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Consultation – summary of responses

Continuity and Change - Refreshing the Relationship between Welsh Government and the Third Sector in Wales

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Glossary of Acronyms

County Voluntary Council (CVC)

Community Facilities and Activities Programme (CFAP)

Third Sector Partnership Council (TSPC)

Volunteer Centre (VC)

Wales Council for Voluntary Action (WCVA)

Section 1 – Introduction

Background

The Welsh Government launched the Consultation '*Continuity and Change – Refreshing the Relationship between Welsh Government and the Third Sector in Wales*' on 16 May 2013.

The purpose of this report is to provide an overview of the consultation process and to summarise the key themes that emerged. It should be noted that this is a summary of the responses and is not intended to incorporate all of the views expressed through the consultation. Inevitably, a summary cannot capture every issue raised in writing or made at the consultation events; nor can the responses be interpreted as a representative sample of public opinion. However, every response was welcomed, has been read and is being taken into account in developing the policy further.

The consultation process

A reference group was formed in order to engage a wide range of stakeholders in the development of the consultation. Membership included three Welsh Government officials, two officers from Wales Council for Voluntary Action (WCVA) and six Third Sector representatives. The group met four times to consider the consultation document during the drafting stage. Three workshops were also held prior to the consultation period to encourage dialogue between the Welsh Government and the Third Sector around the consultation process.

In accordance with Welsh Government regulations the consultation was carried out online – using a response template made available on the Welsh Government website. Copies of the consultation were also available in hard copy and respondents were able to submit responses on-line or by post.

Three consultation events were also held during the consultation period to gather the views of the Third Sector. Welsh Government officials and Third Sector practitioners arranged and facilitated these events, which were attended by approximately 120 stakeholders. In addition several Third Sector organisations organised local consultation events to provide further opportunities for engagement with this process.

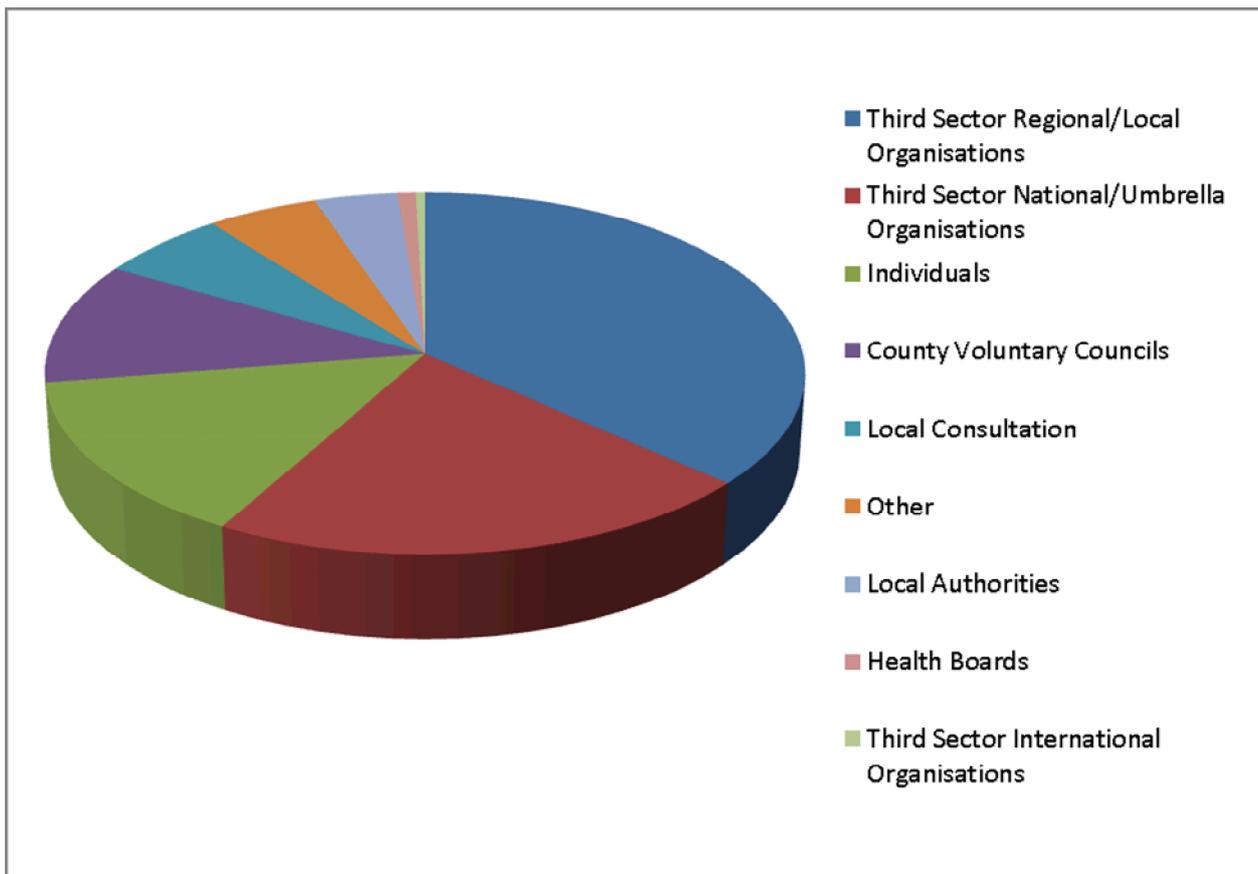
The consultation ran for 12 weeks and closed on the 8th August 2013.

The Response to the Consultation

In total, having taken account of some duplicates, 229 responses were received. A breakdown of the responses by respondent type is provided at Figure 1 below.

Type of Response	Quantity
Third Sector Regional/Local Organisations	84
Third Sector National/Umbrella Organisations	49
Individuals	33
County Voluntary Councils	25
Local Consultation*	14
Other	12
Local Authorities	9
Health Boards	2
Third Sector International Organisations	1

Figure 1: Breakdown of consultation responses by organisation type



*Please note these responses represent organisations that conducted separate consultation proceedings at a local level, for the most part generating participation amongst local Third Sector organisations.

Summarising the Responses

Welsh Government policy officials worked alongside colleagues from Knowledge and Analytical Services to summarise the responses received. Officials coded the responses thematically and provided a summary to feed into this final report. It should be noted that not all the respondents provided responses to each of the consultation questions in turn. In these instances, for pragmatic reasons, an initial phase of analysis was undertaken whereby views within these responses were related to the questions and then coded in terms of the themes they most directly referred to. It should also be noted that not all the responses directly answered the 20 key questions. Again, for pragmatic reasons, license was taken to group any key issues that emerged in this way into themes under the most relevant chapters. This approach was also adopted for the final question requesting further comments.

In addition, the different types of responses submitted to Welsh Government precluded precise quantification of the views held by participants. Responses ranged from those submitted on behalf of an interested individual to those generated by infrastructure bodies representing multiple organisations and individuals. From the information provided it was not always possible to say with certainty: how many respondents were represented; who the respondents were; and what process was used to capture their views. In this report, therefore, more general indications of the level of support for particular views are sometimes given (e.g. “a small number of respondents”).

Informing the Development of Policy

This report is the final summary of responses to the consultation. It should be noted that its findings have been used to inform the development of the policy relating to the Third Sector since the consultation formally closed. Those responsible for analysing the consultation responses have shared findings with policy officials from the Third Sector Unit as they have emerged.

Section 2 - Summary of Responses

The following section of this report outlines the main themes under each chapter of the consultation document.

1. Chapter One: Introduction

- 1.1. Chapter One introduced the consultation by setting out its purpose of taking a fresh look at the relationship between Welsh Government and the Third Sector. It also set out the basis for the existing arrangements and then highlighted some of the issues that have led to the need to revisit some aspects of the Welsh Government's relationship with the Sector. The key changes identified within the document were: The Programme for Government; Pressure on Public Funding; Public Service Delivery and Regional Working; The Impact of Technology; and Legislation.

