

Manifesto

SUPPORTING CARDIFF'S THIRD SECTOR



In this issue:

- Read a story of C3SC support
- Meet our new cluster manager
- C3SC's new training programme
- ... and more

2013/14 ANNUAL REVIEW INSIDE

C3SC training coming soon

C3SC's training programme will help you to run your organisation more effectively and develop your skills and knowledge. Our training is delivered by accredited providers and is often free.

See below for forthcoming courses and visit www.c3sc.org.uk/training-events/c3sc-training for more details. C3SC training can also be delivered as an in-house solution for your organisation.

MANAGEMENT AND GOVERNANCE

Staff Recruitment, Selection and Induction

Wednesday 3 December from 10am to 4pm

Managing third sector organisations is rewarding, but can also be complex. This course will help you find out what you need to know about employing staff in ways that comply with current legislation and best practice.

How to Develop Chairing Skills

Tuesday 16 December from 5.00pm to 8.00pm

This course will provide you with practical skills and the knowledge and confidence to be effective at chairing meetings.

Business and Strategic Planning

Thursday 15 January from 10am to 4pm

This informative course will help organisations understand the importance and benefits of long-term planning and provide you with practical resources to plan more effectively.

Accountancy Basics

Wednesday 21 January from 10am to 4pm

This practical course provides you with all the knowledge and information you need to set up a simple financial system for your organisation.

FUNDING AND FUNDRAISING

Demystifying Commissioning

Wednesday 10 December from 10am to 4pm

This training clarifies and unpacks the process of commissioning, and will help you understand the implications of commissioning and tendering for your organisation.

Individual Giving

Wednesday 7 January from 10am to 4pm

This essential course looks at how to create an effective strategy to target individual giving, including pay roll giving, fundraising, monthly donations and funding drives.

Community Fundraising

Wednesday 11 March from 10am to 4pm

This session explores how to maximise fundraising opportunities by working with local communities, and demonstrates the importance of taking a marketing approach to identify appropriate fundraising activities.



COMMUNICATION AND INFLUENCING

Introduction to Social Media

Wednesday 14 January from 10am to 4pm

This course will introduce you to the basics of social media – Twitter, Facebook, Tumblr, and new and emerging online services. It covers defining the message you want to project, writing effective posts and responding to readers, and what not to do.

Skills for Working with Communities

Wednesday 11 February from 10am to 4pm

Discover how to overcome barriers to participation – creating strong, inclusive campaigns and services. Gain skills to engage community members and learn how to get people working together to improve their community.

PRACTICAL LEARNING EXPERIENCES

Sports Leadership

Wednesday 4 February from 10am to 4pm

This innovative course is designed to develop leadership skills that can be applied to a variety of sports and/or recreational settings, as well as contributing to your personal development.

Emergency First Aid at Work

Wednesday 4 March from 10am to 4.00pm

Provided in partnership with First Rate Training, this accredited course is suitable for people who have been nominated as 'appointed persons' within the workplace.

For full details and prices:

Visit www.c3sc.org.uk/training-events/c3sc-training

Call (029) 2048 5722

Email training@c3sc.org.uk

Networking opportunities

C3SC facilitates a range of networks and forums, some in partnership, focusing on specific issues affecting communities in Cardiff.

Membership is open to all third sector organisations working or with an interest in each respective field. These networking opportunities aim to enable organisations to engage with each other, share information and good practice, and influence policy.

In the last year, network members have heard from a number of external speakers, for example, from national third sector organisations and elected members. We have also coordinated responses on a number of policy issues and explored opportunities for collaboration and partnership.

If you are interested in joining any of the networks, contact details are given below. We will ensure you are included on the mailing list for relevant meeting papers and network bulletins.

To find out more about –

- Cardiff Health and Social Care Network
- Cardiff Advice Providers' Network
- Cardiff Sustainable Education Network
- Carers' Support and Information Network Group
- email Kevin at kevin.r@c3sc.org.uk
- Cardiff Safer and Cohesive Communities Network
- South Cardiff Interfaith Network
- Cardiff Equality and Human Rights Network
- email Katie at katie.m@c3sc.org.uk
- Cardiff Volunteer Co-ordinators' Network (in partnership with VCS Cardiff)
- email nathan.w@vcscardiff.org.uk
- Cardiff Third Sector Learning and Enterprise Network
- email Thoria at thoria.m@c3sc.org.uk
- Cardiff Third Sector Partnership Council
- Cardiff Children, Young People and Families Network
- Cardiff and Vale Co-production Network
- Housing Providers' Network
- Cardiff Third Sector Forum
- Cardiff Third Sector Symposium
- email Sheila at sheila.h@c3sc.org.uk

Our vision is a strong, diverse and vibrant third sector in Cardiff.

