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Bwrdd Iechyd Prifysgol  
Caerdydd a'r Fro  
Cardiff and Vale  
University Health Board

# **Strategic Framework for Working with the Third Sector**

**July 2012**

## **FOREWORD**

Working together for the health and well being of the people of Cardiff and the Vale is what matters to us all. The third sector reaches deep into our communities drawing on the expertise and dedication of staff and volunteers to serve some of our most vulnerable citizens. This Framework sets out in one place a directory of voluntary services so we can proactively connect and work better together for our patients, the unique contribution of the 400+ volunteers within the UHB and how we work together now with the third sector.

But a strategy is only as good as it achieves real results for the people we all serve. We will rightly be judged on whether we deliver on the promised actions in the Framework. And we can only do that together.

I am optimistic that the strong foundations already laid can grow into more effective and integrated services to serve the people of Cardiff and the Vale in ways that really meet their needs. They deserve no less.

Let's get on with it!

A handwritten signature in black ink that reads "Maria Battle". The signature is written in a cursive, slightly slanted style.

**Maria Battle**  
**Chair**  
**Cardiff and Vale UHB**

## 1. INTRODUCTION

### 1.1 Background and Context

Cardiff and Vale University Local Health Board is one of the largest NHS organisations in the UK. We provide health services for nearly 500,000 people living in Cardiff and the Vale of Glamorgan with approximately 15,000 staff and an annual income of £1.1 billion. We also serve a wider population of 2.5 million people across South and Mid Wales for specialist services.

We provide healthcare in people's own homes, community clinics, and hospitals, for outpatient, inpatient and emergency care. We are also responsible for the delivery of NHS primary care services in Cardiff and the Vale of Glamorgan, including general practitioners, community pharmacists, dentists and optometrists. In addition, we are a teaching health board with close links to Cardiff University which boasts a high profile teaching, research and development role within the UK and abroad.

#### **Cardiff and Vale University Health Board VISION**

Cardiff and Vale University Health Board (UHB) will be the flagship UHB in Wales, with an international reputation for excellence and innovation. Our skilled and committed staff will provide safe, high quality care, at the right time, in the right place.

We will work with partners and with communities to support the people of Cardiff and Vale in improving their own health and well-being.

We will build a shared sense of pride and purpose in our health services.

The third sector is a vital component of a fair and strong society, working alongside the public and private sectors to create opportunities for people to work together to tackle problems in their communities and providing a channel for disadvantaged groups to get their voice heard. Cardiff and the Vale of Glamorgan has a thriving third sector which plays a key role in supporting improvements in health and wellbeing.

The local NHS has a long history of working in partnership with voluntary and community organisations who make a major contribution to the shared agenda of prevention of ill health, provision of health, social care and well-being services and support for carers and vulnerable individuals and communities.

This strategic framework sets out the UHB's ambitions for working collaboratively with the third sector to enhance the lives of individuals, communities and the population of Cardiff and the Vale of Glamorgan. In developing the framework, the UHB has worked closely with colleagues, drawing in particular on the expertise and experience of our independent board members and the senior teams in the two county voluntary councils.

The framework is designed to support the delivery of the UHB's 5 Year Strategic Framework and to align with the work being progressed at a strategic partnership level via the Local Service Boards and Compacts. Its development has been overseen by a multi-agency Third Sector Strategic Alliance Steering Group. The publication of this framework represents a significant milestone in the UHB's journey in strengthening partnership working and seeking more integrated solutions to addressing increasingly complex needs.

## 1.2 What does this strategic framework seek to achieve?

In order to build a successful alliance with the third sector that moves us forward in delivering positive change for the Cardiff and Vale population, this strategic framework focuses on four priority themes:

- **Promoting and Improving Health and Well-being**  
Desired outcome: an increased role for the third sector in supporting action to prevent ill health, promote improved well-being and encouraging individuals to take responsibility for their own health
- **Engagement with the Third Sector**  
Desired outcome: strong, effective partnership working between the third sector, health and local government that enables better integrated planning and delivery of citizen-centred services that are responsive to local need
- **Service Delivery and Redesign**  
Desired outcome: An effective translation of collaborative planning and service design into the commissioning of co-ordinated and sustainable third sector provision which is outcomes focused, aligned to UHB priorities, provides value for money and benefit within the community
- **Volunteering**  
Desired outcome: the creation of a cohesive, innovative approach to volunteering that ensures a safe, friendly and professional environment enabling the public to give of their free time to support clinical services in order to improve patient experience

Section 4 sets out how these strategic priorities will be progressed.

## 1.3 Underpinning Principles

The UHB's Statement of Intent sets out the organisation's Values. These provide the basis for the way in which we commit to working jointly with the Third Sector. In relation to partners, these stated values are to build and sustain strong working relationships with partners so that:

- they know that their contributions are appreciated and that it is worthwhile expressing their views;
- we have a common, shared sense of purpose;
- they have confidence in our ability to deliver; and
- together we are citizen focused and make best use of our joint resources

Supporting this commitment, the UHB has adopted a Board Assurance Framework (BAF) which provides a tool for ensuring that the UHB has robust, integrated governance processes, underpinned by the Standards for Health Services. One of the strategic objectives within the BAF reflects the UHB values for working with partners: 'to build upon existing partnerships with local authorities and other public sector bodies, the third sector, universities and other stakeholders to deliver improvements, a common sense of purpose and make the best use of our joint resources'. The inclusion of this objective within the BAF means that the Board and its Committees will be monitoring and seeking assurance of delivery, with shortfalls being addressed.

## 2. WHAT IS THE THIRD SECTOR?

The Welsh Government's document *Designed to Add Value - a third dimension: A Strategic Direction for the Voluntary and Community Sector in Supporting Health and Social Care, 2008* describes the third sector as

"...a vital element making up the rich diversity of our society. It includes the range of organisations operating between the state and the private sector, such as small local community and third sector groups, registered charities both large and small and a growing number of social enterprises".