Key changes that impact on the relationship between Welsh Government and the Third Sector

- 1.2. Overall, respondents supported the approach taken in the chapter and agreed with the key developments that have an impact on the relationship between Welsh Government and the Third Sector identified in the document. However a significant number of respondents suggested further examples of key changes and/or elaborated on the issues presented within the consultation document.
- 1.3. A large number of respondents highlighted the need to consider the issue of the pressure on public funding discussed within the chapter. Indeed, funding cuts and difficulty in accessing financial resources (especially to maintain existing core overheads) was identified by one respondent as "probably the most commonly aired problem across the Sector".
- 1.4. The importance of recognising the impact of the UK Government's austerity measures on vulnerable people supported by the Third Sector was also highlighted. A large number of respondents identified the rapidly building pressure of increasing demands on the Sector particularly for organisations working directly with vulnerable people (both in terms of immediate problems related to finance, debt, housing and longer term needs associated with mental health issues).
- 1.5. There was also support for the inclusion of the need to co-ordinate policies and funding across national and local government and other Public Sector bodies to reduce any duplication and the existence of competing priorities.
- 1.6. There were strong views that explicit links need to be made between future policy relating to the Third Sector and the outcome of the Commission on Public Service Governance and Delivery currently considering the way public services are governed, and how they may be improved.

- 1.7. The changing nature of volunteering was raised by a significant number of respondents. It was highlighted that, while volunteering has been viewed historically as a primarily altruistic activity, now it is more commonly an avenue to gaining qualifications or moving into employment. Policy relating to volunteering should take this development into account.
- 1.8. A small minority of respondents felt that the implications of a move towards regional working should be recognised here. It was felt that this move is having a negative impact on small, local organisations, which are being 'squeezed out' as larger, national organisations are better equipped to bid for funding in this context.
- 1.9. Finally a minority of respondents felt that the Welsh Government does not always consider the impact on the Third Sector of policy changes - particularly in relation to the Communities First programme or funding changes more generally.

2. Chapter Two: Affirming and renewing the relationship

- 2.1. Chapter Two looked to affirm and renew the core principles that were set out in *The Third Dimension* in 2008. The chapter sought to define the Third Sector and describe its relationship with Welsh Government. It also articulated proposals for the future development of this analysis of the Third Sector.

Analysis of the Third Sector

- 2.2. In this chapter, respondents were initially asked whether they agreed that the analysis of the Third Sector presented within the consultation documents is still relevant. The vast majority of respondents agreed that the analysis provided within Chapter Two is still relevant. However, a significant number made additional comments, which provided further detail and identified notable omissions.
- 2.3. A significant proportion of respondents suggested that the priority given by many Third Sector organisations to providing preventative services, early interventions and long term solutions to a wide range of issues should be emphasised more explicitly here.
- 2.4. Additional, specific areas of activity undertaken by the Sector were also suggested for inclusion by a range of respondents, including: community transport; carers' support; work with children and young people (including young carers); mental health; information and signposting; public engagement; social enterprise; gender identity and sexual orientation; sustainable development; research; fostering participation in shaping the delivery and evaluation of services; and community-led economic development. The importance of recognising that many organisations work across activity categories was also highlighted.
- 2.5. A large number of respondents felt that the Welsh Government should recognise the qualities of professionalism and the high level of expertise found within the Third Sector when commissioning services, as well as the Sector's contribution to delivering these services. A large number also stated that further emphasis should be placed on the Sector's current role in developing innovative solutions in meeting needs.
- 2.6. A minority of respondents felt the analysis should recognise the contribution volunteers make to the economy.
- 2.7. A small number of respondents felt that the tiered nature of current Third Sector structures should be clearly highlighted here, i.e. that the Sector is made up of large, medium and small organisations and that Welsh Government should communicate with each level

The five strategic themes of The Third Dimension

- 2.8. Within this chapter respondents were also asked whether they consider the five strategic themes identified in the Third Dimension a useful basis for on-going dialogue. Respondents were then asked to consider any other element that they would add. For ease, the existing strategic themes in The Third Dimension are stated here:
- valuing voluntary action;
 - strengthening and empowering communities;
 - facilitating citizen voice;
 - accelerating social enterprise; and
 - personalising public services.
- 2.9. Overall, respondents agreed that the strategic themes are still useful as a basis for on-going dialogue.
- 2.10. However, for a significant number, broad support for the existing themes was often dependent on one or more of the following: altering the phrasing and therefore the emphasis of a particular strategic theme; broadening the content of a theme; and/or clarifying the content of a theme. Moreover, a number of additional elements were proposed by respondents.
- 2.11. The inclusion of co-production or co-design of services within the strategic themes was raised by a significant proportion of respondents, many of whom suggested that this be incorporated into the fifth theme of 'Personalising public services'. A minority suggested co-production of services merited a theme in its own right. The role of social enterprise in the delivery of public services was also mentioned by a small proportion of respondents. Here, the need to ensure social enterprises are positioned as providers of public services was emphasised.
- 2.12. A large number of respondents suggested that the economic impact made by the Sector and its role in ensuring sustainability should be captured within the thematic framework. In support of this suggestion, one respondent stated:
- The fourth theme could be better articulated as "Growing the social, environmental and economic impact of the Third Sector". This would better capture the Sector's role in sustainable development, and recognise the economic impact of all Third Sector organisations that create and sustain jobs and wealth through their activities, however they might define themselves.
- 2.13. A small number of respondents felt that the importance of valuing volunteering in all forms should be made explicit within the strategic themes.
- 2.14. A minority of respondents stated that recognition of the Sector's role in providing policy-making and implementation expertise should be incorporated into the strategic themes.

3. Chapter Three: Supporting the Third Sector Infrastructure

- 3.1. Chapter Three outlined Welsh Government's understanding of the existing Third Sector infrastructure support arrangements and described the main roles of the infrastructure organisations. The impact of the changes identified in Chapter One were highlighted and proposals designed to encourage innovation within the existing framework were set out, including some changes to the way funding might be allocated in future.

The Role of the Infrastructure

- 3.2. Respondents were asked whether the role of the infrastructure, as set out within the consultation document, is comprehensive and to identify any aspect that may have been overlooked. There was broad agreement amongst respondents with the role of the infrastructure set out in the chapter, alongside widespread recognition of the value of current infrastructure arrangements. In particular, a notable theme emerged around support for the vital role of the infrastructure in promoting good governance across the Sector. However, a significant number of respondents highlighted areas that have been overlooked as well as issues relating to the infrastructure that are causing concern within the Sector.
- 3.3. A strong view from a large number of responses was the need for the Sector's infrastructure bodies to maintain a strong local presence: "Locality and localism is integral to voluntary work and we must be wary of [not...] acknowledging this primary fact".
- 3.4. A significant number of respondents felt that the value of CVCs was not wholly captured by the content of the consultation document. Related to this was a positive appraisal amongst the majority of respondents of the local presence of County Voluntary Councils (CVCs) and Volunteer Centres and their vital role in strengthening communities and making a real difference at a grassroots level. Further detail identifying the value of this service for many of those who responded is outlined below.
- 3.5. For a large number of respondents the value of CVCs lies in their established relationships of trust with both their communities and the Sector (based on a sound understanding of local issues). Again, for a significant number of respondents their grasp of rural issues and the capacity to provide services through the medium of Welsh were valued particularly highly.
- 3.6. The vast amount of experience, expertise and knowledge that CVC personnel have amassed over the years was highlighted, alongside the role of CVCs in: providing governance support; providing volunteer support and recruitment; attracting additional funding for community projects; providing training programmes; and creating employment.
- 3.7. The potential for the development of the current role of the CVCs was also highlighted and respondents stated that CVCs are well placed to: provide

further support for regional collaboration; provide further support for joined up working; help ensure duplication of service provision is avoided; and further enable Third Sector organisations to contribute to the co-production and delivery of public services at a local and regional level. However, a small number of respondents did state that CVCs are not well placed to support larger Third Sector organisations.

