

SUPPORTING CARDIFF'S THIRD SECTOR



New Chief Officer receives a warm welcome

See interview on pages 2 and 3 – and more photos on page 10



Good news! I'm pleased to welcome Sheila Hendrickson-Brown as the new Chief Officer of Cardiff Third Sector Council.

Sheila has a solid background in the third sector and joins us from Torfaen Citizens' Advice Bureau where she was Director. Sheila has also worked for other third sector organisations, including the South East Wales Race Equality Council and Race Equality First.

I am confident that Sheila will prove herself to be a welcome and solid Chief Executive to lead the organisation and represent the sector through the challenging times ahead.

I hope you enjoy finding out more about Sheila in the interview alongside.

Best wishes,

Richard Edwards

Chair, Cardiff Third Sector Council

PS Take a look at the 'Why good governance is essential' article on pages 6 to 8 – and please get in touch if you need more support in this area.

Newyddion da! Rwy'n falch i groesawu Sheila Hendrickson-Brown fel Prif Swyddog Cyngor Trydydd Sector Caerdydd.

Mae gan Sheila gefndir cadarn yn y trydydd sector ac mae'n ymuno â ni o Ganolfan Cyngor Ar Bopeth Torfaen lle bu'n Gyfarwyddwr. Mae hefyd wedi gweithio i sefydliadau eraill yn y trydydd sector yn cynnwys Cyngor Cydraddoldeb Hiliol De Ddwyrain Cymru a Race Equality First.

Rwy'n hyderus y bydd Sheila yn Brif Weithredwr rhagorol i arwain y sefydliad a chynrychioli'r sector yn cyfnod heriol sydd i ddod.

Gobeithiaf y byddwch yn mwynhau canfod mwy am Sheila yn y cyfweiliad gyferbyn.

Dymuniadau gorau,

Richard Edwards

Cadeirydd, Cyngor Trydydd Sector Caerdydd

ON Darllenwch yr erthygl ar dudalennau 6 i 8 - a chysylltwch â ni os dymunwch gael mwy o gymorth yn y maes yma.



Meet the new Chief Officer of Cardiff Third Sector Council

We are pleased to announce that we have appointed a new Chief Officer – Sheila Hendrickson-Brown. Sheila, who took up her new role earlier this month, will be responsible for leading Cardiff Third Sector Council and its projects and services.

We asked Sheila some questions to find out more about her and to discover why she is looking forward to taking up this leadership role.

Tell us about your experience of the third sector and volunteering.

"I have worked in the third sector for most of my working life. I have a wealth of experience which encompasses strategic and operational management and fundraising, and a passion for excellence and quality in customer services.

"Most of my experience has been in the field of social justice, undertaking roles in policy, legal advice and senior management – including in my most recent former role as Director of the Citizens' Advice Bureau service in Torfaen.

"I first became involved in the third sector in 1991, following my work in public service in the field of employment law and discrimination advice. I wanted to work somewhere that challenged public policy and the often negative experiences that people have of trying to assert their employment rights or challenge discriminatory practice.

"My first role in a voluntary organisation, as Policy and Legal Action Officer at the Race Equality Council in Cardiff, demonstrated some of the features of the third sector – its values-based ethos and the way this culture often empowers people to challenge social policies and take a stand on behalf of often vulnerable people. In keeping with the organisation's philosophy, my role involved promoting diversity and challenging discrimination across a range of responsibilities.

"I built up the capacity of the Race Equality Council in understanding the needs of the communities of interest and helped local organisations to meet the needs of their service users. We did this by advocating on behalf of and representing individuals, training other organisations and using the evidence we discovered to influence policies.

"I still work in, and with, voluntary organisations in a range of paid roles. I have also served in a voluntary capacity on different trustee boards, having chaired two 'All Wales' organisations, sat on the Board of the Citizens' Advice service – the membership organisation for over 360 Citizens' Advice Bureaux throughout England and Wales – until earlier this year, and on the Committee for Citizens' Advice Cymru. In addition, I have served as a governor for two schools in Cardiff."

Which three words do you think best describe the third sector?

"Inclusive, creative and vital."

What do you feel are the main challenges for the third sector in Cardiff today?

"The value of the third sector in Cardiff is immeasurable. Its role of developing responsive services and giving support, options, opportunities and a voice to people who often have the least power in society is beyond measure. But in the same way that society is facing a notable degree of financial uncertainty, as public sector funding cuts are increasingly felt and legal reforms are taking effect, third sector organisations are facing fewer resources and more demand than ever, whilst at the same time being challenged to do more and better for less.

"In our sector, we exist to deliver beneficial outcomes and to make life better and fairer for our clients, members and service users. I am sure you will also agree that their problems and their needs continually change. The challenge for the sector is responding to the fact that the kind of help and services people want and need also changes.

"It is my belief that the hugely significant changes that Cardiff has adopted in the way partnerships are organised offer very real opportunities for the third sector. It provides perhaps the most influential position for the sector within Cardiff that there has been.



What inspires you?

"Turning challenges into opportunities from which people can benefit. In terms of my new role as Chief Officer, I am particularly pleased at having the opportunity to implement this approach in Cardiff – the city in which I live and where I was born."