Each organisation has its own aims, distinctive culture, set of values and way of doing things, but they all have important characteristics in common. They are:

- Independent, non-governmental bodies;
- Established voluntarily by citizens who choose to organise;
- 'Value-driven' and motivated by the desire to further social, cultural or environmental objectives, rather than simply to make a profit; and
- Committed to reinvesting their surpluses to further their social, cultural or environmental objectives"

The Third Sector provides a complementary role within local communities as providers, enhancers and supporters of services as well as acting as an advocacy service and is an important contributor to meeting and responding to changing needs.

There are an estimated 30,000 third sector organisations in Wales. In Cardiff and the Vale of Glamorgan, the figure is an estimated 3000, including the largest number of regional and national organisations in Wales as well as the largest number from minority ethnic communities.

A mapping of third sector health, social care and wellbeing services in Wales undertaken in 2006, as part of the *Building Strong Bridges project*, found that there are more than 4,000 voluntary sector organisations engaged in providing health & social care services in Wales with an annual budget of approximately £292 million (2004-5). It is estimated that at least 120,000 people are involved in providing these services, the majority of whom are volunteers.

Details of the third sector organisations involved in health and social care in Cardiff and the Vale of Glamorgan can be found in the 2009 Directories produced by the County Voluntary Councils (CVCs); Cardiff's Third Sector Council (C3SC – [www.c3sc.org.uk](http://www.c3sc.org.uk)), Vale Centre for Voluntary Services (VCVS - [www.valecvvs.org.uk](http://www.valecvvs.org.uk)) and also in NHS Direct Wales ([www.nhsdirect.wales.nhs.uk](http://www.nhsdirect.wales.nhs.uk)). Details of services provided by third sector organisations with an interest in Mental Health can be found in the Mental Health Services Directory 2011, produced by Cardiff and Vale Mental Health Development Project (CVMHDP - [www.cvmhdp.org.uk](http://www.cvmhdp.org.uk)).

## 2.1 Third Sector Infrastructure

Within the third sector infrastructure there are a number of support organisations or mechanisms. For the purpose of this framework the following are the most relevant:

- **Wales Council for Voluntary Action (WCVA )**

WCVA is the voice of the voluntary sector in Wales. They represent and campaign for voluntary organisations, volunteers and communities. WCVA provides a range of support for the sector, including information, guidance, supporting volunteering training, facilitating networks, governance and funding support, research, promoting the sector and partnership working. It also facilitates the sector's engagement with the Welsh Government, including the Infrastructure Partnership Agreement that funds WCVA, the County Voluntary Councils and independent Volunteer Centres.

- **Vale Centre for Voluntary Services (VCVS) and Cardiff Third Sector Council (C3SC)**

VCVS and C3SC are the County Voluntary Councils (CVCs) for Cardiff and the Vale of Glamorgan with a joint membership of approximately 900 third sector organisations across Cardiff and the Vale of Glamorgan. A CVC is an umbrella infrastructure organisation for the local third sector. Its key role is to provide comprehensive advice, information and support in relation to governance, effective management, funding and training for local third sector organisations. CVCs also facilitate the sector's relationship with local public sector organisations and provide the mechanisms for allowing it to influence the planning and delivery of local public services, including electing third sector representation to strategic partnerships and planning groups.

- **Voluntary Community Services (VCS) and Vale Volunteer Bureau (VVB)**

Both Cardiff and the Vale of Glamorgan have independent Volunteer Centres, also funded as part of the national Infrastructure Partnership Agreement, whose role is to promote volunteering, support volunteers and volunteer involving organisations as well as to identify and place individual volunteers.

The UHB recognises the unique and important contribution that volunteers make in complementing the services it provides. The Voluntary Services Manager has established procedures for the recruitment, management, induction and supervision of volunteers and has c400 individuals providing volunteer support and services across the UHB.

- **Cardiff and Vale Mental Health Development Project (CVMHDP)**

This is the key intermediary organisation for mental health in Cardiff and the Vale of Glamorgan. It supports third sector organisations, service users and carers with an interest in mental health to be involved in the planning and provision of services, by facilitating networks and forums, offering training and development, disseminating information and co-ordinating joint working. Support for service users and carers takes place via Sefyll – the Service User Involvement Development Project (adult services), and Nexus, the Carer & User Involvement Development Project (Older People's Mental Health Services).

- **Health and Social Care Facilitators (HSCF)**

The role of local Health and Social Care Facilitators, based in the CVCs, was established under the Welsh Government's Building Strong Bridges project in 2002 to strengthen partnership working between the third sector and other providers of health and social care services. The strategic direction for the Facilitator role was re-stated in Designed to Add Value in 2008 as:

- Stronger partnership working within the third sector and between the sectors
- Improved service planning, delivery and resourcing
- Supporting self-care and independence
- Improving access to services for specific communities
- Promoting and improving health & well being
- Volunteering for health & social care
- Developing social enterprises in health & social care
- Integrated services and workforce planning
- Reducing hospital admissions and improved discharge
- Research & development

The UHB funds the Facilitator posts in the local CVCs in recognition of their crucial role in assisting it to deliver its strategic priorities. The Facilitators provide the conduit for the third sector in relation to national, regional and local health and social care policies, plans and services. The Health and Social Care Networks that they facilitate in Cardiff and the Vale of Glamorgan provide workshops, training, newsletters, and e-bulletins as well as a focal point for third sector consultation and engagement.