- 3.8. A notable number of respondents were also keen to draw attention to the independence of CVCs and their capacity to articulate the voice of the Sector at an operational and strategic level (most notably via the Third Sector Partnership Council (TSPC)). The accountability of CVCs, through their membership base, was also identified as a defining aspect of the role of CVCs.
- 3.9. A substantial minority of respondents also referred to the emergence of what they consider to be inappropriate competition between CVCs and other Third Sector organisations: it was felt that CVCs should not act as service providers themselves as this jeopardises their role as independent bodies and presents an inherent conflict of interest.
- 3.10. A significant minority of respondents reflected on the strengths and weaknesses of the role of the Wales Council for Voluntary Action (WCVA). A number pointed out that they had not used WCVA's services or that the WCVA did not represent them. Specific weaknesses cited included: a lack of provision in Welsh; poor understanding of rural communities; limited connection with the grassroots; and a Cardiff-centric approach. This was balanced with a similar number of responses that supported the work of WCVA. It was suggested that the current research function of WCVA should be strengthened and expanded to provide a robust data framework to support policy development and impact assessment – a "What Works" centre for the Third Sector in Wales.
- 3.11. Linked to these comments, a minority of respondents believe that Welsh Government should ensure that the roles of infrastructure organisations are further clarified and more clearly defined and pointed out that this could help to avoid the duplication of services.
- 3.12. A minority of respondents suggested that the definition of the Third Sector infrastructure is currently too narrow and overlooks the function of those existing umbrella organisations that are not funded as part of the main infrastructure. Here, respondents recommended that more support be given to infrastructure organisations (including specialist umbrella bodies such as those whose memberships support specific client groups or beneficiaries) outside the Partnership Agreement, to complement and enhance the existing support provided by CVCs and WCVA.
- 3.13. A small number stated that the ability of the Sector to provide policy expertise at a strategic level was omitted from the description of the infrastructure provided in the consultation document. A number of Third

Sector bodies have gained practical experience in delivery that it was felt could be applied to policy formulation across a variety of portfolios.

- 3.14. A significant number of respondents proposed that measuring outcomes, evaluating impact and sharing best practice should be incorporated explicitly within the definition. A number of respondents felt that any rationalisation should include a focus on the quality of infrastructure work including measuring outcomes and evaluating the impact. It was suggested that consensus on outcomes be arrived at through engagement with key partners in the Sector and/or be related to an assessment of local need. It was also suggested that outcomes need to focus on the benefits for the community, not on the benefits for the Sector itself and that the Welsh Government needs to align funding to priorities such as tackling poverty.
- 3.15. A number of other factors were also considered to be missing from the defined role of the infrastructure. A compilation of these ideas from a range of respondents follows below: networking and facilitating collaboration (specifically, brokering relationships between national bodies and grass-roots organisations in terms of service delivery partnerships); developing the Third Sector workforce (both paid and unpaid); facilitating citizen engagement; lobbying and campaigning; developing volunteering opportunities, for example, time-banking, employee volunteering, active ageing, micro volunteering and virtual volunteering; supporting the very diverse needs of different organisations across the Sector; meeting training requirements; and ensuring the sustainability of the Sector.
- 3.16. Further to the above, a small number of respondents raised concerns around the current infrastructure support mechanisms. A need for an increase in provision of training was identified (and particularly around governance, information technology, human resources management and finance management). As one respondent stated: “there is a need for low-cost, accessible ‘packages of support’ for Third Sector organisations who cannot afford to employ specialist staff”.
- 3.17. Again, a small number of respondents pointed out that it is essential that any consideration of the future priorities for the infrastructure occurs in the context of the impending recommendations of the Commission on Public Service Governance and Delivery.

The Balance of Funding and Delivery across the Infrastructure

- 3.18. Within this chapter respondents were also asked how the right balance of funding and delivery across the infrastructure nationally, regionally and locally might be achieved. The substantial majority of respondents commented on the important role of the Third Sector in strengthening communities and delivering services at a grass-roots level. This was seen as the level at which the Third Sector makes a real difference to people and where many thought that funding should be directed. A large number of respondents believe only local organisations are able to fully understand the

needs of local communities and only CVCs are able to respond to the support needs of the local Third Sector.

- 3.19. The role currently played by CVCs is seen as vital by many in supporting local organisations and this belief was linked to a call for the funding of these bodies to be maintained. A significant number of respondents believe CVCs represent good value for money and in fact add to the Welsh Government core funding by drawing down a significant amount of additional funding.
- 3.20. Respondents also indicated that in order to be viable and provide the services required of them, CVCs need a minimum of core funding. Current core funding of CVCs represents only a small percentage of their total income, but provides them with a stable foundation which supports drawdown from other sources. Cutting this may limit the additional resources that can be drawn down.
- 3.21. Although there was strong support for CVCs, this was not universal. A minority questioned the need for 22 CVCs, the value for money they represent and the potential for duplication of services.
- 3.22. A minority of respondents reflected on the funding status of the Wales Council for Voluntary Action (WCVA). Here concerns were raised as to whether the level of funding the organisation receives represents value for money in relation to how resources are focused on regional and local dimensions as well as the national.
- 3.23. There was support for collaborative regional working amongst Third Sector organisations/CVCs although there were a number of caveats such as obtaining the right balance between national, regional and local funding and ensuring regional funding would not result in a reduction of funding from local authorities threatening local service delivery. One respondent stated that regional working should be adequately resourced to allow the Third Sector time to deliver regionally if that is the agreed direction of travel.
- 3.24. A small number of responses stated funding should be given on a more integrated regional basis as it could provide an important driver for facilitating change:

More funding has to be available at that level of government, both to innovate and deliver services.
- 3.25. It was suggested that each service should be rigorously examined to make sure that it is delivered at the right level (regional, national and local) and also to ensure that doing things once is not replaced by doing things several times.

The Current Infrastructure Funding Formula

- 3.26. A large number of respondents are content with the current infrastructure partnership agreement and believe it organises services in the most efficient

way without burdening the Sector with another layer of administration. Concerns were raised that regional budgets would be difficult to manage, creating more bureaucracy. A small number of respondents were pleased to see that the consultation document contained no plan to disrupt the current service configuration.

- 3.27. A review of the current funding formula was requested by a small number of respondents who feel there is a lack of clarity about the basis of current funding and the role of the WCVA as distributor of funding. It was suggested that a more equal relationship would be established by removal of this role, which in turn would lead to more constructive dialogue. This view was balanced by a similar proportion of respondents who expressed their appreciation for the WCVA and the services it provides.
- 3.28. It was pointed out that funding is currently allocated on a population/deprivation basis and other factors need to be taken into account. These include the fact that services are more difficult to deliver in some areas than in others. A range of significant factors were identified here: issues associated with rurality; the use of the Welsh language; the availability of support for Third Sector organisations, the number of Third Sector organisations; and the challenges that may be presented by the demographic profile of an area.

Third Sector Innovation Fund

- 3.29. Respondents were asked whether they supported the proposal to develop a Third Sector Innovation Fund on the basis outlined within the consultation document. A large majority of respondents stated that while the Sector is fully committed to innovation and service improvement they do not support the proposal to introduce an Innovation Fund as outlined in the consultation document.
- 3.30. There is strong opposition to top-slicing 10% of the infrastructure core funding in order to establish an Innovation Fund for project work. Respondents stated that this is primarily due to the impact of the resulting decrease in the current pattern of funding and the lack of evidence to support the introduction of such a fund.
- 3.31. Other associated concerns included the potential for: a negative effect on service delivery at a grassroots level as diverting resources to establish a regional project will “divert time, energy and resources from the essential role of supporting voluntary and community groups at a local level”; the introduction of excessive levels of bureaucracy; greater restrictions on the capacity of smaller organisations to access funding; and the creation of additional significant administrative costs. In the words of one respondent, there is also a concern that this proposal would result in an added burden on organisations “to continually chase the ‘new’ and ‘different’ rather than sustain what is already successful”. The possible danger that an Innovation Fund may be withdrawn in the future resulting in a loss of overall funding to the Sector was also raised.

- 3.32. A significant number of respondents stated that more information is required to determine the likely impact on existing services of designating 10% of core funding to innovation.
- 3.33. A substantial minority sought clarity on the purpose, objectives, criteria and measurable outcomes of the Innovation Fund and asked what gaps have been identified to deem the fund necessary.
- 3.34. Linked to these concerns is a view that funds are already in existence to support innovation. Moreover a common view amongst respondents was that the Sector is already meeting the needs of local communities through innovative practice. Indeed a significant number of respondents defend current processes stating that local CVCs are delivering in this respect.
- 3.35. A small number of respondents fully supported the introduction of an Innovation Fund. Those who are in support feel that the development of this fund will allow for the import of new ideas and concepts within the Sector (although they also strike a cautionary note stating that this work should be linked to worthwhile outcomes).