Name your hero and heroine.

Nelson Mandela and Baroness Helena Kennedy QC.

Tell us how you would like to be remembered.

As someone who made an impact, for the better.

The move towards a single Cardiff Partnership Board to take forward the vision of developing and improving Cardiff for the benefit of all of its citizens sets an overarching approach for delivering services based on finding the best delivery partners. This has the potential to place third sector organisations at the heart of local service delivery. It demands that organisations take and maintain a strategic approach in the way we deliver our services to our clients, and it is vital that the sector positions itself well to both influence and deliver the responses to these changing demands and outcomes.

"The changed and changing landscape in Cardiff has the potential to bring additional resources to the sector, resources that provide the opportunity to maintain effective services and develop new ones, and which are set to increasingly demand that we ensure such developments are relevant and responsive to the needs of people in Cardiff. They will demand that we are even more efficient, more effective and that we measure our outcomes against how much better off our client groups

are. We will be required to operate in a mixed economy of provision, and to improve and better co-ordinate and streamline our services.

"We will also be better placed to raise concerns and to influence developments. We should continue to articulate the issues that affect our clients and our services, and to use the sector's increasing profile to provide a responsible influence on changes in policy.

"The key challenge for the third sector will be delivering a lot of change in a relatively short period of time, but to fail to rise to the challenge will mean that we will be failing the people who are, at the end of the day, the reason we do what we do."

What are your top priorities for Cardiff Third Sector Council and, in turn, for the third sector in Cardiff?

"I am delighted and honoured to take on the role of Chief Officer of Cardiff Third Sector Council and to join an organisation that makes a positive

difference to people's lives – an organisation which is at the forefront of the exciting developments that are taking place in Cardiff. I know that I am taking on this role at a time of huge challenge for the sector, but I am looking forward to building on the trust and confidence that the team has built up over its history.

"I have a lot of ambition for the third sector in Cardiff, which I plan to articulate by working with the team to take forward plans to ensure that C3SC offers genuine support, partnership, co-operation, and appropriate and mutual challenge to its members and the wider sector.

"C3SC will continue to represent the interests of Cardiff's third sector and ensure that this is based on a clear understanding of the aspirations and concerns that are felt. I will therefore ensure that we have appropriate and responsive ways of hearing and sharing views. I am very much looking forward to meeting many of the people who provide and deliver the breadth of voluntary services, which play such an

important role and make a positive difference to the lives of people in Cardiff.

"I recognise that, as a partner on the Cardiff Partnership Board, I will have the opportunity to help shape the future of the city. This is an exciting prospect, mixed with a real sense of responsibility in terms of progressing the interests of the people in our communities and of the voluntary community.

"We will continue to promote an understanding of the concerns of the sector in terms of meeting the needs of the people whose interests we are there to serve – such as the impact of public funding cuts and the clear message that demand for our services frequently outstrips supply. We will also continue to emphasise the benefits of our sector – that quality third sector services represent savings to the public purse, and that our proximity to vulnerable people and excluded communities means we are well placed to better understand and support them. We will also seek to demonstrate that we are the best delivery partners for particular public services, and that we can exercise responsible and informed opposition to plans which we identify may not be beneficial to the lives of people or communities.

"I am committed to partnership working and finding ways of delivering services focussed on the people who use our services rather than on maintaining traditional methodologies and sectoral boundaries, unless it is clear that this genuinely represents the best way of providing services.

"I am looking forward to leading the team at C3SC to play a lead role in supporting the third sector in Cardiff to adapt and respond to the current changes in the external environment – such as the evolving partnership arrangements and funding regimes – and to provide facilitation and support for genuine partnership arrangements which are based on mutual respect. And whether by way of informal arrangements, such as working groups to address particular problems, or formally adopted arrangements, such as working in a consortium, C3SC will prioritise to provide shared solutions to the complexity of problems and needs faced by the city. We will continue to provide opportunities for our partners within the sector to share learning and innovation with each other, and to adapt our ways of communicating with the sector to ensure information is timely and relevant."

Updating you on Families First

Cardiff Third Sector Council now has a dedicated Families and Young People's Officer. Leoni Oxenham was appointed in May and is responsible for supporting the sector in relation to Families First and the wider children, young people and families agenda in Cardiff. Here, Leoni shares the latest news about Families First in Cardiff.

What is Families First?

"Families First is a new programme that aims to develop better services and support for the families that need them. With collaborative partnership working underpinning the programme, Families First will develop effective multi-agency systems and support within each local authority area. It has a clear emphasis on prevention and early intervention for families, particularly those living in poverty."

Families First in Cardiff

"The Families First commissioning process in Cardiff is now well underway. Organisations interested in being potential service providers have registered their details on the Alito website, accessible via the Proud Capital website, where information regarding tendering documentation has been made available. Questions posed to the Families First Team, along with their responses, can also be found on the Alito website.