The UHB contributes funding to the Cardiff and Vale Mental Health Development Project whose officers have the equivalent role in relation to mental health. The Minimum Standards set for the Mental Health Development Services across Wales cover the following key areas:

- Development & consultancy
- Joint working
- Information Services
- Training
- Policy Development
- Health Promotion / Prevention Measures
- Service User Involvement
- Carer Involvement

## 2.2 Third Sector Masterclass 2010

In June 2010, the UHB hosted a Masterclass for its Board members, third sector and local authority partners to establish shared expectations about working together and to explore opportunities for strategic and operational collaboration to inform the development of a Strategic Framework for working with the Third Sector.

The outcomes of the Masterclass workshops confirmed the contribution that the third sector makes, including:

- **A voice:** user led and highly participative governance, expertise and knowledge about many vulnerable groups with strong community links, and a role working alongside the public sector.
- **Needs led, flexible service delivery:** innovation and development, testing out new methodology and new solutions.
- **Added value through volunteering:** including volunteering as a route to self-help and fulfilment for vulnerable people

The workshops identified key recommendations relating to the following themes:

- Relationships and working in partnership
- Planning and resourcing
- Strengths of the third sector
- Communication and information
- Cultural change
- Suggested priorities for collaborative working

These themes form the basis of the Strategic Framework for working with the third sector and are explored in more detail in chapter 4.

## 3. STRATEGIC DRIVERS AND INFLUENCES

There are a number of national and local strategic drivers and influences which set out the direction for the third sector and identify ways in which the third sector can work with statutory organisations to influence and positively impact on outcomes for individuals. The key documents are listed below (brief description and HTML link provided in Appendix 1); acknowledging that many other documents reference partnership working and the rôle that the third sector can play in the delivery of services.

### 3a. National

- *Designed to Add Value — a third dimension: A Strategic Direction for the Voluntary and Community Sector in Supporting Health and Social Care: 2008, Welsh Government*
- *Bridging the Gap: addressing the gap to fully utilise the third sector contribution in the management of complex care: 2011, National Continuing NHS Healthcare Programme*

- *Third Sector Scheme and Funding Code of Practice: 2009, Welsh Government*
- *The Welsh Government's Legislative Programme 2011-2016*
- *Our Healthy Future: 2009, Welsh Government*
- *Setting the Direction: Primary & Community Services Strategic Delivery Programme: 2010, Welsh Government*
- *Fulfilled Lives, Supportive Communities: Commissioning Framework Guidance and Good Practice: 2010, Welsh Government*
- *Reviewing Local Compacts for Health Guidance: 2011, Welsh Government*

### **3b. Local**

The Welsh Government has placed a statutory duty on public sector bodies, led by the local authority, to produce an overarching Community Strategy for their area. It is intended to bring together all those who can contribute to the future of communities within a local authority area to agree on the key local priorities and pursue them in partnership. The priorities in the Community Strategy should be reflected in other local plans both statutory and non-statutory.

In line with Welsh Government requirements, partner agencies locally have produced collaborative community strategies around health, social care and well-being, children and young people, and community safety. The strategic partnerships in both Cardiff and the Vale of Glamorgan have adopted new, more integrated approaches to the development of these ten year plans which is in line with national policy as set out in 'Shared Purpose – Shared Delivery'.

- *Community Strategies –*
  - *Cardiff 'What Matters' 2010:2020*
  - *Vale of Glamorgan Community Strategy 2011 - 2021*

The UHB is a joint signatory to both strategies, which in turn are aligned to the UHB 5 Year Strategic Framework.

- *Cardiff and Vale Health Board 5 Year Strategic Framework: 2010-2015*

The supporting Delivery Plans are similarly aligned to the UHB Operational Plan. The strategies have both identified a number of health and social care issues which require addressing across the Cardiff and Vale communities. These are being driven forward by an Integrated Health and Social Care (IHSC) Programme Board to which public and third sector organisations contribute at both Board and work stream levels.

Four key areas of work have currently been identified for delivery via the IHSC Programme, specifically:

- Frail Older People (Wyn Campaign);
- Learning Disabilities;

- Mental Health;
- Children with Complex Needs

The strategic framework for working with the third sector will continue to build upon existing relationships with third sector organisations and the structures already in place for engaging and involving the third sector. These structures include the Compact Agreements that operate in each unitary authority area, which are designed to strengthen relationships between health, local government and the local third sector.

- *Cardiff and Vale of Glamorgan Compacts with the Third Sector*

The UHB has a Volunteering Strategy which clearly sets out the direction for volunteering within the UHB and is underpinned by a framework which ensures volunteering within the organisation is applied fairly and robustly utilising processes which offer assurance to users, volunteers and the UHB.

- *Strategy for Volunteering: 2011, Cardiff and Vale University Local Health Board*

It is acknowledged that a plethora of research projects has been undertaken on schemes and services that have been implemented by the third sector which help to inform the way in which the third sector contribute. Details on a few of these are provided in the table in Appendix 1.

#### 4. STRATEGIC PRIORITIES

Collaborative work with the Third Sector is described under four theme headings with associated priority outcomes that the strategic framework is designed to achieve. To demonstrate alignment with the UHB's overall strategic goals and how actions will be embedded in core business, these themes have been matched to UHB priorities set out in the 5 Year Strategic Framework. Key Areas for Action have then been identified against each of the themes, setting out the strategic agenda for change which the UHB will take forward with its partners. An Action Plan provides the detail of this work.

