supporting the sector?

A We see Community Asset Transfer as something that has a great deal of potential. I think it can provide the opportunity sometimes to see that facilities are maintained, which the local authority may be struggling to carry on funding – it may also open up the opportunity to bring in new sources of funding. I’ll give the example of Insole Court – the Council had done a considerable amount of restoration work on this fine community building, but there was still work to be done. A local group was keen to pursue a Community Asset Transfer. I think it provides exciting opportunities, and means that a local community can have greater control of its own destiny.

Q From your perspective, what should we be doing more of? / less of? / keeping the same?

A **Do more of:** stay healthy – as it is at the moment. Keep engaging through the Voluntary Sector Compact and its Liaison Panel to ensure good communication and dialogue. Look for opportunities to take on services currently run in the statutory sector. Explore the value of shared back-office functions in a Voluntary Sector Centre. **Stay the same:** carry on valuing volunteering.

Twitter @C3SC

Plaid Cymru Party Group – Councillor Neil McEvoy



Q Which three words would you use to describe the third sector in Cardiff?

A Caring, innovative, co-operative.

Q Tell me about your experiences of the sector.

A Within my constituency of Fairwater, I've had a lot of experience of working with the third sector through an independent third sector group called 'Friends of the Dell,' which I helped to set up – originally driven by councillors, but I sit on the group as a resident of the area. The group has helped transform the old Dell and revitalise it by cleaning up, picking up litter, planting flowers, securing funding for new paths and upgrading the car park in order to make it a quality place to go in the community. The group is run by a strong committee of volunteers who consult with the community on their ideas and views. They also held a really good community day and are working well to improve the area.

Q What benefits do you think the third sector brings to the city?

A The third sector performs vital services and, in some cases, provides those services more effectively than other sectors. The third sector is important in bringing people together, interacting, empowering and working with communities to create change. The ethos of the Big Society is instilled in the third sector – it's not new, but has been around for a long time.

Q What emphasis do you place on the third sector in terms of public service delivery?

A Core services should be delivered by local authorities who have the statutory responsibility to provide those services to people, but there is expertise within the third sector that can offer something different, and which can add value. Involving people and engaging communities are key areas of strength for the third sector. Extending the community is an important part of supporting the delivery of public services. The third sector can fill gaps in current service delivery. For example, we have been the first Council in Wales to grant-fund an organisation called 'Both Parents Matter' – filling a huge gap in services for men who have experienced domestic abuse. The grant will help to undertake research, and develop support and services for these men. There is a need to ensure this kind of support is made available to third sector organisations involved in delivering key services.

Q What about delivering Communities First / Families First?

A My personal experience of the Communities First Programme is that it is wasteful. The ethos is wonderful but the delivery of it is below standard. In an ideal world, Communities First would be led by communities – it should be bottom-up, but in fact it's bureaucracy-down. The amount of time it took recently to undertake a needs analysis and gather evidence of what the community wanted in one area was 12-18 months – when the community themselves already knew what they wanted (including me as a local resident and a councillor). However, we were made to wait for the bureaucratic process to be completed before any action took place.

I also think there is a need to involve elected members more. I would abolish Communities First and empower local authorities to democratise the money by introducing local area committees led by elected members to decide how to spend that money in their local community. We need more accountability. We

need local people, not local organisations, leading the process, with access to budgets. Also, often local authority workers themselves don't help the process, but make things more bureaucratic.

With Families First, I agree that the focus of prevention is vital as I think we spend too much time focussing on the symptoms of a problem and not on addressing why they began in the first place.

Q In the current economic climate, with changes and transformation across the Council itself and across the public sector as a whole – how do you see the third sector being funded in the future?

A It's important to protect grants to the third sector as we have done in the last budget, but I think we need to look more strategically on how we are funding the sector. Internally, we have cut a lot of costs – abolished Corporate Directors and thinned down middle management, and we need to apply this to the third sector too.

We need to ensure we get 'bang for our buck' – what outcomes do we get for the investment we are putting in?

I think we need to look at some areas of the third sector and scrutinise where there's duplication as I think there's huge waste. You can see some examples in the News recently of third sector organisations abusing finances but having political protection. I feel that if there are a number of third sector organisations providing the same services in Cardiff, why not work in a consortium arrangement and have one chief executive? This would make huge savings that could be spent on more frontline services and not on management and more bureaucracy. We also need to invest in growth in our communities, developing social enterprise and creating viable income streams in deprived areas.