"In Cardiff, Families First has been broken down into six service packages:

- Early Years
- Youth Engagement
- Sustainable Employment
- Healthy Lifestyles
- Emotional and Mental Health and Well-being
- Disability Focus

"Specifications have been put together for each of the six packages. These

specifications are outcomes focussed and set out a variety of requirements:

- Collaborative partnership working with other providers
- Meaningful participation of service users
- Working with Cardiff TAF (Team Around the Family) arrangements
- Complying with Welsh Language Measure and promoting the use of the Welsh language
- Inclusion of disabled children and young people, and their parents
- Services designed around, and measured by, service user outcomes
- Family focussed and whole family approaches

Where we are now

"The deadline for outline submissions for each of the six packages was 28 June. Dialogue is currently taking place with potential providers who have passed the outline submission stage for each of the service packages. This period will give an opportunity to further shape the bids which have passed the initial stage.

"Specifications and contracts will be reissued with an invitation to tender in September. Outline submissions and bids were evaluated by a multi-agency evaluation team, including representation from the third sector. Final proposals are to be submitted by 4 October, with contracts to be awarded by the end of November. The Families First Team has been

producing regular Provider Briefings to keep all interested parties informed. These are available through the Families First section of the Proud Capital website."

Cardiff model

"To date, two 'Pathfinders' have been set up to pilot Families First and the TAF approach in Cardiff. These Pathfinders are based in East and West Cardiff (in the Rumney and Ely/Caerau areas). Providers awarded contracts under Families First will support the work of the Pathfinders and their transition into a whole Cardiff model, ensuring that messages from the Pathfinders are fed into the strategic management of Families First.

"The TAF model for the Pathfinders has now been agreed. The Pathfinders are well underway and are already informing learning to roll out the TAF approach across Cardiff in the future. A need was recognised for those practitioners involved to share information about resolving issues and best practice. To achieve this, a cross sector Regional Learning Set is now in operation. The Regional Learning Set provides the means by which the Pathfinders report to the Families First Steering Group for Cardiff, which is linked into the Families and Young People Programme Board underneath the Cardiff Partnership Board."



Leoni Oxenham

For more information about third sector involvement in Families First, please email Leoni at leoni.o@c3sc.org.uk or call her on (029) 2066 2596 / (029) 2087 3237. There is also a Families First tab on the Cardiff Children, Young People and Families Network (CCYPFN) page on our website – or you can contact the Families First Team direct by emailing FamiliesFirst@cardiff.gov.uk



Religion and Belief, Discrimination and Equality

You are invited to this special workshop, sponsored by C3SC in partnership with the University of Derby and People Can.

Cardiff
Thursday 25 October

Over the past three years the Belief, Discrimination and Equality research project at the University of Derby has built on research carried out over ten years ago, to examine how people's views and reported experiences of unfair treatment on the basis of religion or belief may have changed over the decade.

The workshop will give you an opportunity to discuss how far the project's preliminary findings resonate with

your organisation's experience and will also highlight anything you think may have been missed.

To book

To find out how to book, visit www.derby.ac.uk/religion-and-society



(029) 2048 5722

News Round-up

BBC training inspires third sector organisations

In the spring, we co-ordinated the opportunity for organisations to tap into the expertise of high calibre staff at BBC Cymru Wales.

The BBC Cymru Wales 'Have You Got News For Us?' session gave useful tips, including: how to get your news story noticed; what press releases must include; your press release photo; and using social media to engage. We are grateful to BBC Cymru Wales for the experience.

It was clear that attendees thoroughly enjoyed and benefited from the session, which climaxed with a tour of the news room.

Here is a selection of tweets we received:

- *Taff Housing*: Thanks to @bbcwales & @c3sc for great course & studio visit – brilliant!
- *Safer Wales*: @C3SC @EmmaMeese Thanks for the training session @BBC earlier today! Excellent day all round!
- *Welsh Social Enterprise Coalition*: Fantastic workshop & studio visit at @bbcwales this morning. Thanks to @c3sc for organising & to @emmameese for the #socmedia insights.
- *CYP Wales*: Fab 'Media Workshop' organised by @C3SC at @bbcwales.



BBC Cymru Wales, Cardiff

Looking for funding for capital equipment?

Cardiff Third Sector Council runs a small capital grant scheme funded by the Welsh Government. This means that if you're one of our member organisations you can apply to an independent panel for a maximum of £5,000 for capital items.



We have £80,000 to distribute in 2012/13. The first round has taken place and the next round will be in the autumn.

Keep an eye on our website at www.c3sc.org.uk for further information.

Follow the progress on our Community Voice bid

In the last edition of Manifesto we told you about our Community Voice bid to develop a portfolio of health and well-being projects across Cardiff and the Vale, entitled 'Co-creating Healthy Change'. Since then, Richard Newton Consultancy has been appointed to take forward the next stage of the bid.

On the Community Voice web page you will find:

- News updates
- A current list of project themes plus third sector organisations delivering the projects
- Background information



Keep up to date by visiting www.c3sc.org.uk/partnerships/community-voice

Afternoon Tea with C3SC



On 21 June, a group of C3SC Board members, third sector organisations – and our new Chief Officer, Sheila Hendrickson-Brown – joined us at our offices in Brunel House for tea and cake.