Grant Funding - Further Suggestions and Proposals

- 3.36. Analysis of the responses to this question found substantial demand to revive the Small Grants Scheme which was previously part of the Community Facilities and Activities Programme (CFAP). For the most part, respondents feel that it is sensible to allocate funding to local providers who can identify the most significant local needs and therefore make better use of Welsh Government funding at a local level.
- 3.37. A further suggestion is to use the consultation process as an opportunity to look at existing funding streams and ensure that there is support for developing innovative ideas within them.

Support for Volunteering

- 3.38. Finally, within this chapter, respondents were asked to reflect on the current infrastructure support for volunteering and suggest how it could be improved. A large number of respondents are content with the way Welsh Government currently supports volunteering. The strongest message from the respondents is that the existing services provided by the Volunteer Centres and CVCs are highly valued. As one respondent stated:

It is important to recognise and maintain the current infrastructure, which supports, promotes and celebrates volunteering. I would question the need noted in the document to simplify the current arrangements and with this in mind it is important that the Government recognises the effective work carried out locally, at grass roots level, by the Volunteer Centres.

- 3.39. The accessibility of Volunteer Centres at the heart of the community is highlighted as particularly important and the face to face relationship is valued. In this context the case for a balance of local, national and regional support, but with an emphasis on the local dimension, was made. As one respondent stated “local volunteering is an essential ingredient of community resilience, and the returns for local communities from these investments are very significant”. A strong, well-resourced local presence is considered key in engaging with small grassroots community organisations and individuals “who are furthest away from the labour market through volunteering”.
- 3.40. However, a number of respondents did send detailed returns that included suggestions for improvements relating to infrastructure support for volunteering (and in particular CVCs and Volunteer Centres). Suggestions include improved support and resources for: introducing new forms of volunteering (for example via the Welsh Bacalaureate); meeting the additional challenges posed by working through the medium of Welsh and in rural locations; distributing and administering funding; and proposals for new structures and ways of working. A significant minority highlighted that cuts to funding would affect the ability of CVCs and Volunteer Centres to support volunteers with additional needs, for example, young people not in education, employment or training, vulnerable adults and those furthest from the labour market. Stronger infrastructure support in this area could feed into wider Welsh Government strategy, in the words of one response:

We would suggest this area of work needs additional investment...pool resources from within Welsh Government departments so that there could be ‘smarter working’ thus providing a cohesive and strategic effort to tackle the needs of specific target groups and move them closer to the labour market.

- 3.41. Existing volunteering schemes (GwirVol and Volunteering in Wales) are generally held in high regard by those respondents who referred to them, as they provide a vital source of funding and support for many local community groups. There was a call for stability here, particularly since the demand for volunteering placements presently outstrips supply. However, a small number of respondents were less positive. Here comments related to improving and simplifying existing volunteering schemes (without cutting back on the funding); the need to: increase levels of local knowledge utilised on funding award panels; and the need to decrease award panel administrative costs (one specific suggestion for improvement included amalgamating the award panels of GwirVol and Volunteering in Wales).

4. Chapter Four: Engagement

- 4.1. This chapter first described the ways in which Welsh Government currently interacts with the Third Sector and then summarised proposals for future engagement including changes to the TSPC and Ministerial meetings.

Proposals for Development of the TSPC Network and Meeting Structure

- 4.2. In this chapter, initially respondents were asked whether they agreed with the proposals for the development of the TSPC network and meeting structure. There is broad, overall support for both the continuation of the TSPC and its improvement as current mechanisms do not work effectively. As one respondent stated: “the TSPC network and meeting structure needs to be a much more effective, efficient and encompassing mechanism”. The consensus amongst respondents was that the proposed changes in the consultation document are sensible and any measures to support further strengthening of engagement mechanisms would be welcomed.
- 4.3. Concerns raised around the current process and structure included: a lack of awareness of the TSPC, particularly at a grassroots level; unsound membership and election processes; poor communication and feedback mechanisms; and a lack of opportunities for engagement and participation, particularly at a local and regional level.
- 4.4. Linked to these concerns were calls and suggestions for improvement including: ensuring sound representation across Wales and across the Third Sector with appropriate and regular contact; improving communication of the work of the TSPC within the Sector; focusing on tackling strategic issues relevant across the Sector; and committing to achieving shared outcomes.
- 4.5. Many of those respondents who made suggestions for improvement felt that they would also help both to maximise and affirm the contribution the Third Sector makes to the Programme for Government.

Representation in the TSPC Network and Meeting Structure

- 4.6. Of these issues, concerns around the efficacy of current representation structures featured particularly strongly within responses and the need to engage national, regional and local interests as well as achieve geographical representation was raised. As one respondent stated: “there is an urgent need for additional mechanisms for engaging other organisations”. Here, a common theme was the ‘distance’ felt by smaller, community groups and a perception of under-representation of grass roots organisations’ opinions. Respondents felt that existing networks are often dominated by national organisations or larger single interest groups. There was a clear request for the development of engagement mechanisms that give voice to grassroots organisations and “a desire that local voices... lead the process”. Related to this is the belief that national umbrella groups are not always representative of the views and challenges their partners are facing on the ground.

- 4.7. A significant minority of respondents were not clear on how members to the Third Sector Partnership Council are currently appointed and were not aware of election processes. A range of suggestions were made to improve the membership of the TSPC, but there was no final consensus. Suggestions included: using a public appointments process; input from local and regional Assembly Members; including trade unions; including local authorities; making an additional network category of Immigration to include asylum seekers and refugees and economic migrants in one category; and using existing networks and mechanisms.
- 4.8. A significant number of responses also called for more effective communication between representatives and their constituent organisations. Here, the need to improve feedback from meetings across the TSPC network and the wider Sector was identified. For one respondent the issue is: “ineffective mechanisms for representation leading to poor communication when engaging and feeding back to those represented”; for another: “often those represented feel reluctant to engage in the representation system due to a lack of confidence that their message is being delivered and heard at decision making level”.
- 4.9. This concern around representation is related to the more general issue of poor communication and a significant minority of respondents called for better communication between the work streams of the TSPC and across policy areas; as well as communication to the wider Sector around the work of the TSPC itself.

Strategic Leadership Group

- 4.10. Amongst a significant minority of respondents, there was clear concern that the formation of a Strategic Leadership Group of the TSPC could create an elitist tier of unnecessary and unwanted bureaucracy. Questions were raised around how representation at this Group would be determined. A small number of respondents asked for further clarity on how such an engagement mechanism might work in the future.

A Regional Dimension to the Third Sector Partnership Council

- 4.11. There was overall agreement that a regional dimension to the TSPC should be considered. A significant number welcomed the idea and acknowledged both the increasing strategic importance of regional working with statutory agencies and the potential for improving communication with local organisations. A small number of respondents felt this would create the opportunity for a regional forum to take forward a regional agenda, which is currently missing from arrangements.
- 4.12. Further to this, a need to gather views on a local and regional basis to feed into national meetings was identified and a minority felt that a regional layer could improve communication in this regard. There was some appetite for introducing regional meetings in different areas as a means to increase

participation of smaller and more local organisations. However, it was also acknowledged that achieving regional representation is likely to be challenging and may require further investment of (already depleted) resources.

- 4.13. A small number of respondents sought clarification on which 'regional footprints' are being considered in this context and indicated that regional representation should be sought through CVCs. The need to take into account the specific challenges presented by particular localities was also raised (for example, in terms of language and rurality).

Improving TSPC meetings

- 4.14. Improving the meetings of the TSPC itself also featured. A significant number stated that longer and more frequent meetings were needed. There was also a call for more meaningful engagement as "current structures are heavily stage-managed and not spontaneous; anything which moves away from this is to be welcomed". An annual event and/or a series of open workshops were also suggested as a way to open up TSPC meetings. A minority of respondents feel that current TSPC meetings are "Cardiff centric". Perhaps related to this, the use of technology, particularly video conferencing, featured in a significant number of responses as a solution for strengthening and improving engagement: "technology needs to be embraced more effectively. The use of videoconferencing should be the norm rather than the exception".