Q What are your views on community assets / asset transfer / other ways of supporting the sector?

A As a decentralised socialist party, we're supportive of transferring assets to the community. The Council has harvested a big capital estate and will be looking at dispensing of community assets. We need to see this come to fruition.

We must use community resources more effectively, such as day centres and community centres – making sure they are used better, for example, opening them in the evenings more or on weekends. They could be used for a focal point, a meeting place, an enterprise centre, a family contact centre – forming more community hubs. My vision for the third sector would be a voluntary group opening up a building and using it!

Q From your perspective, what should we be doing more of? / less of? / keeping the same?

A Do more of – need better accountability.
Do less of – management and bureaucracy.
Stay the same – adding value.



Conservative Party Group – Councillor David Walker



Q Which three words would you use to describe the third sector in Cardiff?

A Support, giving, sponsorship.

Q Tell me about your experiences of the sector.

A My constituency of Lisvane is an active, well-organised community with a community association and annual festival. Several buildings are looked after by the community, including a village hall and an old school building. If you want something done you can usually call on voluntary sector support – professional, middle class men and women, and retired people, who can make the time to make things happen. I realise that not all parts of Cardiff are fortunate to have such a resource.

A lot of work happens in the village through volunteering, which is great – I feel proud of things that happen here.

There is also a local environment group, which I chair, which supports those who look after the local green belt, public rights of way and local woodland.

I've also experienced the benefits of the third sector where I grew up in Swansea. The Women's Institute was a driving force in the community, along with an operatic and drama group for young people, which helped get everyone involved and build self-confidence. Other institutions such as the church were part and parcel of that.

Q What benefits do you think the third sector brings to the city?

A The third sector fills a very large gap of activity, provision and support services in areas of greatest need. If the public, private and third sector worked together, realised each other's roles and worked more as a team, better outcomes might be delivered.

The third sector has a lot to offer. If I was running the Council, I'd certainly be interested in hearing the arguments for expanding third sector services. People are living longer and we have an ageing population who need more support. At the other end, we have children not meeting their full potential – we should expect far more from the LEA and schools in terms of provision, quality and results for our children.

Q What emphasis do you place on the third sector in terms of public service delivery?

A The potential for the third sector is as big as it can make a case to be – if the third sector is better, cheaper, more effective than the Council or other private providers, they should make their case. I work on the pragmatic basis of 'what works' – whether it's social enterprise, private sector, third sector, whatever you call it or who delivers it – what we need are outcomes of a high quality, at a reasonable cost, which people value. Such services should be concerned about what people want and need rather than what they are told they can get.

Public Services can be made more citizen-centred by changing attitudes and thinking in a customer-focussed rather than organisation-focussed way. I would favour people having the cash to make the choices about their own care – it sounds like a good thing, but I know there have been some teething problems and it hasn't really been pushed in Wales yet. I'd like to explore this area further to find out who is receiving direct payments and how it's working – I like the customer centric and flexible sound of this way of providing services.

All services need to provide value for money – at the Council we've been thinning down unnecessary overheads and diverting savings to the frontline, which is really important.

Q What about delivering Communities First / Families First?

A I've read about the Communities First proposals and it sounds great, but convince me that it's working properly. It's about engaging and involving communities themselves. Benefits, outcomes, value for money, change – these are the evidence-based things I'm interested in. I've seen indicators for Communities First and we need to be careful not to impose national indicators and outcomes onto communities; not everyone wants to be told how to become healthy – it could be seen as 'do-gooding'. I'd like to see some case studies of success. In my manifesto, I've included looking at examples of best practice, learning from success then experimenting and evaluating before full introduction.

Families feed into communities – the child might be the catalyst in changing families so schools need to be properly involved. The Families First programme and Communities First programme must link together. You develop the individual, then develop a group/family, then develop the community. If you start with the community, it's difficult to work backwards. The third sector is probably the main driver of this process, supported by partners.

Q In the current economic climate, with changes and transformation across the Council itself and across the public sector as a whole – how do you see the third sector being funded in the future?