It was a great opportunity to spend time building relationships – and to introduce Sheila and give her a warm welcome to C3SC ahead of her taking up post at the beginning of July. You will find more photos on page 10.



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

Twitter @C3SC

Why good governance is essential

Governance is about strong leadership and ensuring an organisation is run effectively and properly.

Chris Cornforth describes it as “The systems and processes concerned with ensuring the overall direction, supervision and accountability of the organisation.”¹ Governance is the Board’s responsibility and how we describe the work trustees do in running an organisation.

Why is good governance important?

Alongside our priorities to actually *do* things – be that litter-picking, caring for vulnerable adults or running an under-10s football team – putting in the time and effort required by trusteeship can seem like something to put off until we have more time and more effort to spare. However, good governance is essential.

Good governance is about making informed, balanced and well-judged decisions within a framework of procedures to ensure we are accountable to our funders, members, service users and wider stakeholders. It ensures there are policies and procedures in place to maintain the organisation’s accountability and professionalism. It also involves compliance with the law so that the risk of fraud and other financial abuses is minimised. Governance involves much more than the day-to-day management and operation of an organisation – it’s not simply about doing, but making sure things are done. Good governance is important whatever the size or turnover of an organisation.

The result of good governance is that it protects the long-term reputation of an organisation and its staff. It also supports the provision of services that meet the needs of service users and clients who can be involved in decision making at different levels.

Good governance defines us as a sector and is the foundation on which we build high quality services.

Who is accountable?

In law, you are a trustee, and a member of the Board of trustees, if you are one of the unpaid people overseeing the work of that organisation. You don’t necessarily have to be doing the actual work, but you might be. You might call yourselves the management committee, the board of directors or governors; all are fine. The important thing is that you are managing the resources of the charity, ensuring it meets its aims, and providing effective leadership.

The main burden of leadership often falls on the Chair,



Secretary and Treasurer – however, all members of the Board are accountable. One of the main functions of the Chair is to allow *all* trustees to express themselves in meetings and decision processes; the Secretary, to make sure *all* trustees are fully informed of the decisions from the previous meeting and the agenda for the next; the Treasurer, to ensure *all* trustees are regularly made aware of the fiscal situation of the organisation. Most often, the people fulfilling these roles will be experienced trustees, but it might not be a job for life. Somewhere in your immediate vicinity there may be potential trustees – and some time spent sharing your expertise with them could be a worthwhile investment.

Governing documents

The greatest support any trustee will have in their work is the governing document for their organisation, more specifically, a Constitution or ‘Memorandum and Articles of Association’ (Mem & Arts). You might not have a culture of consulting it regularly – if you don’t, take it down from its shelf, dust it off, and photocopy it for every person on your Board. Pencil all over it if you have to; stick on post-it notes or use multiple neon

Six principles of good governance

An effective board will provide good governance and leadership by:

1. understanding their role
2. ensuring delivery of organisational purpose
3. working effectively both as individuals and a team
4. exercising effective control
5. behaving with integrity
6. being open and accountable

Taken from WCVA’s ‘Good Governance – A code for the third sector in Wales’, 2nd edition, April 2012

highlighters, because every question you will have about how to do things should be answered by that document. If it doesn’t have all the answers, amend it (it should tell you how).

Third Sector values

Part of us being the charitable sector is our pact with the public. As Dame Suzi Leather, Chair of the Charity Commission, says in her foreword to *Good Governance – A Code for the Voluntary and Community Sector*:

“Charities and other voluntary and community organisations play a vital role in our lives and they command enormous public trust and confidence. This is reflected in the generosity with which people in Britain give their time and money to charities they support.”

It’s hard to over-state the ‘enormous public trust and confidence’ our sector enjoys. The Nolan Principles – Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty and Leadership – may sound at first like ‘seven dwarfs’ but are actually the defining attributes expected by the Committee on Standards in Public Life, an independent advisory body to the government. Being a trustee really is contributing to public life, even if that is most often as an unsung hero.

When governance goes wrong

Quite rightly, governance is becoming more of an issue in all areas of public life, from the Leveson inquiry (Culture, Practices and Ethics of the Press) to closer to home. It is only recently that third sector organisations have been investigated. When incidents like this come to light, there are mechanisms to disqualify some people from acting as trustees. This puts the impetus on us to conduct adequate checks before we appoint new trustees. People cannot take on the role of trustees or will have to step down if they are, or recently have been, involved in bankruptcy proceedings, are disqualified company directors, or have been removed from trusteeship by the Charity Commission or the High Court.

The risk is that inadequate or ‘bad’ governance devalues us all, and does so at a time when the third sector is even more in demand by those in need.

‘A code for the third sector in Wales’

WCVA has recently released the second edition of its guide, ‘Good Governance – A code for the third sector in Wales’. Its main principles are on page 6. These six principles are not only applicable to individual organisations but to our sector as a whole.

One of the principles is that ‘An effective board will

Third Sector organisational structures and regulators

Here is a list of the various organisational structures that operate in the third sector and the body which regulates them. Please get in touch to speak to your Third Sector Officer if you have questions about any of these.

When an organisation becomes incorporated, liability is limited if good governance can be proved.