##### Theme 1

- **Promoting and Improving Health and Well-being**

Desired outcome: an increased role for the third sector in supporting action to prevent ill health, promote improved well-being and encouraging individuals to take responsibility for their own health

##### **Health Board Priorities:**

- be more responsive to the needs of citizens in supporting health and well being and providing health services
- shift the focus from just treating illness to promoting and helping maintain health and well being

##### **Key Areas for Action:**

- Work in partnership with local third sector organisations at locality level to deliver key public health messages

## **Theme 2**

- **Engagement with the Third Sector**

Desired outcome: strong, effective partnership working between the third sector, health and local government that enables better integrated planning and delivery of citizen-centred services that are responsive to local need

### **Health Board Priorities:**

- be more responsive to the needs of citizens in supporting health and well being and providing health services
- ensure the right care is provided at the right time in the right place by the right person every time
- improve the patient experience, and that of their family and carers
- work with partners to improve health and social care provision

### **Key Areas for Action:**

- Embed engagement of the third sector in key UHB structural and process arrangements in order to harness third sector knowledge and expertise for the benefit of citizens and communities
- Effective engagement and involvement with local third sector infrastructure organisations (VCVS, C3SC, Vale Volunteer Bureau, Voluntary Community Services (Cardiff) and the Cardiff and Vale Mental Health Development Project)
- Effective engagement and involvement of the third sector in relation to the Health Board's five strategic themes for transformational change and underpinning strategies

## **Theme 3**

- **Service Delivery and Redesign**

Desired outcome: An effective translation of collaborative planning and service design into the commissioning of co-ordinated and sustainable third sector provision which is outcomes focused, aligned to UHB priorities, provides value for money and benefit within the community

### **Health Board Priorities:**

- Promote excellence in all that we do
- ensure the right care is provided at the right time in the right place by the right person every time
- clearly identify where there is a need for service change and improvement
- ensure the effective use of resources to achieve excellence

### **Key Areas for Action:**

- Establish clear commissioning and procurement arrangements which ensure services are delivered by the most appropriate provider to meet identified need through the most effective service models
- Build prompts to embed consideration of third sector providers and use of volunteers into UHB service planning and procurement mechanisms and documentation (also identified in themes 2 and 4)
- Agree common terms and conditions across commissioning organisations to make service development, collaboration and implementation easier

- Identify and promote opportunities for third sector organisations to invest in the Health Board

#### **Theme 4**

- **Volunteering**

Desired outcome: the creation of a cohesive, innovative approach to volunteering that ensures a safe, friendly and professional environment enabling the public to give of their free time to support clinical services in order to improve patient experience

##### **Health Board Priorities:**

- be more responsive to the needs of citizens in supporting health and well being and providing health services
- improve the quality, safety and outcomes of care
- improve the patient experience and that of their family and carers

##### **Key Areas for Action:**

- Build prompts to consider involvement of volunteers and third sector providers into UHB service planning and procurement mechanisms (also identified in themes 2 and 3)
- Demonstrated commitment from the UHB to expand volunteering, raising awareness internally of that commitment and implementing the UHB Volunteering Strategy
- Expand volunteering into primary care settings
- Increase links to the local volunteer centres and third sector initiatives

## **5. ENSURING DELIVERY - MAKING THE STRATEGIC PRIORITIES INTO A REALITY**

A consistent theme emerging throughout the development of this Strategic Framework has been the need to ensure that the UHB's commitment to working more collaboratively and more proactively with the Third Sector is embedded in the organisation's core business rather than described in terms of a separate set of goals and targets. The way the identified priorities will be implemented and their delivery monitored therefore reflects this ambition. The overall Framework will be owned by the UHB Board, with the responsibility for evaluating the success of its delivery delegated to the UHB's Strategic Planning and Performance Committee. A twice yearly update report will be provided to the Strategic Planning and Performance Committee.

The Key Areas for Action associated with each of the four specific priority themes, and identified in Appendix 2, are aligned with and contribute to the delivery of the UHB Operational Plan 2012-13. They will be embedded into the ongoing business of four existing strands of work as detailed below. These Groups will be required to evidence progress against the action plan, supported by an annual audit of activity to test the status of the relationship between the UHB and its Third Sector partners. In addition, key elements of the work will be included in the work programmes of the Health and Social Care Facilitators based in the County Voluntary Councils, to ensure that mechanisms for delivering the vision set out in this strategic framework are equally embedded in approaches being developed within the local third sector.

Theme	Existing strand of work/ responsible group
<b>Promoting and Improving Health and Well-being</b>	<p><b>Public Health Steering Group</b>  <i>(Lead by Public Health with representation from staff representatives and Divisional and Corporate teams; third sector to be invited)</i>  This multi-disciplinary group oversees the delivery of the Local Public Health Strategic Framework to: build public health capacity within the UHB and its localities; support people in leading healthy lives, promoting both physical and mental health wellbeing; and driving forward the provision of clinically effective services, prioritising services and resources to meet areas of greatest need and to tackle avoidable inequalities.</p>
<b>Engagement with the Third Sector</b>	<p><b>Engagement and Consultation</b>  The UHB is currently determining its approach to Engagement and Consultation in line with the NHS Wales Guidance. Engagement with the third sector will be integral to this approach and based on an understanding of what third sector services are available in the community and based on an understanding of what third sector services are available in the community.</p>
<b>Service Delivery and Redesign</b>	<p><b>Commissioning Management Group</b>  <i>(Representation from all Divisional teams, Finance, Public Health, Strategy and Service Planning, and Information)</i>  This group meets monthly and will oversee implementation of the Clinical Services Strategy; coordinate, facilitate and manage all aspects of the overarching commissioning framework and its application within Cardiff &amp; Vale UHB; ensure cross-divisional working on pathways; and agree issues for consideration by the Prioritisation Panel.</p>
<b>Volunteering</b>	<p><b>Developing Volunteering in the UHB Group</b>  <i>(Representation from Patient Experience Team, Volunteer Bureaux, County Voluntary Councils)</i>  This group oversees the delivery of the UHB Volunteering Strategy and specifically the development of volunteering opportunities and implementation of volunteering throughout all facets of the UHB.</p>

## **6. CONCLUSION**

Against a backdrop of a restructured health service, significant financial challenges and a policy context that strongly promotes integrated service delivery across the public and third sectors, it is particularly important that agencies look at where working in partnership can add most value and can contribute to improving outcomes for the local population. The strategic framework for working with the third sector and the embedding of it throughout the organisation demonstrates the UHB's commitment to increased strategic and operational collaboration with its key partners, building upon existing relationships with third sector organisations and the organisational structures in place for engaging and involving the third sector.