Cardiff Third Sector Council
Ground Floor, Brunel House
2 Fitzalan Road
Cardiff CF24 0EB

Tel: (029) 2048 5722
Email: enquiries@c3sc.org.uk
Web: www.c3sc.org.uk
Twitter: @C3SC
LinkedIn: www.linkedin.com/company/cardiff-third-sector-council

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Grandparents Raising Grandchildren – read their story

Trustees from Grandparents Raising Grandchildren tell us their group's story and how they have benefited from C3SC's support and advice.

“We are the current trustees of Grandparents Raising Grandchildren – Lee, Maureen and Susan – and we first met in 2008, back when the group was meeting under the auspices of the Drug and Alcohol Team (Newport Road, Cardiff). The project brought together kinship carers from across Cardiff for meetings that explored issues such as liaising with Social Services, updating schools and accessing financial support. While kinship carers keep children out of foster care – saving the local authority thousands of pounds, and greatly improving the children's future prospects – many kinship carers find themselves crippled financially, and grandparents especially need emotional and practical support to raise a second set of children, some twenty years or more after the first time.

“In June 2013, while the project was hosted by Cardiff Parents' Network, we found out that further funding would not be available. We had monthly support group meetings in City Hall and we were making lots of friends in the political sphere, but we were worried that the end of our support from the Cardiff Parents' Network would mean the end of our group. That was when we first contacted Cardiff Third Sector Council for some advice about becoming an independent group.”

C3SC gets involved

“Katie, one of C3SC's third sector officers, came to meet us a few weeks later. She listened while we told her about the situation and our concerns – we had a lot of experience in our working lives and through being kinship carers, but not specifically on how to run a small charity!

“Katie reassured us that we could be trustees of our own group and spent some time explaining what that involved, including the responsibilities trustees undertake and how to ensure we governed our assets and finances effectively. She also helped us write a constitution, which we adopted officially a few weeks later, and used to open a small group bank account.

“We met with Katie again in late July and she ran a Grantfinder search with us. We quickly realised that the grants we were interested in would all require policies on how we ran the group, so we met with Katie three times in four weeks to draft our Safeguarding Children and Vulnerable Adults policy – it was a huge piece of work! Once it was done and in place we could reassure ourselves and potential funders that if something was disclosed during one of our meetings, we were equipped to do the right things and report it to the relevant authorities.

“We also adopted Equal Opportunities and Health and Safety policies, which were crucial to show potential funders how serious we were about effectively supporting our members.”



Maureen, Lee and Susan

Funding application

We applied for a £4,600 grant from Awards for All (Big Lottery Fund) in October 2013 and were delighted when they told us we'd been successful. We planned and wrote the project with Katie's help and she sat with us while we filled in the form – it took a few hours! We have now bought office equipment and publicity materials to help us reach more people through our outreach activities. You may have seen some of our leaflets and posters in some of the big Cardiff supermarkets and we're also in the Hub at Marland House every Monday to meet with kinship carers looking for advice and support.

“We've also had advice from C3SC on how to reach people online. We've been on two training sessions on how to promote ourselves using social media – we tend to use Facebook to keep in touch with our members, and Twitter to keep an eye on what politicians are up to! We've been lucky enough to receive fantastic support from Baroness Anita Gale; Julie Morgan, Assembly Member for Cardiff North; and Sarah Rochira, the Older People's Commissioner for Wales – all of whom really understand where we're coming from and work hard to raise the profile of grandparents caring for grandchildren. We've also connected with the community department of Unite the Union, who now very kindly host our monthly support meetings for free, and helped us meet with kinship carers' groups all over the UK, though we're the only group of our kind in Wales.

Looking ahead

“Our future activities will involve continuing our support meetings and growing our membership – we have people travelling from as far away as Swansea, so we're keen to start a separate meeting in the south-west. We know that at some point our income might grow over £5,000, and when it does we'll be back to C3SC for advice on registering as a charity and choosing a legal structure.