A The Council, private sector and third sector all have a role to play in service delivery. I've seen all the grants that the Council is funding the third sector, which mostly look tenable, but there is some apparent duplication in some areas that needs looking at – to check if it's effective. If the third sector can make a case for doing something better, bigger and more effectively, it may be possible to find more money (within budgetary constraints). It's about looking at what's the best way to deliver the services that we need to meet our outcomes, and who is best placed to deliver them. I wouldn't favour one sector against another, but rather look at what is the best way to spend our public money in order to give the residents of Cardiff the services they need and deserve. What is best for our customers? We would ask them their views.

The new Commissioning Framework is bedding in – we've brought in professional external procurement experts to the Council. I think that procurement officers need to look carefully at the quality of provision, the track record of an organisation and who can provide the best service. In our manifesto, we talk about 'public good' – social clauses that give something back to society. For example, I've included that people providing large external services should provide apprenticeships – to encourage an apprenticeship scheme to bring young people out of unemployment and gain skills. I'm not sure the council has been that good at procurement or at quality assurance, but we are getting better. We need to think about professionalism in procurement and professionalism in provision.

Q What are your views on community assets / asset transfer / other ways of supporting the sector?

A On a small level, the Community Council in Lisvane has taken responsibility for an old school site – they have a scheme to improve it and are looking for funding. It gives people a sense of ownership, but people need the capacity to take on these projects. I'm in favour of community asset transfer where it's appropriate. You need a well-run organisation that has a track record, that you trust and have confidence in – I suppose you'd call that the third sector.

Q From your perspective, what should we be doing more of? / less of? / keeping the same?

A Do more of – communicating with backbench Councillors and Leaders of groups, with more involvement in Scrutiny and with Scrutiny Chairs. Encouraging more work with older people – to tackle loneliness, encourage self-respect and self-sufficiency, and support ways of reducing isolation. The third sector needs to put its case more vocally by demonstrating success, value for money and customer satisfaction. Politicians need to hear the case for greater third sector involvement. It needs to sell itself.

Do less of – only speaking with those in Executive positions in the Council.
Stay the same – encouraging volunteers: getting people to do things because they really care rather than because they're paid to do it; this is a core strength of the third sector. There's also a role for the third sector in changing public opinion and influencing thinking.

**Labour Party
Group –
Councillor Heather Joyce**



Labour Llafur

Q Which three words would you use to describe the third sector in Cardiff?

A Voluntary, communities, working together.

Q Tell me about your experiences of the sector.

A I am an active volunteer with Llanrumney Community Forum and have experienced some of the strengths of the sector in working with communities, bringing people together and bridging the generation gap between older people and children and young people – through events such as street parties, discos and Christmas dinners. I am passionate about the community, which was my motivation for becoming a councillor – doing my bit to help the community more.

Q What benefits do you think the third sector brings to the city?

A Voluntary and community groups are essential to Cardiff and we would be lost without them – the Council relies heavily on the sector to deliver key services. The third sector brings together communities to find out their needs and represent the voice of the people. Unpaid volunteers give up a huge amount of time to help their communities and often don't get enough recognition.

Q What emphasis do you place on the third sector in terms of public service delivery?

A Labour's way of thinking is that the Labour party originally developed from communities, from steel and mine workers, and has always been community based and directed from the people. In this way, it makes sense that voluntary and community groups should also be involved in delivering services that affect them. Community values and beliefs are the bedrock of Labour's approach and my approach too.

Q What about delivering Communities First / Families First?

A There have been different experiences of Communities First across Cardiff. I feel the most important part of the programme is about sustainability and self-sufficiency – there should, of course, be support to start things off, but then local people should take over. The voluntary and community sector must be part of this, not just the statutory sector. Also, it's a chance to make sure we are inclusive

across all sectors and dimensions of the community – from young to old, we need inclusivity. I am optimistic for the future of Communities First and the next phase of the programme, and hope that it focusses on the needs of all parts of the community in Communities First areas.

I've read about the Families First proposals and I'm pleased to see there will be a dedicated responsible Lead Officer for taking work forward. The most important requirement of this programme is that agencies speak to each other and share information, across voluntary and statutory sectors – to ensure that mistakes aren't made and families don't miss out on receiving the best quality services that they are entitled to.

Q In the current economic climate, with changes and transformation across the Council itself and across the public sector as a whole – how do you see the third sector being funded in the future?

A Funding to the voluntary sector should not be cut – we are advocating the protection of grants to the voluntary sector, but also we need to ensure that everyone is given the opportunity to bid for contracts so it's a fair process regardless of whether or not you are from the private sector or the voluntary sector.