Organisation	Governing Document	Accountability	Regulator
Small constituted group with minimal funds, e.g. sports group, parent and toddler group, PTA	Small group constitution	Run by a management committee which is held accountable.	No specific regulator
Charity / trust – with funds in excess of £5,000	Constitution	Run by a Board of trustees who are held accountable. Accounts must be submitted to the regulator annually.	Charity Commission
Charitable Incorporated Organisation – must register with regulator regardless of income	Constitution	Run by a Board of trustees who will be protected in most circumstances against contractual liabilities.	Charity Commission
Community Interest Company – a limited company, with special additional features of a ‘community interest test’ and ‘asset lock’	Community Interest Statement; Memorandum & Articles	Run by Board of Directors. Requires annual accounts to be submitted to both regulators.	CIC Regulator and Companies House
Company limited by guarantee, with charitable aims	Memorandum & Articles	Run by Board of Directors. Annual accounts submitted to regulator.	Companies House
Industrial and Provident Society (co-operative/ mutual), e.g. Credit Union	Memorandum & Articles	Run by a management committee with shareholders or members. Annual audited accounts submitted to regulator.	Financial Services Authority

provide good governance and leadership by understanding their role.’ However, this understanding needs to be within the context of the wider sector and not just within the Board of a single organisation. One good way of adopting this approach as a trustee is to take an active interest in other organisations in your area and groups doing a similar work in other parts of Cardiff. They may offer you a different perspective, stimulate new ideas, advertise your trustee vacancies and help you develop as an organisation. There may also be opportunities for collaboration and partnership working.

The way we govern our organisations stems from our values. We perform our responsibilities as trustees with care and attention when we believe that the community (or a section of the community) has a need that must be met and is worthy of good service. It is exactly the same if we believe good treatment of our staff and volunteers is as important as the way we treat our customers or clients. We are fortunate to have a strong third sector in Cardiff, but it rests on the quality, quantity, and governance skills of our trustees.



FREE information sheets

You can download free information sheets on ‘Trustees and Governance’ on our website. Here’s a list of what you will find:

- Principles of Governance
- Trustee Duties and Responsibilities
- Governing Body Structures and Honorary Officers

- Recruitment, Selection and Induction
- Training and Development for Trustees
- Working with the Chief Officer
- Liability of Trustees and Governing Body Members
- Trustee Indemnity Insurance
- Winding Up – the Steps Involved and Alternative Options

Visit www.c3sc.org.uk/group-support-info-sheets to download the information sheets – you will find them under ‘Group Support’.

¹Taken from ‘Trustees and Governance – Principles of Governance’ information sheet on our website

Fit to govern: a 10-point health check

This very useful 10-point health check helps to break down the various high level elements of governance into more concrete activities.

(1) Values, vision, and policy:

- The organisation regularly re-assesses the need it was set up to tackle.
- The values of the organisation are clearly understood and stated.
- There is a clear vision and sense of purpose.
- There is a statement of mission or aims, which is well known.
- The mission is fully aligned to the objects set out in the governing document.
- The Board has defined policies to guide the organisation's activities.

(2) Priorities and strategy:

- The Board has agreed the major priorities for the work of the organisation.
- The Board has agreed a long-term strategy to achieve its priorities.
- The Board regularly reviews the external environment for changes that may affect the strategy.
- The organisation has realistic objectives and plans to put the strategy into action.
- The authority given to staff to implement plans is clearly defined.

(3) Monitoring and standards:

- The Board has agreed standards for judging the value of the organisation's work.
- The standards are used systematically to monitor the progress of the organisation.
- The systems for monitoring performance provide reliable, valid and timely information.
- The organisational structure is fit for its purpose and adds value to the organisation.
- There is an agreed code of conduct for Board members, which is monitored by the Board.

(4) System and governance:

- There is a clear structure for governing the organisation.
- The roles of the Board, sub-committees and working groups are clearly defined.

- The roles of the Chair, Vice-Chairs and Treasurer have been clearly defined.
- The Board, sub-committees and working groups demonstrably add value to the organisation.
- Board meetings are effective when measured against standards set by the Board.
- There is a budget for the full costs of the Board and sub-committee meetings, which is regularly reviewed.

(5) Capacity to govern:

- The Board contains a suitable balance of skills and experience to carry out its role effectively.
- The Chair and other honorary officers have appropriate skills and experience to carry out their roles effectively.
- There is a Board member recruitment, development and training strategy.
- There is a budget for Board member training and development.
- The organisation provides all reasonable practical support to enable Board members to carry out their roles.
- There are agreed standards for the performance of the Board and its members.
- There is a system for appraising the performance of the Board, and its members.

(6) Accountability:

- The Board is clear who the beneficiaries of the organisation are.
- The Board has a clear understanding of which other stakeholders there are.
- The organisation accounts systematically to all of its stakeholders.
- The organisation communicates effectively with all its stakeholders.
- The Board can account clearly for how the organisation contributes to the greater good of society.