“It's already been an incredible journey in the space of little over a year, and we're very excited about what the future holds for grandparent carers all over Wales – and the children we do this all for.”

Grandparents Raising Grandchildren can be contacted at [facebook.com/GRGCardiff](https://www.facebook.com/GRGCardiff), Twitter [@GRGCardiff](https://twitter.com/GRGCardiff) or by emailing grgsupportcardiff@hotmail.com. The group also runs a support line for kinship carers on 07759 241720 / 07875 732337.

Please call C3SC on (029) 2048 5722 or email enquiries@c3sc.org.uk if your group, like Grandparents Raising Grandchildren, could benefit from C3SC's support.

C3SC's annual stakeholder survey

Thank you to those who completed our survey. Below we provide a snapshot of the results. From the various comments it is clear, if not unsurprising, that funding and sustainability are high on the agenda for several organisations.

Respondents:

- Third sector (74%)
- Public sector (6%)
- Private sector (6%)
- Other (15%)

Key themes included:

- Most of those that had accessed C3SC's services classed them as 'very' or 'somewhat' helpful.
- In terms of planning and outcomes, most respondents (64%) confirmed they "have a strategy linked to their mission and a good understanding of needs, but have areas for improvement."
- Most of the 34 respondents (54%) agreed that they "are getting better at income generation but have areas for improvement."
- 41% of respondents felt they "are mostly creating a positive impact but have areas for improvement," and
- When it comes to learning and innovation, 46% said "We incorporate what is learned from the feedback we receive to improve what we do."
- 50% responded people have the skills they need to undertake their roles effectively "Mostly" but "there are one or two areas where skills are lacking," and
- 50% responded "Our board/management committee is taking the organisation forward, working well together to ensure good governance."
- Feedback suggests most respondents are making positive progress in terms of communication and influencing policy, with most replying that "communications are good and [we] respond to some consultations."

External environment:

We asked which of the elements in the external environment have the biggest impact on your organisation and achieving your mission:

Impact	Positive	Mixed	Negative	No impact
Local Authority	22%	41%	0%	37%
Local Health Board	30%	37%	0%	33%
Other health agencies	23%	35%	0%	42%
Businesses	12%	42%	0%	46%
Trusts/other foundations	33%	26%	0%	41%
The public	54%	36%	0%	11%

Next steps:

We will feed these responses into our Business Plan and place this on our website for your comments.

Of those that started the survey, just over half completed it, resulting in a response rate that was half of last year's. We will take this on board in how we communicate with you about your priorities and the things that are important to you.

We will improve our communications on our offer to the sector and partners including:

- The third sector membership directory – which will include an interactive map, linking with our priority of mapping Cardiff's third sector
- Advice and support – including funding searches and applications, one-to-one interventions, our confidential helpline
- Resources – meeting rooms, equipment, photocopying – for hire from C3SC and members
- Networking and consultation opportunities
- Opportunities to engage in activities to support/deliver public services, including collaboration and developing partnerships

And in the meantime, thank you for your feedback...



Our vision is a strong, diverse and vibrant third sector in Cardiff



Scan this code with the QR Reader on your smartphone to go straight to our website

Follow us on Twitter @C3SC

Annual Review: April 2013 to March 2014

Welcome to this edition of Manifesto, which includes Cardiff Third Sector Council (C3SC)'s Annual Review for 2013-14. Please take a moment to look at C3SC's projects (pages 7 – 8), activities and achievements during what has been a challenging year for the organisation, third sector and our partners.



Funding and sustainability continue to be key issues for the sector; this came up again and again in the responses we received to the latest C3SC stakeholder survey. C3SC is running training courses that help build capacity and generate ideas around sustainability and funding, including 'Demystifying Commissioning' and 'Community Fundraising', so I would encourage you to take a look at the list of courses on page 2.

Please remember, too, that C3SC's third sector officers are available to support members and to offer advice on funding, governance, networks and other topics.

Let's look to one another for ideas and inspiration. If you have a story to share about successfully working in partnership with another organisation or sharing resources to save money, we would love to hear from you – so that together we can build a resilient, stronger, more sustainable third sector in Cardiff.

Best wishes



Richard Edwards
Chair, Cardiff Third Sector Council

PS Remember that C3SC is here for you. Please call us on (029) 2048 5722 or email enquiries@c3sc.org.uk for support and advice.