Increasing the Effectiveness of TSPC Workstreams.

- 4.15. Within this chapter, respondents were also asked for suggestions to improve the proposals to increase the effectiveness of the contribution of the workstreams outlined in the consultation document. There was overall support for the development of TSPC thematic workstreams as outlined within the consultation document. A significant number of respondents agreed that terms of reference would need to be developed to ensure clarity and consistency. Related to this was the request that the workstreams adopt a "mutually agreed... purpose and outcome" before they are established. It was also pointed out that workstreams need to be relevant to the Third Sector as well as supporting the delivery of Welsh Government's Programme for Government. A small number indicated a lack of knowledge and awareness of the workstreams, raising questions around their current relevance for the wider Third Sector.
- 4.16. Overall, concerns raised in relation to the TSPC workstreams were similar to those made in relation to the wider TSPC network. As such, moving forward TSPC workstreams should: develop a better sense of purpose; should reflect strategic priorities; adopt a more outcomes focussed approach; introduce the use of social media and the greater use of video conferencing to increase engagement and participation; improve mechanisms for representation and membership. In terms of the latter a small number suggested exploring different mechanisms for representation and

membership and felt that there should be some flexibility on workstream membership, based on who is best placed to contribute to any given issue.

- 4.17. There was no consensual view on which strands workstreams should follow, but both equalities and Welsh language were mooted as areas for possible inclusion in a future structure.

Ministerial meetings with Third Sector representatives

- 4.18. Finally in this chapter, respondents were asked whether they agree that the existing biannual cross-portfolio Ministerial meetings should be replaced by a more flexible pattern of meetings with Ministers, which focus on timely and specific issues of mutual interest/concern. There is overall support for the more focussed Ministerial meetings proposed in the consultation. However, a significant number of respondents highlighted several factors, which should be considered in this context (it is again worth noting that these themes are similar to those highlighted in relation to the engagement mechanisms discussed above). These include the need for:

- regular contact: i.e. the maintenance of the current two regular meetings;
- direct engagement: each meeting should have assurance of the Minister's attendance for the entire meeting;
- shared outcomes: the agenda should be balanced and reflect both Welsh Government and Third Sector issues;
- sound representation: attendance should vary and be based on the agenda points of each meeting; and
- better use of technology: to enhance meetings and assist with promotion and awareness of the Ministerial meetings.

- 4.19. There was a common concern that the strategic importance of the current Ministerial meetings should not be lost. As one respondent stated: "Ministerial meetings are valued and need to be built upon and improved not abolished or diluted". Indeed, a strong view amongst respondents was that the present pattern of two meetings a year should be maintained. Although Welsh Government officials are in a position to attend on behalf of the Minister, the feeling overall is that the Minister should attend for the entire duration, as the direct engagement with Ministers that the meetings provide is considered essential.

- 4.20. A need for a balanced, co-produced agenda for each Ministerial meeting, highlighting both Welsh Government and Third Sector issues was also identified by a significant number of respondents. It was also felt that greater consideration should be given to planning meeting agendas as this would lead to more issues-focussed meetings (and the better use of resources including enabling attendance by appropriate representatives).

- 4.21. A small number of respondents suggested enhancing and updating the system of Ministerial meetings through the use of technology, for example: "Webinar and online conferencing to broaden the capacity and input of the meetings." Using technology to raise awareness and assist with the

promotion of each Ministerial meeting was a similarly popular view: “Talk to us using social media before and after the meeting, use Twitter and LinkedIn as well”.

- 4.22. Further suggestions for improving current engagement included: Welsh Government/Third Sector workshops and events to foster better relationships between the Sector and relevant Ministers and Assembly Members; and the introduction of mechanisms whereby civil servants and politicians benefit through spending a day with a Third Sector organisation.

Chapter Five: Working together Nationally, Regionally and Locally

- 5.1. This chapter highlighted a range of issues that impact on Welsh Government's relationship with the Third Sector and considered the development of more robust ways of working at national, regional and local levels. The chapter did not include specific proposals for change, but it did highlight important priorities and principles which will impact on those proposals in practice. It also suggested approaches to help shape future joint working between Welsh Government and the Third Sector. The unifying theme of the chapter was the need to develop a clearer understanding of how Welsh Government and the Third Sector work together nationally, regionally and locally which reflects current circumstances.

The Third Sector's Contribution to the Programme for Government

- 5.2. In this chapter, respondents were asked what can be done to ensure that the Third Sector's contribution to the Programme for Government is recognised and maximised. There was strong support here for the need to adopt a co-productive approach and engage the Third Sector in the early stages of service design. A number of respondents believe that giving the Sector a stronger role in planning, administering and meeting the needs of communities would help to maximise the Sector's contribution to the Programme for Government. In addition to these views there was strong support in favour of the maintenance of the independence of the Sector.
- 5.3. There was also strong support for the need to recognise the Third Sector's current contribution to the delivery of Welsh Government programmes. A number of respondents felt that the manner in which monitoring data is collected and analysed could be changed to better capture the contribution the Sector makes to the Programme for Government (for example, in keeping with the principles of Results Based Accountability). Better communication and a greater understanding of the work of the Third Sector on the part of Welsh Government, including the promotion of best practice from 'real' people and communities, was also identified as important in this context.
- 5.4. Specific suggestions to maximise and recognise the Sector's contribution to the Programme for Government included the following:
- creation of Third Sector Champions around specific policy areas; Development of a clear 'SMART' Action Plan for Welsh Government and Third Sector;
 - maintenance of current levels of funding for the Sector;
 - continuation of support for good projects with a proven track record;
 - drawing on established Third Sector for a (as these may provide an opportunity to connect the work of Welsh Government);
 - improvement of engagement mechanisms (as identified above (4.2 - 4.22));
 - improvement of funding mechanisms (as identified below (7.6 - 7.7)).

Greater Third Sector involvement in Regional Working

- 5.5. In this chapter, respondents were also asked how they would wish to see greater Third Sector involvement in regional working achieved. In this context, a significant number of responses supported a regional working approach. However the importance of localism in relation to a regional approach was highlighted by many, alongside the view that the principles of local access and local accountability are integral to the Third Sector infrastructure. There was solid support for investing in the local structures, which serve “real people” in “real communities” at grassroots level. In particular, volunteering was highlighted by a number of respondents as often being a very ‘local’ activity. However recognition was given to the benefits of local, regional and national working depending on the organisation and the policy area.
- 5.6. There was strong agreement that CVC’s are in an excellent position to facilitate communities and organisations working together regionally, potentially on a thematic basis. It was felt that this approach would provide value for money. A small proportion of respondents felt that Public Sector services are well positioned to co-ordinate collaboration at a regional level.

Regional Footprint

- 5.7. A significant number of respondents feel that the current regional landscape is complex and even confused. A definition or agreed footprint for regional working needs to be agreed as currently there are different geographical regions for different policy and public service delivery areas.
- 5.8. The Welsh Government was cautioned against being prescriptive about regional/collaboration footprints as it is felt that these need to be flexible in order to accommodate the varied alliances of organisations (in health, education and transport for example) with which the Third Sector must work. The chosen footprint needs clarity and understanding, should match existing collaborations, and give proper consideration to geographical, historical and cultural barriers.
- 5.9. A scoping exercise of existing regional structures was suggested by several respondents. Above all, the importance of a clear, accountable and transparent structure was highlighted.
- 5.10. A number of respondents raised concerns that a precipitate structural reorganisation of the Third Sector infrastructure in advance of any reconfiguration of Local Authorities in Wales would be counter-productive. In addition, these respondents felt that some CVCs have demonstrated that it is possible to operate regionally within current structures.

Outcomes Focussed Regional Working

- 5.11. Many respondents felt that any expectation by Welsh Government for greater Third Sector involvement in regional working should be made clear from the outset. It was suggested that the infrastructure could be required to demonstrate delivery against outcomes. One respondent felt that any outcomes and indicators for regional delivery would need to be flexible to take account of regional diversity. This view was shared by a minority of other respondents who also suggested that the approach to regional working needed to incorporate shared outcomes and goals rather than any top down prescription of work areas and boundaries.