Q What are your views on community assets / asset transfer / other ways of supporting the sector?

A If this is done sensibly, correctly and sensitively then I'm supportive of transferring assets to the community. However, support is needed to ensure the building is used effectively and that groups are supported to run a community asset.

Q From your perspective, what should we be doing more of? / less of? / keeping the same?

A Do more of: involving, motivating and listening to communities.
Do less of: assuming what people's needs are across communities in Cardiff.
Stay the same: deliver the excellent training and networking opportunities.



Third Sector Hustings event

We're inviting representatives from the Conservative, Labour, Lib Dem and Plaid Cymru parties in Cardiff to a Third Sector Hustings event before the elections take place.

It will give you the opportunity to ask candidates questions relating to your organisation or group – and to discover how they are planning to support the third sector in Cardiff should they be elected.

Parc Thistle Hotel, Park Place, Cardiff

Tuesday 17 April from 6.15-8.00pm

To book

Email bookings@c3sc.org.uk or call (029) 2048 5722. Please let us know in advance if you would like to submit a question. We will then choose a selection of questions to put to the panel.



(029) 2048 5722

What is commissioning?

Commissioning can seem complex. The purpose of this article is to define commissioning, describe each stage of the process and show you how C3SC can support you through each stage.

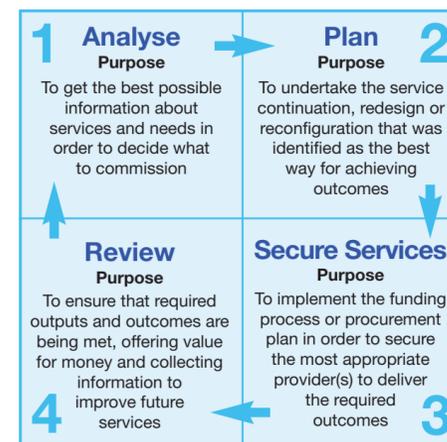
Commissioning is quite simply the process the public uses to decide which service or products (it buys in or delivers itself) are required to respond to the needs of local people. It involves making decisions about the capacity, location, cost and quality of services, as well as who will deliver them and how.

The Commissioning Cycle

The Commissioning Cycle (see diagram) is a process originally developed by the Institute of Public Care and now adopted by Welsh Government, local authorities and the health service. The process is a set of steps that make up the commissioning. All four steps are equally important and there is a focus on needs across agencies, with an underlying principle that there will be ongoing dialogue with service users, carers, and providers, including third sector organisations.



The diagram above can be quite confusing, so let's break it down further. First, we will look at the purpose of each stage of the commissioning cycle.



And what about the third sector's contribution to each stage of the commissioning cycle? Why is it important for you to be involved at each stage? And what is C3SC doing to support your involvement?

1 At the 'Analyse' stage you can:

- Contribute to needs analysis, identifying outcomes and service mapping;
- Provide feedback on the vision, needs assessment, accuracy of gap analysis;
- Provide information on current services;
- Provide advice about models of best practice and innovation;
- Provide advocacy for hard-to-reach groups;
- Contribute to planning and delivering stakeholder events.

C3SC will:

- Provide you with development support through our Third Sector Officers (TSOs) who can help you look at the information you gather and how you can best present it as robust business intelligence;
- Deliver Monitoring and Evaluation training and RBA training (see back page for details);
- Hold consultation events and viewpoint sessions on the new Older People's Commissioning Strategy through the Health and Social Care Network and the new Older People's Third Sector Reference Group, which we are setting up with Age Concern;
- Always send the outcomes of our consultations and events to the relevant service planners;
- Push for meaningful involvement of the third sector in the development of public sector commissioning plans – for example, we sit on Cardiff Council's Joint Commissioning Framework Project Board, advocating for the sector at all times.

2 At the 'Plan' stage you can:

- Provide feedback on the priorities set out in commissioning plans;
- Contribute to the market plan – what is your knowledge of the market?
- Contribute to developing service specifications, including soft outcomes and social benefits;
- Facilitate service user involvement in the development of service specifications;
- Contribute to developing funding and procurement plans, for example, 'make or buy decisions' (providing a service in-house or buying the service in, including grant or contract processes and terms).