C3SC's activities and achievements

The team at C3SC has put in a huge amount of work representing, campaigning for, supporting and developing voluntary organisations and community action, and promoting volunteering. Here we provide an overview of some key achievements:

- Advice and support – our third sector officers have supported voluntary organisations and groups to run themselves sustainably through training, events and one-to-one support. Nearly 3,500 enquiries were received and responded to; we received over 62,000 visits to our website, and of the 318 delegates attending our 45 training sessions, over 90% rated all aspects as 'good' or 'excellent'.
- Co-Creating Healthy Change project – officially launched at Y Senedd in November – has worked with partners to support a diverse range of communities within Cardiff and the Vale to help them have a say in the planning and delivery of health, social care and well-being services.
- We have continued to engage with statutory partners through the Cardiff Partnership Board and various forums and groups – including supporting Cardiff and the Vale UHB to increase its engagement with third sector services and communities through the successful delivery of an ambitious action plan. This has brought the sector's influence to important initiatives, such as the development of Information Centres at health service sites, responding to the South Wales Programme consultation, and supporting the sector to develop formal links with decision makers through our Health and Social Care Network and Long Term Conditions Alliance.
- Supporting Cardiff Council in a range of initiatives to facilitate service redesign in response to reducing public funds – including contributing to the successful bid for the Integrated Care Fund and the introduction of the Transition Fund, and holding information sessions and one-to-one support for Neighbourhood Partnership Fund applications.
- Equality and Diversity – C3SC gained formal accreditation for our E&D practices.

C3SC's Senior Management Team

Sheila Hendrickson-Brown – Chief Officer

Mair Henry – Finance and Office Manager

Wendy Marinos – East Cardiff, Llanedeyrn and Pentwyn (ECLP)

Communities First Cluster Manager

(Meet other staff on page 8)

C3SC on LinkedIn

Did you know that C3SC is on LinkedIn, the professional social media site? Follow us for updates and details of our services.

Go to www.linkedin.com/company/cardiff-third-sector-council



Follow us on Twitter

Keep in touch @C3SC – and discover what is happening in the third sector in Cardiff. Plus details of C3SC news, training and events.

Follow us @C3SC



Financial Review: April 2013 to March 2014

"Thank you"

Many thanks to our funders, without whom our work would not be possible.



The following figures have been taken from the draft unaudited operational statements of Financial Activity for Cardiff Third Sector Council (Limited by Guarantee) for the Year Ended 31st March 2014.

The full accounts, auditors' report on these accounts and the trustees' annual report will be available following completion prior to the AGM in January 2015. Copies will be available from January 2015 from Cardiff Third Sector Council, Ground Floor, Brunel House, 2 Fitzalan Road, Cardiff CF24 0EB.

	2014	2013	2012
INCOMING RESOURCES			
Income	1,443,090	822,926	773,863
TOTAL INCOMING RESOURCES	1,443,090	822,926	773,863
RESOURCES EXPENDED			
Expenditure	1,440,958	746,278	741,020
TOTAL RESOURCES EXPENDED	1,440,958	746,278	741,020
NET INCOMING / OUTGOING RESOURCES	2,132	76,648	32,843

Cardiff Third Sector Council (Limited by Guarantee) Balance Sheet 31st March 2014 – Charity Number: 1068623 Company Number: 3336421

	2014	2013	2012
FIXED ASSETS:			
Tangible assets	6,165	8,784	12,072
CURRENT ASSETS:			
Debtors	90,256	39,551	33,357
Cash at bank	296,248	549,154	236,784
	386,504	588,705	270,141
CREDITORS:			
Amounts falling due within one year	96,897	303,849	65,222
TOTAL ASSETS LESS CURRENT LIABILITIES	295,771	293,639	216,991
FUNDS	295,771	293,639	216,991
NET ASSETS	295,771	293,639	216,991

These management accounts have been prepared in accordance with the special provisions of Part VII of the Companies Act 2006 relating to small companies and with the Financial Reporting Standard for Smaller Entities (effective April 2008).

Appreciation

Thank you to our trustees who served us so faithfully in 2013/14...

Roger Bone, Nick Corrigan, Richard Edwards, Michael Flynn, Judith John, Karen Jones, Terry Price, Gerald Puttock, Reynette Roberts and Sujatha Thaladi

...and to

Ed Cole and James Davies who have now left us.