(7) Partnership with the chief executive:

- There are suitable processes to ensure an effective partnership between the Board and the Chief Executive Officer (CEO).
- The role of the Chair in linking the Board to the CEO has been clearly defined.
- The role of the CEO is clearly defined.
- The boundaries between the role of the Board and that of the CEO are clear and are reviewed periodically.

- The Board establishes clear limits to the authority of staff, subcommittees and working groups.
- The CEO is provided with effective support and supervision.
- The performance of the CEO is appraised each year.

(8) Stakeholder participation:

- Stakeholders are involved in defining the standards for judging the organisation's work.
- There are effective processes to ensure that the users of the organisation's services have a real voice in decisions about the services. The views of the stakeholders are regularly gathered and considered by the Board.
- Where appropriate, there are clear systems for the election or appointment of key stakeholders as trustees.

(9) Financial health:

- The organisation is solvent.
- There are sufficient reserves.
- There is an effective system for financial management and accounting.
- There is effective financial reporting to the Board as a whole.
- The Board as a whole is competent in taking financial decisions.
- The assets are well managed.
- There is an effective relationship between the Board and the organisation's auditors.
- The effectiveness of the auditors is reviewed regularly.
- There is adequate insurance, which is reviewed annually.

(10) Legality:

- The Board is properly informed as to its legal responsibilities.
- The organisation meets all its legal obligations.
- Board members are aware of their own legal responsibilities.
- The Board has access to appropriate legal and professional advice.

Taken from 'Trustees and Governance – Principles of Governance' information sheet on our website.

- **1:1 agreements** – for groups needing support for large pieces of work (e.g. incorporating).
- **Training courses** – we run courses on many aspects of governance. In order to offer this to you at a very low cost, a maximum of two spaces are available for each group on each course.
- **Bespoke training** – we can offer bespoke training for your entire Board of trustees. Please feel free to approach your Third Sector Officer to discuss your requirements and the potential cost.
- **Websites** – you will find information sheets on 'Trustees and Governance' (see bottom of page 7) and

other useful information on our website at www.c3sc.org.uk. We have a copy of WCVA's guides, 'Good Governance – A code for the third sector in Wales' and 'Faith and hope don't run charities (trustees do) – A practical guide for voluntary members of management committees' on our website in the 'Document Library' under the 'Support' tab. Visit the Charity Commission's website too – go to www.charity-commission.gov.uk

Contact the Third Sector Officer for your area if you would like more support and advice on governance. Call us on (029) 2048 5722.

Further help

Cardiff Third Sector Council (C3SC) provides support to third sector organisations across Cardiff. Here are some of the ways we promote good governance and support your organisation:

- **Development support** – for brand new groups.
- **Organisational Health Checks** – for more established groups.

(029) 2048 5722

Spotlight on...

Cardiff Third Sector Learning and Enterprise Network

Cardiff Third Sector Learning and Enterprise Network is a group of third sector organisations involved in providing opportunities for learning and social enterprise in Cardiff.

Launched by Cardiff Third Sector Council in October 2011, the Network aims to bring together organisations working in this field to connect with one another to share thinking, learning and good practice. So far, Network members have shared information on different issues, and have also participated in the Cardiff Learning Festival and Adult Learners' Week.

Cardiff Third Sector Council's Thoria Mohamed facilitates Cardiff Third Sector Learning and Enterprise Network. Thoria says: "The Network provides a great opportunity for organisations to share ideas and network with other third sector organisations in the same field – and to work together for the benefit of the communities they serve."

With the introduction of the Cardiff Partnership Board and its Thriving and Prosperous Economy Programme Board, the Network gives third sector organisations a voice to contribute to strategic knowledge and direction. The Thriving and Prosperous Economy Programme Board has a Sustainable Employment Workstream leading on its activities and priorities, as set out in the 'What Matters' strategy.

The Sustainable Employment Workstream:

- Promotes entrepreneurship
- Promotes the development of key economic sectors
- Improves local competitiveness by delivering local capacity

The Network gives third sector organisations with an interest in learning and social enterprise up-to-date information about the Thriving and Prosperous Economy Programme Board and the different issues that might affect their work and delivery of services. This joined-up approach will hopefully improve the well-being of learners by eliminating duplication and competition in service delivery – resulting in organisations supporting one another and complementing each other's work.

Raising awareness

One example of the current work the Cardiff Third Sector Learning and Enterprise Network is leading on is improving the Inclusion Cardiff website, which links learners with providers and gives people in Cardiff the opportunity to contribute to the development of services. The Network is working with the Cardiff Community Learning Network (CCLN) to promote and manage the flow of information and keep the website up to date.

Through the Inclusion Cardiff website, the Network can raise awareness of its organisations – and what they can offer the learner. Details of third sector organisations delivering training and learning opportunities in Cardiff are currently being compiled to go on the website. If you would like your organisation to be promoted and made accessible through the Inclusion Cardiff website, please email Thoria Mohamed at thoria.m@c3sc.org.uk

Third sector organisations working in the field are encouraged to use the website for news, upcoming events, training and learning opportunities.

Taking the lead

A steering group has been set up to lead the direction of the Network. Facilitated by Thoria, it is made up of



Thoria Mohamed

members representing a diverse range of third sector organisations. The steering group aims to encourage involvement and representation, and to assist in the development and implementation of the Network's action plan.