C3SC will:

- Hold consultation events and viewpoint sessions so that the sector has a strong voice in the development of commissioning plans;
- Support our new Third Sector Representatives Peer Partnership Council (see page 3) to feed back to the relevant strategic partnerships on whether or not new commissioning plans and third sector involvement have been successful;
- Continue to be involved in the development of the UHB's Service Pathway Specification – which sets out

service specifications for key service areas within health. TSOs can help you identify where you continue to input into these service areas – email Kevin Rahman-Daultrey at kevin.r@c3sc.org.uk to find out more;

- **Continue to lobby for grants as a key part of the commissioning process** – for capacity building, delivery and market shaping.

3 At the 'Secure Services' stage you can:

- Develop tenders to bid for contracts;
- Make a grant application;
- Contribute to advertising funding / tendering opportunities;
- Suggest how monitoring and performance can be improved;
- Participate in tender evaluations;
- Suggest joint training / secondments / job exchanges with commissioners.

C3SC will:

- Provide training in developing tenders to bid for contracts;
- Provide quality funding advice, including how to develop a full cost recovery budget (contact your local TSO);
- Provide one-to-one support on planning for outcomes, and we're delivering training on 'Outcomes Planning' in the next training programme;
- Run regular grant application surgeries (see our website for more details).

4 At the 'Review' stage you can:

- Contribute to discussion on service performance;
- Contribute to ideas on monitoring outcomes;
- Advocate for wider stakeholder involvement;
- Contribute to the review of services;
- Contribute to the evaluation of overall commissioning strategies;
- Contribute to local scrutiny arrangements.

C3SC will:

- Facilitate third sector involvement in the review of services;
- Provide training on using RBA as a performance management tool;
- Advocate the ten National Principles of Public Engagement at all levels and use them within our own participation techniques workshops – which we can run for you at any time – email Emily Forbes at emily.f@c3sc.org.uk to find out more;
- Recruit and support Third Sector Representatives on Cardiff Integrated Partnership Board scrutiny arrangements;
- Keep the Compact in mind during all these activities!

Twitter @C3SC

Back to the future with Communities First

Last summer, the Welsh Government published their *Communities First: The Future* consultation, shaking up the way in which Communities First would be delivered across Wales.

The government welcomed input and comments from communities and third sector organisations during the summer and, in December, released new guidance on their plans.

Tackling poverty

Tackling poverty will be the main aim of the new phase of the Communities First programme and requires all work to have a focus on either education, health or economy.

The local and regional structures of the programme are also facing an overhaul. Current and new Communities First areas will be brought together into approximately five 'Clusters,' each of which will be delivered by one lead organisation. A new Regional Programme Board spanning Cardiff and the Vale, which will include representation from community members from across the area, is part of the next phase, and puts community voice at the heart of decisions at the highest level within the new Communities First programme.

Our role

Cardiff Third Sector Council (C3SC) continues to support a thriving third sector in Cardiff and believes the sector is a vital component of a fair and enterprising society, where individuals and communities feel empowered and enabled to achieve change to meet local needs.

C3SC recognises the value of the diversity of organisations in the sector in providing a voice for under-represented groups and in campaigning for change. We want to work with the government and our public sector

partners to continue to create the conditions where organisations can grow and achieve their aims.

Communities First should be at the heart of transforming the delivery and design of public services in some of the most deprived areas of Cardiff. We are working with current Communities First providers and continue to support third sector organisations in developing bids for areas across Cardiff. Through our 'Getting Cardiff ready for Communities First: Phase 3' project, we have been able to offer support for innovative community consultations so that local people can have a real say in the creation of action plans.

The current phase of Communities First has now been extended until September 2012, allowing existing work to continue. While the urge is to start looking into the future, here at C3SC we are dedicated to continuing excellent community development at the same time as preparing exciting and innovative plans for the next phase.



communities first cymunedau yn gyntaf
Check out our blog

C3SC is leading on a bid to develop a local and sustainable Communities First project in East Cardiff from September. This blog records our journey in developing this bid and welcomes input from people in the area who want to have a say. Visit www.eastcardiffcommunitiesfirst.wordpress.com

“What’s happening with the CRI?”

The Welsh Government has recently approved £15.8 million to allow plans for Phase One of the Cardiff Royal Infirmary redevelopment to proceed.

The CRI will become a Health and Well-being Centre and will:

- Increase local access to primary care services;
- Improve the patient experience and the environment of care;
- Enable services to work together better – as part of a community network of health and well-being services – to reduce inequalities and meet the needs of a diverse and complex local community.