Thank you also to the staff and volunteers who have left us in the last year.

Supporting communities, changing lives

“Welcome, Wendy Marinos!”

In August 2014 we welcomed Wendy Marinos to C3SC as the new ECLP Cluster Manager.



Wendy Marinos

In Communities First ECLP's first year, we focussed on engaging with many of the residents of East Cardiff, Llanedeyrn and

Pentwyn, and building strong relationships with community and partner organisations in the area. As a result, more people now have a qualification, access to homework clubs and have improved their outcomes at school. Through the work clubs the team has run and supported, more community members are in work or are more prepared to re-enter the work place. And ECLP's team of volunteer Health Champions have been helping to spread the message about good health and tackling smoking, obesity and binge drinking.

Here Wendy tells us about herself and her vision for taking the project forward.

“I'm delighted to have joined the team as the new Cluster Manager, and to have the opportunity to deliver community-based services the residents of ECLP want, helping them to improve their lives.

“In the past, I've worked for Warm Wales, EAGA and Energywatch. I also spent some time at the Stroke Association. Having previously worked in the private sector, I felt it was time to use my skills to support the community and make a difference to people's lives.

Looking ahead

“I believe ECLP Communities First can make a real and lasting impact in the communities we serve. Using the skills of our staff and the support of our partners, and by building on the involvement of community members, we can ensure everyone who needs our support receives it. We will continue our work through developing and promoting educational and activity-based learning opportunities, as well as through social events.

“But I am keen to hear *your* views. I very much look forward to getting out and about to meet you, and to hear first-hand how we can work together to make our communities as prosperous and healthy as they can be.”

To share your ideas about ECLP Communities First – email eclp@c3sc.org.uk or call Wendy on (029) 2079 2004.

Improving health and well-being – together

One year on Cardiff Third Sector Council is pleased to report that the Co-Creating Healthy Change (CCHC) project has gained momentum, generating positive outcomes and benefiting the lives of community members. Funded by BIG Lottery, CCHC supports ten health and well-being projects to bring together diverse knowledge and expertise from across Cardiff and the Vale to enable service users and providers to become joint agents of change in the design and delivery of health services.

The projects have already addressed some key issues – such as access to GPs, Ambulance Service times and highlighting Hate Crime Incidents. As awareness of the projects continues to grow in Cardiff and the Vale, more statutory service providers are approaching CCHC for ideas and views. The next stage is to increase the opportunities to influence services and to ensure this knowledge is shared more widely.

One community member said, “I would not have tried to influence services if I hadn't been empowered by this project,” and one service provider commented that “[a community group's] contribution was included in a scoping report submitted to Cardiff Council” in respect of their work on improving family information services.

The ten projects work with specific communities in Cardiff and the Vale of Glamorgan:

- Displaced People In Action works with refugee and asylum seekers
- Action in Caerau and Ely – community ambassadors in Ely and Caerau
- Cardiff and Vale Action for Mental Health – mental health service users
- Hafal – carers of people with mental health issues
- Alzheimer's Society – people living with dementia and their carers
- Gingerbread – lone parent families
- Media Academy Cardiff – young people not in education, employment or training
- Cardiff Third Sector Council – people living with long term conditions
- Diverse Cymru – Diverse Voices
- Cardiff People First and Vale People First – people with learning disabilities

To find out more, visit <http://goo.gl/OCw3m9> and <http://co-creatinghealthychange.tumblr.com/> or email Kerrine Phillips, CCHC Co-ordinator, at kerrine.p@c3sc.org.uk

Befriending older people

The Friendly AdvantAGE project, hosted by the Vale Centre for Voluntary Services (VCVS) and supported by C3SC, is a four-year befriending project which aims to reduce loneliness and isolation in the lives of people over the age of 50 living in Cardiff and the Vale of Glamorgan.

Demand for befriending services remains high – in the last year the Friendly AdvantAGE project supported over 300 people. VCVS, C3SC and key partners are focussing on sourcing funding and sustainable service delivery so that this much-needed service can continue.