Date of the next meeting

The Network meets twice a year and the next meeting will be on Tuesday 20 November 2012.

How to become a member

Membership of Cardiff Third Sector Learning and Enterprise Network is FREE. To find out more about becoming a member, please call Thoria on (029) 2048 5722 or email thoria.m@c3sc.org.uk



Speed networking during Adult Learners' Week

With a small contribution from NIACE, Cardiff Third Sector Learning and Enterprise Network ran a successful event during Adult Learners' Week in May, highlighting the importance of the third sector as a partner in community learning.

There were speakers from various third sector organisations and speed networking gave attendees the opportunity to find out more about each other, their work and organisation.

Twitter @C3SC

New Chief Officer receives a warm welcome

Sheila Hendrickson-Brown meets staff, trustees and representatives from third sector organisations in Cardiff at 'Afternoon Tea with C3SC'.

Below: Welcome on board!



Below: Sheila enjoys meeting people from Cardiff's third sector



Below: Pictured with Sheila: Caroline Hardy, C3SC (left) and Reynette Roberts, Oasis Cardiff



Below: Building relationships



Above: Sheila with Richard Edwards, Chair of C3SC's Board of trustees

Right: Sheila talks to Ash Poddar, FreshTies



Online support at www.c3sc.org.uk

When you visit our website at www.c3sc.org.uk you will find up-to-date news, funding opportunities, vacancies, consultations, and details of training courses and events.

In this edition of Manifesto, we give you a flavour of what you will find on the website.

Do you know your Third Sector Officer?

Your Third Sector Officer can offer you advice and information on funding, good governance, and much more.

You will find contact details and information about the Third Sector Officer for your area of Cardiff beneath the 'My Area' tab on our website. The six areas correspond with the six Neighbourhood Management areas of Cardiff.

Visit www.c3sc.org.uk/my-area

Current funding opportunities

When we hear about grants and funding opportunities, we put the details on our website. You can also contact your Third Sector Officer for advice on funding.

Visit www.c3sc.org.uk/support/funding/current-funding

Online Membership Directory

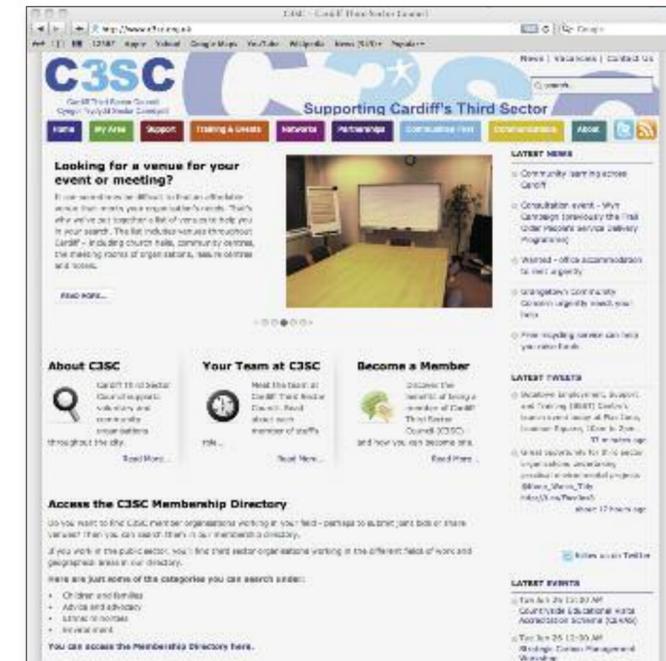
In our online Membership Directory, you can search for organisations by name; by regions of Cardiff; by categories, for example, 'Children and Families', 'Environment', 'Housing'; or by activities, for example, 'Training', 'Fundraising', 'Volunteering'.

You can access the Membership Directory from our Home page (towards the bottom).

Information sheets to support you

You will find useful information sheets on a host of subjects:

- **Group support** – 'Getting Started', 'Running your Organisation' and 'Trustees and Governance'
- **Partnerships** – 'Working with Others', 'Campaigning and Influencing'



- **Funding** – 'Finding and Getting Money', 'Managing Money', 'Assets'
- **Training and Employment** – 'Employing and Managing People', 'Volunteers'
- **Promoting and Marketing your Organisation** – 'Working with the Media', 'New and Social Media in the Voluntary Sector', and much more
- **Climate Change** – 'Why Climate Change Issues are Important for the Third Sector', 'Reduce your Organisation or Group's Carbon Footprint', and more

Latest news

Keeping an eye on the 'Latest News' section is a great way to keep up to date with our work and what's happening in the third sector in Cardiff. You will find it on the right-hand side of the Home page and on most pages of the website.

Visit www.c3sc.org.uk/news

Training and Events Calendar

Did you know we have a calendar on our website with details of training and events that are relevant to third sector organisations in Cardiff?

If you'd like us to include your event, please email the details to enquiries@c3sc.org.uk and we'll try our best to add it to the events calendar.

Visit www.c3sc.org.uk/training-events/events – and dip into it regularly to take a look.