Current Patterns of Regional Working

- 5.12. There was strong agreement that CVCs are already engaged with effective, established regional and national networks. Respondents detailed that CVCs are working together innovatively within regional footprints to deliver a co-ordinated approach that maximises strengths and expertise within a wider geographical area. Indeed, one respondent stated:

All CVCs are currently engaged on regional initiatives...these include joint representation, sharing joint information, jointly supporting Third Sector regional networks and facilitating regional applications for Big Lottery programmes, where they match regional agendas. Welsh Government could look to strengthening and targeting resources to some of this work rather than looking to create a new layer of structure, which could prove costly, hard to manage and not link well to the outcomes being sought by Welsh Government.

Regional Representation and Engagement

- 5.13. There was moderate support for greater Third Sector involvement in regional working though improved representation and engagement. Concerns were raised as to whether the future Public Sector regional structures will include Third Sector representatives. It was felt that greater consideration should be given to including the members from TSPC on regional strategic bodies. One respondent stated:

There is a need for a vehicle where national, regional and local organisations can interface with national and local government to take forward and develop the regional agenda.

- 5.14. The need for a robust process to ensure appropriate Third Sector representation on regional boards and partnerships was raised by a significant minority of respondents. It was felt that this could be achieved via CVC officers in certain circumstances but that there should also be scope for those with specialist knowledge to take on these roles. The need for engagement with both small and large organisations and the importance of local support for local groups was also highlighted. Developing and improving communication between these groups would help to achieve

greater involvement in regional working and would be of wider benefit to the Sector and its relationship with Welsh Government.

- 5.15. Barriers to regional working to be taken into account were raised by a number of respondents including, working across large geographic areas with transport limitations and journey times.

Model of Commissioning

- 5.16. In this chapter, respondents were also asked whether they agree that the model of commissioning set out in the consultation document should be adopted within the Code of Practice. There was strong overall support that the model for commissioning should be adopted within the Code of Practice. However a significant number of respondents voiced concerns both in relation to this aspect of the consultation and the issue of commissioning more generally.

- 5.17. A large number of respondents felt that Welsh Government needs to develop and articulate a much clearer policy relating to commissioning and procurement, which emphasises sustainability, community engagement and benefit alongside value for money. Supporting, training and empowering those involved should also be emphasised.

- 5.18. Moreover, a small number felt that the approach proposed within the chapter is not consistent with an outcomes based methodology:

If new models of public service delivery in which the Third Sector plays a part are to be developed, it is critical that we avoid approaching issues with a fixed idea of what the problem is as this narrows the range of solutions that might be considered.

- 5.19. A small number of respondents believe that the adoption of the model of commissioning should go further than the Code of Practice:

The Code properly focuses on process and procedures. The TSPC, its Workstreams and the Ministerial meeting can use this approach to focus on how commissioning achieves real outcomes that address the Programme for Government priorities and lead to better quality and better value services for people and communities. But for this to happen, government does need to be clear about what it wants, and create “space” for the Sector to deliver.

- 5.20. Further concerns relating to commissioning more generally were also aired and the improvements proposed by a small number of respondents included: the need to ensure grant funding arrangements sit along side this model and are not replaced; and the need to ensure smaller, local organisations have “more of a voice” in this context; the need to ensure consistency in commissioning procedures at a local and regional level (as current inconsistencies make it difficult for those within the Third Sector to build up necessary experience); the need to ensure that the timescales

associated with bidding are adequate (as at present they are often too short and that this can be associated with a lack of continuity of service); finally a small number of respondents mentioned challenges associated with consortia working:

There is a need for consortia members to deliver on their strengths, instead of competing against each other and we need an independent unbiased umbrella organisation to facilitate it.

Community Development and Resilience

- 5.21. Finally, in this chapter, respondents were asked how they would like to see Welsh Government proposals in relation to community development and resilience taken forward. A wide range of suggestions were put forward by respondents.
- 5.22. A significant number of respondents felt that effective support and facilitation should be in place for communities to come up with local solutions. Many felt that it is important to fully consult and involve local communities and organisations in any proposal to improve community development and community resilience and that “community leaders” (for example, community and town councillors) have an important role to play in working closely with partners from each sector. A significant number of respondents believe that the Third Sector needs to be supported to facilitate local and regional co-productive approaches across all sectors with all partners. Related to this, a small number highlighted that the Third Sector: “needs to be meaningfully involved in developing the outcomes to be achieved with Welsh and Local Government, Local Health Boards and others”.
- 5.23. A large number of respondents felt that more funding should be made available at a local level. In this context a significant number of respondents implied that the loss of the Community Facilities and Activities Programme (CFAP) is likely to have a detrimental impact on community development and resilience.
- 5.24. A number of respondents commented that the Third Sector already plays its part in developing and delivering on multi-agency approaches in communities across Wales and:

This needs to be recognised and resources invested in existing infrastructure instead of developing new structures. It is also important that local and national organisations are capable of working in partnership for the benefit of local communities.

- 5.25. In particular, the need for Welsh Government to recognise the value of CVCs and the key role they play in any community development and resilience work was highlighted.

- 5.26. A small number of respondents mentioned specific types of intervention that are considered fundamental to developing resilient communities. These included the importance of advocacy and mentoring programmes, which “need to be seen as best practice. We need to inspire people”; and interventions to encourage people to volunteer in local communities (one respondent stated that Volunteer Centres “clearly have a role to play in this aspect of community development, supporting communities to choose appropriate mechanisms to get more people interested in volunteering”).

Chapter Six: Compacts

- 6.1. Chapter Six summarised the Welsh Government's research advising on the option to legislate to enforce Compact agreements between local public Sector bodies and Third Sector organisations. The findings of this research propose the strengthening of existing frameworks rather than seeking new legislation in this area. The consultation document opened a discussion to assess the wider view of this approach.

The Role of Compacts

- 6.2. In this chapter respondents were asked to consider whether local Compacts, as described in the consultation document, have a continuing role to play in shaping the relationship between the Third and Public Sectors. The chapter also asked whether respondents agreed with the proposal to develop existing frameworks to impose greater control or influence over local Compacts and only introduce statutory obligations if this process fails over time. There was overwhelming agreement from respondents that Compacts have a continuing role to play in shaping the relationship between the Third and Public Sectors in Wales. There was also strong support for an approach to Compacts that builds on existing structures and strengthens Welsh Government's monitoring of their use. Specifically, the majority of respondents support the development of existing frameworks to impose greater control or influence over local Compacts as opposed to the introduction of statutory obligations.
- 6.3. A significant number of respondents agreed that there is a role for Compacts but feel that a mechanism should be put in place to monitor and evaluate effectiveness and to disseminate best practice. A large number of respondents highlighted the vital role Compacts play in bringing sectors together to provide better joined up quality local services for communities and feel they are essential for maintaining dialogue.
- 6.4. The role of Compacts in enabling engagement and collaboration around common agendas was valued and it was felt that all sectors must value the interaction and commit to it fully as equal partners. The need for trust and transparency and for all partners to be held accountable and subject to scrutiny was also highlighted.
- 6.5. It was generally felt that a change in attitudes is needed, which legislation will not help to achieve: "imposing the need to collaborate will not be effective; the implementation of a success tool would assist compacts to understand the benefits of their work and strive to improve its influence". An emphasis was placed on the importance of encouraging partners to participate in and value local Compacts in order to make them successful.
- 6.6. Good guidance and sound performance indicators are felt to be essential to the process. A small number stressed that guidance for local Compacts should reflect the relationship between all Local Service Board stakeholders and not solely the relationship between the Third Sector and other partners.

- 6.7. A small number of respondents felt that a more enthusiastic commitment to joint working could be encouraged through re-allocation of Welsh Government funding streams through CVCs rather than other statutory partners.
- 6.8. A minority of respondents explicitly stated their support for the proposal within the chapter that statutory obligations should be introduced if the approach fails over time, adding that any statutory controls would need local flexibility and adaptability. In addition several respondents highlighted the importance of ensuring that any legislation currently being drafted does not weaken the position of the Third Sector.
- 6.9. A significant minority of respondents do, however, call for a statutory instrument and imply that Compact relationships have broken down between organisations and the Local Authority - this underpins an argument for statutory responsibility to be placed on the Local Authority to balance the relationship:

The reality of Compacts is that as with many partnerships they can be dependent on individual relationships and therefore [we] would support statutory obligation as these can often have greater effect on altering relationships.