To find out more about Friendly AdvantAGE, email Sandra Roberts at Sandra@valecvsvs.org.uk



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LOTTERY FUNDED

Third Sector Officers – here to help you

C3SC's Third Sector Officers (TSOs) provide confidential advice and information to the third sector – community groups, charities, social cooperatives and enterprises, religious organisations, volunteers – throughout Cardiff. You can contact them by telephone or email for consultation and support on a range of topics, including:

- Setting up
- Choosing the right legal structure
- Funding, business planning and sustainability
- Trustees and governance
- Taking on volunteers and volunteering
- Developing links to potential partners, public partnerships and decision makers

TSOs also facilitate networks around key thematic policy areas of interest to the sector (see page 2) and can signpost you to other sources of support and information.

Third Sector Officers and the areas of Cardiff they cover:

Peter Griffiths: South West, West – email peter.g@c3sc.org.uk

Katie Mallam: East, City and South – email katie.m@c3sc.org.uk

Thoria Mohamed: North, South East – email thoria.m@c3sc.org.uk

Kevin Rahman-Daultrey: Health and Social Care sector, wherever you are based in Cardiff – email kevin.r@c3sc.org.uk

To discuss your requirements, call (029) 2048 5722 or email us using the contact details provided above.

Introducing the Cardiff and Vale Long Term Conditions Alliance

Facilitated by C3SC, the Cardiff and Vale Long Term Conditions Alliance works with partners, organisations and their service users to raise awareness of people's experience of chronic health conditions and to influence improvements in the delivery of health and support services.

Partners include Cardiff and Vale University Health Board (UHB), Cardiff University, Cardiff Council and a range of organisations that support people living with a long term condition. The Alliance has already participated in the work of the Cardiff and Vale UHB, including promoting uptake of the flu vaccination for at-risk groups and contributing to the Neurological Delivery Plan.

C3SC's Jacqueline Jones said: "The Alliance will provide a single point of engagement for organisations and partners to get together, network and share ideas for involving service users in decision making – with the aim of becoming the recognised communication channel for people in Cardiff and the Vale who are living with a long term condition. It has the potential to make a significant difference to the way services are delivered and, in turn, to people's lives."

To find out more, email jacqueline.j@c3sc.org.uk or call Jacqueline on (029) 2048 5722.

Meet the rest of the team

East Cardiff, Llanedeyrn and Pentwyn (ECLP) Communities First

Healthier Communities Team

Anna Ros-Woudstra – Senior Officer
David Poole – Senior Officer
Helen Green – Health Services Officer

Learning Communities Team

Steven Honeywill – Senior Officer
Caroline Hardy – Families and Schools Officer
Leanne Teichner – Widening Access to Learning Officer
Rachael Barry – Widening Access to Learning Officer
Joe Champion – Communication and Participation Officer
Janet Marks – Family Liaison Officer
Peter Croall – Family Liaison Officer
Karen Smith – Family Liaison Officer
Rachel Brydon – Family Liaison Officer

Prosperous Communities Team

Ginger Wiegand – Interim Senior Officer
Gareth Hicks – Jobs Growth Wales Mentor

Administration and Finance Team

Max Bayntun – Senior Administrator
Howard Dobson – Administrator

Based in Brunel House, 2 Fitzalan Road

Peter Griffiths – Third Sector Officer
Katie Mallam – Third Sector Officer
Thoria Mohamed – Third Sector Officer
Kevin Rahman-Daultrey – Health and Social Care Facilitator / Third Sector Officer
Kerrine Phillips – Co-Creating Healthy Change Project Co-ordinator
Sian Johns – Co-Creating Healthy Change Project Administrator
Jacqueline Jones – Long Term Conditions Alliance Facilitator
Rowena Shaw – Information Officer
Anne McDonough – Administrator
Suzy Youngman – Administrator

C3SC representing the third sector in Health and Social Care

C3SC continues to support Cardiff and Vale University Health Board and other bodies in their commitment to ensuring the third sector in Cardiff can feed into topics and decisions that affect the sector.

This year C3SC has supported the sector to have a say on some key issues – including the proposals for the new advice and information centre as part of the re-development of the Cardiff Royal Infirmary site, presenting the view from the sector on the all Wales review of the Health and Social Care Standards for Wales, and recently supporting the UHB's engagement on its plans for Gerontology services.

Keep in touch with developments and with other third sector providers by joining the Cardiff Health and Social Care Network. To find out more, email Kevin Rahman-Daultrey at kevin.r@c3sc.org.uk