Are you looking for a venue?

We have put together a list of venues to help you when you are looking for somewhere to hold a meeting or event.

Visit www.c3sc.org.uk/support-for-the-web-link-to-the-Venue-List.

Also on the website...

There is a lot of other useful information on our website too – so we would encourage you to check it out for yourself.



At www.c3sc.org.uk you will also find:

- Vacancies page
- Details of C3SC Networks
- Consultations – including a link to the WCVA's weekly Consultation Bulletin
- Information on Communities First
- Current and back editions of 'Manifesto' and our monthly e-bulletin
- Meet the team – C3SC staff and Board members



We'd value your feedback

Tell us what you think of the website. Send a quick email to enquiries@c3sc.org.uk and please put 'Website feedback' in the subject line. We'd love to hear from you!

(029) 2048 5722

The South Cardiff Inter Faith Tour

We're co-ordinating a special event to mark Inter Faith Week in Cardiff. Inter Faith Week 2012 is taking place from Sunday 18 to Tuesday 27 November 2012.

Its purpose is to highlight the good work done by local faith, inter faith and faith-based groups and organisations; to draw new people into inter faith learning and co-operation; to enable greater interaction between people of different backgrounds, and to develop integrated and neighbourly communities.

Inter Faith Week aims to:

- Strengthen good inter faith relations at all levels.
- Increase awareness of the different and distinct faith communities, particularly celebrating and building on the contribution their members make to their neighbourhoods and to wider society.
- Increase understanding between people of religious and non-religious beliefs.

On tour around Cardiff

This year, to mark Inter Faith Week, we are co-ordinating an 'Inter Faith Tour' in the southern arc of the city.



The tour will visit places of worship in the City Centre, Butetown, Grangetown and Riverside – and will include historical significant 'faith' sites that no longer exist, through collaboration with local historical societies.

The unique diversity of the area, and the large number of places of interest to faith communities, will make the tour

appealing to a wide audience both in the City and beyond. We hope to use digital storytelling, which would bring together generations in recounting and presenting the story of faith in the area.

We are facilitating a Planning Group, which is meeting regularly to plan the event and to co-ordinate with other inter faith events being planned in the City during that week.

Inter Faith Week is for everyone

Some of the many kinds of organisations which have participated in previous Weeks include:

- faith communities and their places of worship
- community and voluntary groups
- inter faith bodies
- youth groups
- schools
- institutions of further and higher education
- local authorities and other public agencies
- sports organisations
- museums
- businesses and workplaces
- TV and radio stations
- ... and many others

To find out more about the work C3SC is co-ordinating for Inter Faith Week, please call Katie Mallam on (029) 2048 5722 or email katie.m@c3sc.org.uk

C3SC's 7 Networks

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

Cardiff Children, Young People and Families Network

Date of next meeting: Tue 18 September
Email Leoni Oxenham at leoni.o@c3sc.org.uk or visit www.c3sc.org.uk/networks/ccypfn

Cardiff Health and Social Care Network

Date of next meeting: Mon 10 September
Email Kevin Rahman-Daultrey at kevin.r@c3sc.org.uk or go to www.c3sc.org.uk/networks/hscn

Cardiff Urban Environment Network

Date of next meeting: Tue 11 September
Email Kevin Rahman-Daultrey at kevin.r@c3sc.org.uk or visit www.c3sc.org.uk/networks/cardiff-urban-environment-network

Cardiff Volunteer Co-ordinators' Network

This Network is run in partnership with Voluntary Community Service (VCS).
Date of next meeting: October (date to be confirmed)
Email VCS at cardiffvolunteerorganisers@yahoo.co.uk or visit www.c3sc.org.uk/networks/cvsn

Cardiff Safer and Cohesive Communities Network (includes Inter Faith)

Date of next meeting: Wed 5 September
Email katie.m@c3sc.org.uk or visit www.c3sc.org.uk/networks/cardiff-safer-and-cohesive-communities-network

Cardiff Third Sector Learning and Enterprise Network

Date of next meeting: Tue 20 November
Email Thoria Mohamed at thoria.m@c3sc.org.uk or go to www.c3sc.org.uk/networks/cardiff-third-sector-learning-and-enterprise-network

Cardiff Advice Providers' Network

Email enquiries@c3sc.org.uk or visit www.c3sc.org.uk/networks/cardiff-advice-providers-network (Web content will be available soon.)

Get together with others in the third sector who are in your field of work

Cardiff Third Sector Forum

Get together with other third sector organisations – to share ideas and keep up to date with what's happening in our sector in Cardiff.

Wednesday 12 September

Building on the success of our New Year launch, and after listening to your feedback, we will be holding quarterly Cardiff Third Sector Forum meetings to discuss issues affecting our sector in the City and to update you on C3SC's work.

During the meeting there will be an opportunity to split into geographical areas to explore local delivery and issues at a Neighbourhood Management level.

To reserve your place

Please email bookings@c3sc.org.uk or call us on (029) 2048 5722.



Training and Events

Visit www.c3sc.org.uk/training-events/events to view our Training and Events Calendar.



Follow us on Twitter @C3SC