7. Chapter Seven: Framework Documents

- 7.1. Chapter Seven outlined the Welsh Government's statement that some of its primary documentation needs to be brought up-to-date to take account of the current climate and Welsh Government's policy agenda as set forward in the Programme for Government. In this chapter, Welsh Government's proposal to revise the Voluntary Sector Scheme and Code of Practice for Funding the Third Sector was set out, as was its intention to use a range of other tools to monitor the relationship on an ongoing basis.

Voluntary Sector Scheme

- 7.2. In the final chapter, respondents were asked whether the Voluntary Sector Scheme should be revised on the basis outlined in the consultation document. There was strong support for the revision of the Voluntary Sector Scheme as proposed in the consultation document, which affirms and supports many aspects of the current arrangements and it is widely asserted that these should be retained.
- 7.3. However, this support was accompanied by some suggestions for improvements to the Scheme including, for example: proposals that any revision of the Scheme should be adaptable in the future and responsive to changing circumstances. It should also be consistent with the policy changes of recent years. Respondents also highlighted a need for the revised scheme to be user friendly, easy to read by all partners and accompanied by clear guidance documentation.
- 7.4. A small number of respondents pointed out that many Third Sector organisations may have only limited knowledge of the current Voluntary Sector Scheme and how it relates or is relevant to their own organisation. Revising the Scheme and including clear supporting documentation will help promote understanding and facilitate engagement across the Sector. It was suggested that CVCs and the Third Sector should be encouraged to raise awareness of the Scheme.
- 7.5. A small number of respondents stressed the importance of involving the Third Sector and specifically the TSPC in any revision of the Scheme:

It is important that proposals are taken forward in partnership with the Third Sector, being developed in conversation with key partners before consulting with the Sector more widely.

Code of Practice for Funding the Third Sector

- 7.6. This chapter also asked if the Code of Practice for Funding the Third Sector should be strengthened and updated and whether there are any particular issues that should be addressed in the revision. There was strong support for strengthening and updating the current Code of Practice. It was widely felt that the Code of Practice is beneficial in supporting the work of the Third Sector, as one respondent stated:

Both in relation to the management of funding and other resources and ensuring that all parties demonstrate a unified commitment to working together to support the needs of communities.

- 7.7. However several issues are identified by respondents as in need of improvement through the proposed revision. Suggestions and comments included:
- procurement and tendering processes require improvement (for example, performance on diversity issues should be requested when tendering for contracts or applying for funding);
 - longer-term funding cycles should be introduced;
 - funding application processes should be simplified and proportionate to the level of funding requested (they are currently too bureaucratic);
 - processes for funding payments should be improved (including for example: the ability to access advanced payments when required; the provision of proportionate associated overhead costs; and clarity on application in relation to full cost recovery);
 - funding for training requirements should be met by Welsh Government;
 - there should be a greater emphasis on engagement and collaboration with the Third Sector (to this end, the Code should be widely accessible, clearly written with clear principles outlining Welsh Government's expectations);
 - monitoring procedures should be proportionate and robust, with a focus on outcomes;
 - the role of the Code of Practice for Funding the Third Sector should be promoted within Local Government, Local Health Boards and other public Sector organisations;
 - the revised Code should restate the circumstances in which grant funding is appropriate; and
 - Welsh Government should follow the commitments stated in the Code of Practice (in recent years this has not always been the case, for example, advanced notification of grant funding to allow organisations to make arrangements with regard to retention of staff in the following financial year).

Many of those respondents who made suggestions for improvements felt that they would also help maximise and recognise the contribution the Third Sector makes to the Programme for Government.

Integrated Delivery Plan, Annual Report and Work Stream Framework

- 7.8. The final question in this chapter asked whether respondents agreed that the existing Action Plan should be superseded by the Integrated Delivery Plan, Annual Report and Work Stream Framework. There was strong overall support for replacing the existing Action Plan with a revised Voluntary Sector Scheme; a revised Code of Practice for Funding the Third Sector; and an Infrastructure Grant Terms and Conditions, incorporating the Integrated Delivery Plan.

7.9. A number of respondents felt that the proposal was:

Acceptable provided the mechanisms for engagement were underpinned by the shared and tangible outcomes that the proposed Programme for Action would provide, and that progress in addressing these becomes the focus of the Annual Report of the Scheme.

7.10. These respondents also commented that the documents would need:

Commitments from Government to making this work, and to monitoring its own performance in as precise or measurable a way as it monitors the Sector's contribution.

7.11. A number of respondents felt further work needs to be undertaken to ensure that the new Integrated Delivery Plan fully reflects the work and contribution of all infrastructure partners. One respondent suggested that the annual report should focus on the outcomes contained within the Integrated Delivery Plan to enable both Welsh Government and the Third Sector to track progress and highlight areas that should be prioritised. Another respondent raised a concern as to:

How the Integrated Delivery Plan would encompass all work undertaken by Government at all levels with the Third Sector in order to meet the Voluntary Sector Scheme.

7.12. A small number of respondents would prefer to see the Action Plan retained, doubting the need for three documents and believe simplicity and clarity is required.

Annex 1 – Consultation Questions

- Q.1. Are there other key changes or developments in recent years that impact on the relationship between Welsh Government and the Third Sector and should be taken into account?
- Q.2. Do you agree that the analysis of the Third Sector and its qualities listed above are still relevant?
- Q.3. Do you consider that the five strategic themes in 2.17 are still useful as a basis for ongoing dialogue?
- Q.4. Are there other elements you would add or consider to be more useful?
- Q.5. The role of Infrastructure is set out above. Please let us know if there is something that you think has been overlooked.
- Q.6. How might we achieve the right balance of funding and delivery across the infrastructure nationally, regionally and locally?
- Q.7. Do you support the proposal to develop a Third Sector Innovation Fund on the basis outlined here?
- Q.8. We consider that the current infrastructure support for volunteering (see para. 3.21 and 3.22) is strong in many respects but could be simplified. Do you have any suggestions for how it could be improved?
- Q.9. Do you agree with the proposals for development of the TSPC network and meeting structure?
- Q.10. The suggested framework for TSPC Workstream activity seeks to increase the effectiveness of the contribution of the Workstreams. Do you have other suggestions to add to /or improve the proposal?
- Q.11. Do you agree that the existing biannual cross-portfolio Ministerial meetings should be replaced by a more flexible pattern of meetings with Ministers which focus on timely and specific issues of mutual interest/concern?
- Q.12. What can be done to ensure that the Third Sector's contribution to the Programme for Government is recognised and maximised?
- Q.13. The proposal is for a greater Third Sector involvement in regional working. How would you wish to see that achieved?
- Q.14. Do you agree that the model of commissioning set out in 5.17 should be adopted within the Code of Practice?

- Q.15. Community development and community resilience is an important part of the Welsh Government and Third Sector relationship. How would you like to see our proposals in this area taken forward?
- Q.16. Do you consider that local Compacts, as described in this chapter, have a continuing role in shaping the relationship between the Third and Public Sectors in Wales?
- Q.17. Do you agree with the proposal (“Option 2”) to develop existing frameworks to impose greater control or influence over local compacts and only introduce new statutory obligations if this approach fails over time?
- Q.18. Do you agree that the Voluntary Sector Scheme should be revised on the suggested basis?
- Q.19. Do you agree that the Code of Practice for Funding the Third Sector should be strengthened and updated? Are there particular issues you think should be addressed in the revision?
- Q.20. Do you agree that the existing Action Plan should be superseded by the Integrated Delivery Plan, Annual Report and Work stream Framework?