## **7. REVIEW**

The Strategic Framework will be reviewed in July 2013.

## THIRD SECTOR INFRASTRUCTURE

Cardiff Third Sector Council	<a href="http://www.c3sc.org.uk">www.c3sc.org.uk</a>
Vale Centre for Voluntary Services	<a href="http://www.valecvs.org.uk">www.valecvs.org.uk</a>
Cardiff & Vale Mental Health Development Project	<a href="http://www.cvmhdp.org.uk">www.cvmhdp.org.uk</a>
Wales Council for Voluntary Action	<a href="http://www.wcva.org.uk">www.wcva.org.uk</a>
Voluntary Community Services	<a href="http://www.volunteercardiff.co.uk">www.volunteercardiff.co.uk</a>
Vale Voluntary Bureau	<a href="http://www.vvb.org.uk">www.vvb.org.uk</a>

## STRATEGIC DRIVERS &amp; INFLUENCES

## 3a. National

<b>Designed to Add Value – a third dimension for one Wales 2008, Welsh Government</b>	<p>The key document to identify the strategic direction for the third sector in supporting health and social care, through ten identified themes ( including: stronger partnership workshop with the third sector and between the sectors; reducing hospital admissions and reducing hospital discharge; volunteering for health and social care etc..). It suggests that the third sector's contribution to health and social care comprises:</p> <ul style="list-style-type: none"> <li>• Providing services</li> <li>• Enhancing services</li> <li>• Supporting services</li> <li>• Advocacy services</li> </ul>	<a href="http://wales.gov.uk/topics/health/publications/health/strategies/designedaddvalue">http://wales.gov.uk/topics/health/publications/health/strategies/designedaddvalue</a>
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<p><b>Bridging the Gap:</b> addressing the gap to fully utilise the third sector contribution in the management of complex care 2011 National Continuing NHS Healthcare Programme</p>	<p>Demonstrates the range of third sector services and schemes in place across Wales that complement and support statutory services in maximising all opportunities for independent living. It includes examples of third sector services from across Wales. Health Boards are asked to explore further how the third sector can support improved flexibility, responsiveness, and integration; and to commit to implementing the report's action plan.</p>	<p><a href="http://www.commissionaccomplished.co.uk/uploads/Bridging%20The%20Gap%20-%20May%202011.pdf">http://www.commissionaccomplished.co.uk/uploads/Bridging%20The%20Gap%20-%20May%202011.pdf</a></p>
<p><b>Third Sector Scheme and Funding Code of Practice 2009 Welsh Government</b></p>	<p>Provides the basis of the relationship between the Welsh Government and the third sector, on the themes of funding, consultation, partnership and community development. It includes details on the Third Sector Partnership Council and Meetings with Welsh Ministers. The Funding Code of Practice, produced under the auspices of the Third Sector Scheme, includes a number of principles intended to underpin funding relationships between the public sector and third sector. It is required to be adopted by the Welsh Government and NHS and expected to be adopted by Local Authorities in Wales.</p>	<p><a href="http://wales.gov.uk/topics/housingandcommunity/voluntarysector/publications/volsectorscheme?lang=en">http://wales.gov.uk/topics/housingandcommunity/voluntarysector/publications/volsectorscheme?lang=en</a></p> <p><a href="http://wales.gov.uk/docs/dsijg/publications/comm/090224volsecfunding092en.pdf">http://wales.gov.uk/docs/dsijg/publications/comm/090224volsecfunding092en.pdf</a></p>
<p><b>The Welsh Government's Legislative Programme 2011-2016</b></p>	<p>Includes a commitment to consult on legislation which would make Third Sector compact arrangements between local authorities and the third sector intermediary bodies, County Voluntary Councils, a statutory requirement. If the evidence and consultation suggest that it is necessary to place compacts on a statutory basis, the Welsh Government will bring forward a Statutory Third Sector Compacts Bill towards the end of this Assembly.</p>	<p><a href="http://www.assemblywales.org/11-048.pdf">http://www.assemblywales.org/11-048.pdf</a></p>

<b>Our Healthy Future 2009</b>	Sets the agenda for public health for Wales and identifies six strategic themes to help set a clear forward agenda for the Welsh Government and its partners in the new Health Boards, Public Health Wales, local government and the third sector: health and wellbeing through the life course, healthy sustainable communities, health as a shared goal, strengthening evidence and monitoring progress, prevention and early intervention, and reducing inequalities in health.	<a href="http://wales.gov.uk/topics/health/publications/health/guidance/technical/?lang=en">http://wales.gov.uk/topics/health/publications/health/guidance/technical/?lang=en</a>
<b>Setting the Direction: Primary and Community Services Strategic Delivery Programme 2010</b>	Sets out how to build on the strengths of primary and community services in order to create an integrated health service in Wales. This includes the creation of Communication Hubs and integrated locality team approaches.	<a href="http://wales.gov.uk/topics/health/publications/health/strategies/settingthedirection/?lang=en">http://wales.gov.uk/topics/health/publications/health/strategies/settingthedirection/?lang=en</a>
<b>Fulfilled Lives-Supportive Communities Commissioning Framework Guidance and Good Practice 2010</b>	Supports the implementation of the key social care policy, Fulfilled Lives-Supportive Communities: improving social services in Wales from 2008-2018. It includes a standard to develop commissioning plans with partners involving all key stakeholders including users, carers, citizens and service providers in the statutory, private and third sectors.	<a href="http://wales.gov.uk/docs/dhss/publications/100810commissioningguidanceen.pdf">http://wales.gov.uk/docs/dhss/publications/100810commissioningguidanceen.pdf</a>
<b>Reviewing Local Compacts for Health Guidance 2011 Welsh Government</b>	Requires Health Boards “to have one compact with County Voluntary Councils, complemented by other local compact arrangements.” The Third Sector Strategic Framework has been developed under the auspices of the Health Board’s Third Sector Compact.	