It will also create an interim Visitors and Information Centre.

C3SC has a seat on the CRI Project Board and also supports the Communication and Engagement Forum.

Find out more

For more information on the CRI redevelopment, please email Sue Revell at susan.revell@wales.nhs.uk

Spotlight on... Cardiff Community Safety Network

Are you a member of a Neighbourhood Watch group, Residents' Association or involved in community safety in any other way? If so, you may be interested in joining Cardiff Community Safety Network, which was set up by C3SC in April 2011.



With the loss of the Cardiff Community Safety Partnership and the introduction of the Integrated Partnership Board and its Safer and Cohesive Communities Programme Board, we recognised the need for a Community Safety Network.

The Safer and Cohesive Communities Programme Board is leading on the community safety priorities for the city, set out in the 'What Matters' strategy. These include 'Safety and Safeguarding Communities Workstreams' and 'Community Cohesion Workstreams'.

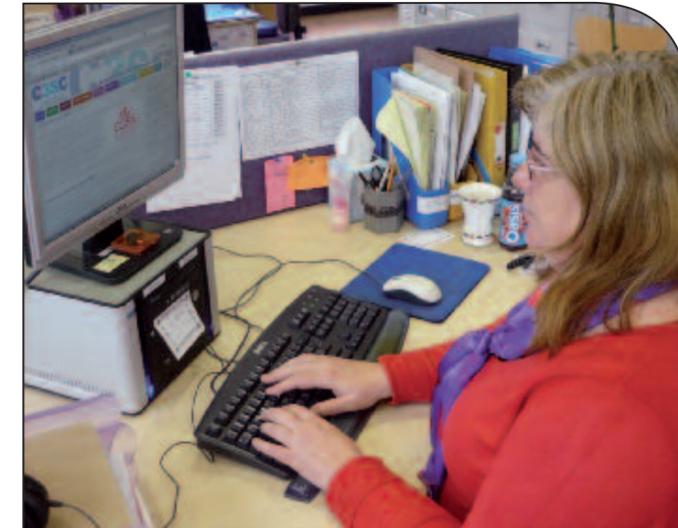
Safety and Safeguarding Communities Workstreams:

- Reduce domestic and sexual violence
- Improve offender management / Reduce first time entrants to the youth justice system
- Develop a vibrant and safe night-time economy

Community Cohesion Workstreams:

- Assist people and communities to feel safe
- Prevent, manage and tackle community tensions
- Support inclusion and citizen involvement

The Network will give third sector organisations with an interest in community safety access to up-to-date, relevant information, both about the Safer and Cohesive Communities Programme Board and issues affecting their work. Collaborative working ensures our sector embraces a joined up



Caroline Hardy facilitates the Cardiff Community Safety Network

approach to delivering community safety projects across the City – so that we can avoid duplication, work together better and support one another.

The Network raises awareness of funding opportunities and will also identify any common training needs organisations may have. Acting as a discussion forum for issues faced by organisations working in this field, we hope to raise awareness of current policy and provide an opportunity for organisations to feed into strategic policy decision making through the Safer and Cohesive Communities Programme Board.

Caroline Hardy, Third Sector Officer at C3SC, facilitates Cardiff Community Safety Network. She explains why she feels the Network is so important: "This is a fantastic opportunity to share good practice and get to know other organisations working in the field of community safety. It enables third sector organisations, big and small, across the city to feed into strategic decisions, and this opportunity may not have been available to them previously."

So far, the Network has shared information on funding opportunities, policy consultations and other items of interest.

How to become a member

To find out more about becoming a member of Cardiff Community Safety Network, please email Caroline at caroline.h@c3sc.org.uk or call (029) 2048 5722.

Date of next meeting

The Network will be meeting on **Tuesday 24 April** from 11am to 1pm at C3SC offices in Brunel House. Please contact Caroline Hardy to let her know you are coming or to find out more.

Online survey

We are currently carrying out an online survey on the next steps for the Network and we would love to hear from you if you are involved in community safety. To take part in this two-minute survey, please go to www.surveymonkey.com/s/PJQJFV7 – thank you for your help.

Other C3SC Networks

Get together with others in your area of interest. Please get in touch to find out more.

Cardiff Children, Young People & Families Network

Date of next meeting: Wednesday 16 May from 9.30am to 12.30pm at The Culture and Media Centre, Butetown

Email Leoni Philp at: leoni.p@c3sc.org.uk

Cardiff Health & Social Care Network

Date of next meeting: Friday 8 June from 1.00 to 4.00pm

Email Kevin Rahman-Daultrey at: kevin.r@c3sc.org.uk

Cardiff Volunteer Co-ordinators' Network

Run in partnership with Voluntary Community Service (VCS).

Date of next meeting: To be confirmed

Email VCS at: cardiffvolunteerorganisers@yahoo.co.uk

Sustainable Communities Network

Date of next meeting: Friday 29 June from 4.00 to 5.30pm at Bute Park Education Centre

Email Peter Griffiths at: griffiths.p@c3sc.org.uk

Community Sports Network

Date of next meeting: Monday 2 April at 6pm

Email Katie Mallam at: katie.m@c3sc.org.uk

Cardiff Third Sector Learning & Enterprise Network

Date of next meeting: Monday 14 May from 9.30am to 2.30pm in Unison House, Custom House Street

Email Thoria Mohamed at: thoria.m@c3sc.org.uk

Cardiff Inter Faith Network

Date of next meeting: Monday 30 April from 11.00am to 12.30pm at C3SC offices

Email Jeremy Rees at: jeremy.r@c3sc.org.uk

Cardiff Third Sector Forums

The Third Sector Forums provide you with the ideal opportunity to meet with other groups and organisations in your area of Cardiff.

You can share experiences, brainstorm ideas and encourage one another. Through the forums you can also feed your views and concerns into the Neighbourhood Management Teams.

To find out more, contact the Third Sector Officer for your area.



Cardiff North

Virtual Network. Email Kevin Rahman-Daultrey at: kevin.r@c3sc.org.uk

Cardiff City and South

Date of next meeting: Thursday 26 April at 2pm
Email Katie Mallam at: katie.m@c3sc.org.uk

Cardiff South West

Date of next meeting: Thursday 5 April at 1.30pm at South Riverside Community Centre
Email Peter Griffiths at: peter.g@c3sc.org.uk

Cardiff West

Virtual Network. Email Leoni Philp at: leoni.p@c3sc.org.uk

Cardiff South East

Date of next meeting: Tuesday 3 April from 10am to 12 noon
Email Thoria Mohamed at: thoria.m@c3sc.org.uk

Cardiff East

The Cardiff East Network is currently a virtual Network. We are planning on holding a Network meeting in September, once plans have been finalised for the way forward with Communities First.
Email Caroline Hardy at: caroline.h@c3sc.org.uk

Find out more

Call (029) 2048 5722 or email one of the Third Sector Officers above.

Develop your skills and increase your knowledge – with C3SC training

Here is an outline of the training courses we are offering you from April to July 2012. You'll find full details on our website.

We've been listening to those of you who want to balance a full-time job with contributing to your community. To help you, in the April to July programme we are offering some courses in the evening.

How to Write Effective Minutes and Agendas: Tuesday 3 April (9.45am - 1.00pm)

This course will help you:

- Write clear and concise minutes
- Gain skills in note taking
- Produce a clear and focussed agenda

Managing Money – Budgeting: Wednesday 4 April

NEW

This is a NEW course – details will be posted on our website soon.

General First Aid: Monday 23 April (8.45am - 4.30pm)

Delivered and certificated by British Red Cross, this course is for you if you want to gain a basic understanding of emergency care and clinical theories. You will be continually assessed throughout the day and will receive a certificate that is valid for three years.

This course will help you to:

- Respond to the needs of unconscious casualties
- Perform cardio pulmonary resuscitation
- Respond to mild and severe choking in adults
- Respond to the needs of casualties with major injuries

How to Develop Chairing Skills: Tuesday 24 April (6.00-8.30pm)

This course will be held in the evening. It will:

Evening course

- Help you to develop the skills to chair meetings more confidently
- Discuss how to handle difficult situations
- Provide you with an opportunity to practise your skills

Techniques for Handling Conflicts: Wednesday 25 April (9.45am - 4.00pm)

By the end of this session, you will be able to:

- Recognise when and why conflict occurs
- Explore the dangers and opportunities in conflict situations and identify our personal responses to conflict
- Understand the importance of effective communication skills and techniques for behaving assertively
- Develop strategies for successful conflict resolution

Trustee Roles and Responsibilities (over two evenings): Tuesday 15 and Wednesday 16 May (6.00-8.30pm)