## 3b. Local

<p><b>Cardiff ‘What Matters’ 2010:2020</b></p>	<p>A collective vision and a set of high level priorities for the city are set around seven shared citizen outcomes. The delivery structure is made up of 3 key elements: a set of 7 city-wide work programmes, with corresponding priority workstreams which have been informed by a strategic needs assessment, community engagement and statutory requirements; neighbourhood groups whose focus is on developing local solutions to local issues identified through quantitative and qualitative needs assessment; and issues which cross more than one local authority area including those being progressed via the Integrating Health and Social Care Programme.</p>	<p><a href="http://www.cardiffproudcapital.co.uk/content.asp?nav=231&amp;parent_directory_id=2">http://www.cardiffproudcapital.co.uk/content.asp?nav=231&amp;parent_directory_id=2</a></p>
<p><b>Vale of Glamorgan Community Strategy 2011-2021</b></p>	<p>An integrated Community Strategy has been prepared around ten overarching priority outcomes. The Local Service Board continues to oversee arrangements and overall delivery of the Community Strategy. The existing LSB supporting structure has been revised to include: three multi-agency Area Working Groups to address joint areas of concern at a local level; and a Public Health and Wellbeing Board with authority-wide representation to prevent avoidable ill health or injury, lifestyle diseases and their determinants.</p>	<p><a href="http://www.valeofglamorgan.gov.uk/living/local_service_board/community_strategy_2011-21.aspx">http://www.valeofglamorgan.gov.uk/living/local_service_board/community_strategy_2011-21.aspx</a></p>

<b>Cardiff and Vale UHB 5 Year Strategic Framework 2010-2015</b>	Contains the Health Board's Principles, Priorities and an ambitious programme for change. It recognises that the challenge is to implement a plan of action to create world class integrated health, social care and wellbeing services for the people of Wales, within five years, based firmly upon cross public service collaboration.	<a href="http://www.cardiffandvaleuhb.wales.nhs.uk/news/16445">http://www.cardiffandvaleuhb.wales.nhs.uk/news/16445</a>
<b>Cardiff and Vale of Glamorgan Compacts with the Third Sector</b>	Tri-partite agreements between local third sectors (via the County Voluntary Councils), the Local Authority and the Health Board to ensure effective partnership working. They are based on the following themes: <ul style="list-style-type: none"> <li>• Effective partnership working</li> <li>• Consultation with the third sector</li> <li>• Funding and commissioning processes that are fair and transparent</li> <li>• A commitment to volunteering</li> <li>• A commitment to community development principles</li> </ul>	
<b>Strategy for Volunteering 2011, Cardiff and Vale UHB</b>	Approved by the Health Board in June 2011 and outlines the organisation's commitment to promoting and developing volunteering and working closely with the third sector in order to achieve this.	<a href="http://www.cardiffandvaleuhb.wales.nhs.uk/sitesplus/documents/864/2%208%20Strategy%20for%20Volunteering.pdf">http://www.cardiffandvaleuhb.wales.nhs.uk/sitesplus/documents/864/2%208%20Strategy%20for%20Volunteering.pdf</a>
<b>Third Sector Masterclass Report June 2010</b>	The report of the Third Sector Masterclass, held in partnership with the CVCs, to improve awareness of the third sector, identify opportunities for strategic and operational collaboration and shape the UHB Third Sector Strategy.	<a href="http://www.host-bcsd.co.uk/image/files/Masterclass_Report_Final_.pdf">http://www.host-bcsd.co.uk/image/files/Masterclass_Report_Final_.pdf</a>

## THIRD SECTOR RESEARCH

<p><b>The Role of the Voluntary Sector in Delayed Transfer of Care (DToC)/Hospital Discharge and Prevention of Readmission Bangor University for WAG and WCVA 2010</b></p>		<p><a href="http://www.wcva.org.uk/all/dsp_Pub_list.cfm?Publicationid=1154&amp;catid=18&amp;display_sitetextid=167&amp;display_sitedeptid=9">http://www.wcva.org.uk/all/dsp_Pub_list.cfm?Publicationid=1154&amp;catid=18&amp;display_sitetextid=167&amp;display_sitedeptid=9</a></p>
<p><b>Study into integrated models of service delivery that promote independence and wellbeing 2011 New Models of Service Delivery: Efficiency and Innovation Board (Wales), SSIA and NLIAH</b></p>		<p><a href="http://www.ssiacymru.org.uk/media/pdf/d/d/Integrated_models_report_23_February_2011_formatted.pdf">http://www.ssiacymru.org.uk/media/pdf/d/d/Integrated_models_report_23_February_2011_formatted.pdf</a></p>
<p><b>Voluntary Sector Role in Transforming Social Care for People with Disabilities 2010, IPC</b></p>		<p><a href="http://ipc.brookes.ac.uk/publications/index.php?absid=663">http://ipc.brookes.ac.uk/publications/index.php?absid=663</a></p>

# Cardiff and Vale UHB Strategic Framework for Working with the Third Sector

## Action Plan

Areas for Action	Actions to Achieve	Who (existing infrastructure where possible)	When
<b><i>Theme 1 - Promoting and Improving Health and Well-being</i></b>			
<b>Third sector role – conduit to communities and communities of interest</b>			
Desired Outcome: An increased role for the third sector in supporting action to prevent ill health, promote improved well-being and encouraging individuals to take responsibility for their own health			
Indicator/s – as per the Local Public Health Strategic Framework, Cardiff What Matters and Vale of Glamorgan Community Strategy			
<b>1.1</b> <b>Work in partnership with local third sector organisations at locality level to deliver key <u>public health messages</u></b>  Link to Operational Plan 2012-2013 – Theme 3: Setting the Direction and WYN Campaign	Map third sector services which develop and actively promote improved health and wellbeing in the local area by working with local Third Sector Health and Social Care Networks	Health and Social Care Facilitators (HSCFs) from both CVCs and CVMHDP with Public Health and Locality Managers	August 2012
	Hold a workshop per year (aimed at front line staff and volunteers) in each Locality to raise awareness amongst third sector organisations of which public health messages to convey and how	Public Health and Locality Managers with HSCFs and CVMHDP	2012-2013
	Make consistent use of third sector health and social care network publications to promote public health messages.	HSCFs and CVMHDP with Public Health and Locality Managers	2012 and Ongoing

# Cardiff and Vale UHB Strategic Framework for Working with the Third Sector

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Areas for Action	Actions to Achieve	Who (existing infrastructure where possible)	When
<p><b>Theme 2 - Engagement with the Third Sector</b></p> <p><b>Third sector role – source of experience, knowledge and expertise; and advocate</b>                      Desired Outcome: Strong, effective partnership working between the third sector, health and local government that enables better integrated planning and delivery of citizen-centred services that are responsive to local need</p> <p>Indicator/s – to be determined as UHB Engagement &amp; Consultation approach is confirmed and implemented</p>			
<p><b>2.1</b>  <b>Embed engagement of the third sector in key UHB structural and process arrangements in order to harness third sector knowledge and expertise for the benefit of citizens and communities</b></p> <p>Link to Operational Plan 2012-2013                      Theme 3: Setting the Direction;                      Underpinning Strategy: Financial and Workforce Strategies; WYN Campaign</p>	<p>Clarify the best way/s of maintaining accessible up to date information on the local third sector (e.g. directories, NHS Direct) and promote it/them widely to Health Board personnel.</p>	<p>HSCFs,                      CVMHDP                      with                      Communication Hub ensuring link to Innovation &amp; Improvement</p>	
	<p>Develop a compendium of existing links with the third sector and develop guidance for managers on how best to utilise those relationships</p>	<p>Planning Team                      HSCFs/                      CVMHDP</p>	<p>2012 and ongoing</p>
	<p>Include a stall from third sector infrastructure organisations at corporate Health Board staff induction events</p>	<p>Learning and Education Department with                      HSCFs/                      CVMHDP</p>	<p>2012-2013</p>

## Cardiff and Vale UHB Strategic Framework for Working with the Third Sector

### Action Plan

	Promote joint training that includes third sector personnel wherever possible and appropriate	Learning and Education Department with HSCFs/ CVMHDP	2012-2013
	Design interventions, such as information and training, that will facilitate better understanding of the role/s of the third sector across all sectors of the Health Board	Learning and Education Department as part of OD Strategy	2012-2013
	Raise awareness of third sector roles through the Engagement and Communication Framework and Grand Rounds, for example, UHB intranet, DocMan, features in <b>Vital Signs</b> , website, information sharing protocol	Communication Manager with HSCFs/ CVMHDP	2012-2013
	Issue the <b>On Board</b> briefing following each Health Board meeting to the HSCFs for wider circulation to the third sector	Independent Member (third sector) HSCFs/ CVMHDP	2012-2013
	Ensure a high profile for the Third Sector Strategic Framework in the Health Board committee structure, through the Strategic Planning and Performance Committee (SPPC)	Planning Team	Ongoing
	Consider the ongoing arrangements for formal links between the UHB and Third Sector including the Health Board Executive lead for the third sector	Planning Team with the Exec lead	September 2012

## Cardiff and Vale UHB Strategic Framework for Working with the Third Sector

### Action Plan

<p><b>2.2</b>  <b>Effective engagement and involvement with local third sector infrastructure organisations (VCVS, C3SC, Vale Volunteer Bureau, Voluntary Community Services (Cardiff) and the Cardiff and Vale Mental Health Development Project)</b></p> <p>Link to Operational Plan 2012-2013 – Theme 3 Setting the Direction and Mental Health</p>	<p>Identify and support third sector members or representatives for key <u>integrated</u> health and social care strategic partnerships via third sector infrastructure organisations</p>	<p>HSCFs/ CVMHDP</p>	<p>August 2012</p>
	<p>Involve third sector members in key Health Board planning arrangements via the third sector infrastructure organisations (to include the SRG, planning groups and task and finish groups as appropriate)</p>	<p>HSCFs/ CVMHDP</p>	<p>Ongoing</p>
	<p>Ensure that there is strong partnership working between the Community Health Council and the County Voluntary Councils recognising that there is a Memorandum of Understanding in place with acknowledgment of the different roles of each organisation</p>	<p>CHC with HSCFs/ CVMHDP</p>	<p>Ongoing</p>
	<p>Strengthen links between Divisions/ Directorates and individual third sector organisations, including: the identification of service gaps and ideas for addressing them; and organising events with the third sector health and social care networks and contributing to their publications</p>	<p>HSCFs/ CVMHDP Divisions/ Directorates/</p>	<p>Ongoing</p>



## Cardiff and Vale UHB Strategic Framework for Working with the Third Sector

### Action Plan

	<p>Explore further non-emergency transport arrangements in partnership with the third sector</p> <p>(Operational Plan Theme 1: Providing timely access to planned care; Theme 2: Transforming our Unscheduled Care Services; Underpinning Strategy: Financial and workforce strategies)</p>	Non-emergency transport board HSCFs	2012-2013
	<p>Engagement and involvement of third sector in developments in Neighbourhood Management teams and UHB site specific projects</p> <p>(Operational Plan Theme 3: Setting the Direction)</p>	HSCFs/ CVMHDP	2012-2013
	<p>Implement the new patient, public and carer initiatives relating to information, consultation and engagement, all of which rely on third sector involvement</p> <p>(Underpinning Strategy: Patient Experience)</p>	Patient Experience Team/HSCFs/ CVMHDP	2012-2013
	<p>Include specific actions to facilitate engagement with the third sector in the 2012-2013 Organisational Development Action Plan</p> <p>(Underpinning Strategy: Workforce)</p>	WOD	2012-2013