By the end of the session, you will:

Evening course

- Have an understanding of trustee roles and responsibilities
- Be clear on how aims or legal objects should reflect your organisation's values or mission
- Identify potential liabilities and how to guard against them

Business and Strategic Planning: Wednesday 16 May (9.45am - 1.00pm)

This course will help you to:

- Understand the importance and benefits of long-term planning
- Understand the difference between business and strategic planning
- Appreciate the purpose of business and strategic plans
- Recognise the benefits of planning
- Be able to develop comprehensive business and strategic plans

Grants – Fit for Funding: Tuesday 22 May (9.45am - 4.00pm)

This course will help you to:

- Identify the most appropriate sources of funding for your organisation
- Understand what influences funders
- Write concise and compelling applications
- Understand how research, realistic outcomes and accurate budgeting can improve the chances of an application being accepted
- Build relationships with grant givers and meet their expectations

Supervision and Appraisal: Thursday 24 May (9.45am - 4.00pm)

By the end of the session, you will be able to:

- Understand the benefits of supervision and appraisal of staff for the organisation
- Recognise the difference between supervision and appraisal
- Develop and implement appropriate systems for supervision and appraisal

Tools for Talking in Partnership Meetings: Tuesday 29 May (9.45am - 4.00pm)

During the course you will:

- Discover tools and techniques for contributing effectively to partnership meetings
- Gain an understanding of the importance of preparation and communication
- Consider tools and strategies for dealing with conflict and difficult situations in partnership meetings

Results Based Accountability (RBA) Theory and Practice: Wednesday 13 June (9.45am - 4.00pm)

NEW

This course will help you to:

- Get to grips with RBA
- Understand its principles, values and practices
- Discover its context in relation to Cardiff

All You Need to Know About Incorporation – Choosing the Right Legal Structure: Thursday 14 June (9.45am - 1.00pm)

This course will help you to:

- Understand what 'incorporation' means for a third sector organisation
- Explore the different incorporated structures
- Know the implications of setting up and running an incorporated organisation
- Understand the key components of a Memorandum and Articles of Association

Preparing a Sustainable Fundraising Strategy: Tuesday 19 June (9.45am - 4.00pm)

You will discover:

- What a sustainable fundraising strategy is and why every organisation needs one
- How to explore and extend your fundraising options
- How to construct a realistic and sustainable fundraising strategy



Level 2 Award in Food Safety in Catering: Wednesday 20 June (8.45am - 5.00pm)

Accredited through the Royal Society for the Promotion of Health, this certificated course is for staff and volunteers involved in handling food.

You will discover:

- How to take personal responsibility for food safety
- The importance of keeping clean and hygienic
- Why keeping food safe is so crucial

How to Attract, Select and Keep Volunteers: Tuesday 26 and Wednesday 27 June (9.45am - 4.00pm)

During this course you will:

- Explore and discuss different perceptions of volunteering
- Learn about volunteering in its current context
- Discover general principles and receive guidance in developing good practice in volunteering
- Be equipped to develop a volunteering policy for your organisation

Results Based Accountability (RBA) Theory and Practice: Tuesday 3 July (9.45am - 4.00pm)

NEW

This course will help you to:

- Get to grips with Results Based Accountability
- Understand its principles, values and practices
- Discover its context in relation to Cardiff

Monitoring and Evaluation: Thursday 5 July (9.45am - 1.00pm)

By the end of the session, you will understand:

- Why monitoring and evaluation are so important
- What can be measured
- The different methods of measurement
- How to design a simple monitoring and evaluation system

Introduction to Tendering: Tuesday 10 July (9.45am - 4.00pm)

The course will help you to:

- Understand the differences between grants and contracts
- Increase your knowledge in the area of tendering
- Better understand the process of tendering for a contract
- Explore the potential of joint working

Staff Development – Training Needs Analysis and Learning Plans: Thursday 12 July (9.45am - 1.00pm)

By the end of the session, you will:

- Be able to undertake a training needs analysis
- Know how to develop a training plan
- Understand the different approaches to training and development
- Recognise the importance of evaluating training

Please note: delegates will need to bring their own lunch. For details of our course fees and pricing structure, please visit our website or email training@c3sc.org.uk

To book

To find out more or book your place, please visit www.c3sc.org.uk/training-events/c3sc-training, email training@c3sc.org.uk or call (029) 2048 5722.