# Cardiff and Vale UHB Strategic Framework for Working with the Third Sector

## Action Plan

Areas for Action	Actions to Achieve	Who (existing infrastructure where possible)	When
<p><b><i>Theme 3 - Service Delivery and Redesign</i></b></p> <p><b>Third sector role: service planner and provider, conduit to service users</b>                      Desired Outcome: An effective translation of collaborative planning and service design into the commissioning of co-ordinated and sustainable third sector provision which is outcomes focused, aligned to UHB priorities, provides value for money and benefit within the community</p> <p>Indicator/s – linked to the Commissioning Management Group</p>			
<p><b>3.1</b>  <b>Establish clear commissioning and procurement arrangements which ensure services are delivered by most appropriate provider to meet identified need through most effective service model</b></p> <p>Link/s to Operational Plan 2012-2013 –                      Theme 3:Setting the Direction; Theme 4: Improving mental health and wellbeing;                      Theme 5: Supporting our frail older people</p>	<p>UHB Commissioning Framework approved</p>	<p>SPPC</p>	<p>April 2012</p>
	<p>Implement Commissioning Framework leading to clear commissioning/ procurement process arrangements being in place; review implementation of the Commissioning Framework to ensure embedding across the organisation</p>	<p>Divisions &amp; Corporate Depts to support</p>	<p>May 2012 ongoing process</p>
	<p>Ensure there is a clear understanding in the Health Board of the different means of funding third sector services (e.g. grant/contract ) and investing in third sector (e.g. Welsh</p>	<p>Commissioning Team Directorates/OD</p>	<p>August 2012</p>

## Cardiff and Vale UHB Strategic Framework for Working with the Third Sector

### Action Plan

	Wellbeing Bonds, asset transfer)	&T with HSCFs/ CVMHDP	
	Explore Welsh Wellbeing Bonds with WCVA and how they might apply to the Health Board	Commissioning Team/HSCFs	2012-2013
	Understand the role of the Health Care Standards in contract management and the tools available to support third sector organisations in applying them	Directorates/ Commissioning Team with HSCFs	October 2012
	Support local third sector organisations to apply the Health Care Standards, in partnership with WCVA	HSCFs	Further discussions with WCVA
<b>3.2</b> <b>Build prompts to embed consideration of third sector providers and use of volunteers into UHB service planning and procurement mechanisms and documentation (also identified in theme 2 and 4)</b>	Specification template to be updated to consider the role of the third sector and use of volunteers in care pathways	Commissioning Team	Completed April 2012
	Service model/development pathway documents to include reference to third sector and use of volunteers	Commissioning Team	completed
	Targeted briefings to service areas on third sector services, innovation, research e.g. sexual health, sensory impairment, chronic conditions, mental health etc	HSCFs	2012-2013 ongoing
<b>3.3</b> <b>Agree common terms and conditions across commissioning organisations to make service development, collaboration and implementation easier</b>	Progress Joint Commissioning development work to move to collaborative agreements/ single commissioning	Commissioning Lead & Team SLA leads/ Divisions	2012-2013

# Cardiff and Vale UHB Strategic Framework for Working with the Third Sector

## Action Plan

<p><b>3.4</b> <b>Identify and promote opportunities for third sector organisations to invest in the Health Board</b></p> <p>Link to Operational Plan 2012-2013 Underpinning Strategy – Financial and workforce strategies</p>	<p>Explore opportunities such as shop expansion model with WRVS in order to make funds available for services</p>		<p>2012-2013</p>
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# Cardiff and Vale UHB Strategic Framework for Working with the Third Sector

## Action Plan

Areas for Action	Actions to Achieve	Who (existing infrastructure where possible)	When
<b>Theme 4– Volunteering</b>			
<p><b>Third sector role: source of volunteers, volunteering initiatives and volunteering expertise</b>            Desired Outcome: A holistic, cohesive, innovative approach to volunteering that ensures a safe, friendly and professional environment enabling the public to give of their free time to support clinical services in order to improve patient experience</p> <p>Indicators – as per the UHB Volunteering Strategy (<a href="http://www.cardiffandvaleuhb.wales.nhs.uk/opendoc/173110/&amp;CB881380-1143-E756-5C6FF1BB0B6B246B">http://www.cardiffandvaleuhb.wales.nhs.uk/opendoc/173110/&amp;CB881380-1143-E756-5C6FF1BB0B6B246B</a>)</p>			
<b>4.1</b> <b>Build prompts to consider involvement of volunteers and third sector providers into UHB service planning and procurement mechanisms (also identified in theme 2 and 3)</b>	To include in the Health Board service specification pathway	Commissioning Team	Completed April 2012
<b>4.2</b> <b>Demonstrated commitment from UHB to expand volunteering, raising awareness internally of that commitment and implementing the UHB Volunteering Strategy</b>	To ensure a high profile for the Volunteering Strategy in the Health Board committee structure, through the Quality and Safety Committee	Patient Experience Team	2012-2013
	To include an account of the work to the Charitable Funds Committee	Patient Experience Team	Annually
<b>4.3</b> <b>Expand volunteering into primary care settings</b>	Implement the Volunteering Strategy	Patient Experience Team Voluntary Services Department	2011-2014

# Cardiff and Vale UHB Strategic Framework for Working with the Third Sector

## Action Plan

<b>4.4</b> <b>Increase links to the local volunteer centres and third sector initiatives</b>	Implement the Volunteering Strategy	Patient Experience Team/ Voluntary Services Department	
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