Annex 2 – List of Respondents

Name	Organisation
A H Edwards	Antioch Money Advice Centre
A Power	Noddfa Carers Centre, Penmaenmawr
Alaw Rowlands	Brynrefail Village Hall
Aled Owen	Cwm Community Action Group
Aled Roberts	Taran Disability Forum Ltd
Aled Roberts	Taran Disability Forum Ltd
Aled Roberts	Cwm Community Action Group
Alice Horwood	Cynllun Ieuencld Pwllheli Youth Project
Alison Steere	Vale of Glamorgan Volunteering Bureau
Alistair McLean	Fundraising Standards Board
Alun Billinghamurst	Public Health Wales
Andrea Jones	Unite the Union
Andrew Bowden	Cartrefi Conwy
Andrew Chiplen	The Amelia Trust Farm
Angela Bennett	A Voice for You
Ann	Samaritans North West Wales
Ann Davies	Llangefni Tai Chi
Ann Williams	Councillor Ogwen Ward
Anne Stephenson	Participation Cymru
Anne Stephenson	TSPC Workstream on Third Sector Skills Strategy
Anne Wei	Cardiff and Vale UHB
Anthony M. Evans	Not Applicable
Anwen Davies	Gwynedd Council
Barry Gallagher	Drive
Bethan Russell Williams	Mantell Gwynedd
Beverly Noon	Vale of Glamorgan Council
Bob Hathaway	Anxiety Support Group
Carl Cooper	PAVO (Third Sector Organisations in Powys consultation event)
Carl Cooper	Powys Association of Voluntary Organisations (PAVO)
Carol Green	Swansea Council for Voluntary Service
Catherine Evans	Carmarthenshire County Council
Catrin Manning	Red Cross
Ceri Davies	Natural Resources Wales
Charlotte Rankin	Professional Association for Childcare and Early Years (PACEY)
Christopher James O'Neal	Councillor
Christopher Mill	Samaritans
Claire Lawson	RSPCA CYMRU
Conway Hawkins	Vale CVC, Vale Volunteer Bureau and Vale Youth Forum
D Handel Evans	Bodffordd Cyf
Dafydd Rhys	Not Applicable
Dan Shaw	Pembrokeshire voluntary Sector Liaison Group
Daniel Carpenter	Voluntary Arts Wales
David Dyson	Scope

Debbie Doig Evans	Denbighshire Voluntary Services Council
Debbie Tanner	Snowdonia and Anglesey Scout Area and Denbighshire District
Deborah Wozencraft	International Day of Co-operatives event
Delyth Vaughan	Not Applicable
Dennis Reeve	Conwy Valley Rotary Club
Derek Walker	Wales Co-operative Centre
Dilys Shaw	Medrwn Mon
Donna Reid	Jigsaw
Dr Keith Blackburn	Mind Aberconwy
Dr Liz Bickerton	Not Applicable
Dr Martin Price	Institute of Fundraising Cymru
Dr Rhian Parry	Not Applicable
Dr Rosanne Parker	ASH Wales
Dr Sarah Lloyd Jones	People and Work Unit
Dylan Morgan	Pwyllgor Gwaith Gwyl Cefni
E Llewellyn Evans	South Gwynedd LTC Alliance
Edwina White	Ty Elis Counselling
Eirian Wynne	Carers Outreach Service
Eirian Wynne	Carers Outreach Service
Elaine Wyllie	CAVS
Ele Hicks	Diverse Cymru
Eleanor Davies	WEN Wales
Eleri Lloyd Jones	Age Cymru Gwynedd a Mon
Elfyn Llwyd	MP
Elizabeth Gossage	Pembroke 21C Community Association
Elma Verrinder	Hafan Day Care Moelfre
Ernie Wright	Soldiers, Sailors, Airmen and Families Association - Forces Help
Evie Wyn Jones	Busnes Eryri Ltd.
Ffion Highes	Rhosmeirch Playing Field Society
Gareth James	Not Applicable
Gareth Thomas	Gwynedd Council
Gerallt Llewellyn Jones	Menter Mon
Gethin Jones	Pontypool Pacers Heart Support Club
Glenys Aldcroft	The Anglesey Society for the Welfare of Handicapped Persons
Glenys Davies	Bocs Advisory Board
Godfrey Northam	Not Applicable
Graham Bath	Cadoxton Youth Project
Gretta Cartwright	Not Applicable
Gwen Griffith	Councillor - Mantell Gwynedd County Voluntary Council & Gwynedd Council
Gwenda Vaughan	Canolfan Bro Cernwy, Llangernyw
Gwenllian Griffiths	Macmillan Cancer Support
Gwynfor Parry	Llanfairpwll Bowling Club
Hazel Lloyd Lubran	Ceredigion Association of Voluntary Organisations (CAVO)
Hazel Lloyd Lubran	Ceredigion Association of Voluntary Organisations (CAVO)

Heather Joyce	Councillor
Heidi Bennett	Bridgend Association of Voluntary Organisations (BAVO)
Helen Dumbleton	Abbeyfield Cymru Ltd.
Helen Munro	Student Volunteering Bangor University
Helen Murray	Planed
Helen Parry	Moelfre Art and Play
Huw Jones	Isle of Anglesey County Council
Ian Davy	County Voluntary Council for County Borough of Merthyr Tydfil (VAMT)
Ieuan Gwynedd Jones	Community Shop
Iwan Williams	Mentrau Iaith Cymru
J Medwyn Williams	Not Applicable
Jackie Dix	Caerphilly Borough Voluntary Sector Liaison Committee
Jackie Dorrian	Re-Create – Cardiff and Vale Play Services Association
Jan Walsh	Cotyledon CIC
Jane Questle	Crossroads Care Bridgend County
Janet Radford	Association of Voluntary Organisations in Wrexham (AVOW) (extensive consultation with stakeholders)
Jean Forsyth	Councillor - Hirael
Jeremy Rees	VCS Cardiff Volunteer Centre
John Butterfly	Gingerbread Wales (North)
John Gwyn Williams	Not Applicable
Joy Marsden	NIACE Dysgu Cymru
K B	Anglesey Guide Centre DVLAs
Karen Jones	Neath Port Talbot County Borough Council
Kate Carr	NSPCC
Kathy Slinn	Nwaaa Independent Advocacy Service
Kay Polley	TCC Together Creating Communities
Kelly Davies	Vi-Ability Educational Programme
Kenneth Parry	Ynys Mon Angling Association
Kieran Duff	Flintshire Local Voluntary Council
Kieran Duff	Flintshire Third Sector Organisations
Leah Doherty	GwirVol
Lesley Jones	Keep Wales Tidy
Linda Wyn Jones	Seren Ffestiniog Cyf
Liz Rawlins	Tenovus
Llyn Mon Owen	Barnardos Cymru
Lorraine Waumsley	Presteigne and Norton Community Support and Volunteer Bureau
Louise Blackwell	Clwyd Alyn Housing Association Ltd
Lowri Watcyn Roberts	Chair of Dyffryn Ogwen branch of the Labour Party and Secretary of Dyffryn Ogwen Eisteddfod
Lucy Welch	372 (Barry) Squadron Air Training Corps
Lyndsey Williams	Community Voice Gwrandwch Portfolio
Lynne Jones	Mental Health Advocacy Scheme
M Blackburn	Soroptimist International
M Davies	Ogmore Valley Children and Young Peoples Partnership
Maggie Kelly	Conwy Pre-School Referral Scheme

Margaret Jones	Llandudno Youth Music Theatre
Margaret McLaughlin	Pedal Power Cardiff
Margaret Owen	Friends of Swan
Margaret Vickery	PACTO and Royal Voluntary Service
Maria Chapman	Police & Crime Commissioner's for Force Areas Gwent & Dyfed Powys
Marie Mitchell	Carmarthenshire Association of Voluntary Services (CAVS)
Mark Isherwood	Assembly Member
Martin Featherstone	Gwent Association of Voluntary Organisations (GAVO)
Mary E Brock	Not Applicable
Mary Newman	Voluntary Community Service/Llanedeyrn and Pentwyn Community
Matt Hemsley	Sustrans Cymru
Matt Walter	Regional Learning Partnership South West Wales
Menna Thomas	Barnados Cymru
Meri Huws	Welsh Language Commissioner
Michael Dixon	Flintshire Compact Liaison Group
Michael Kitt	Not Applicable
Mike Bright	Help from Home
Mike Lewis	Hawliau
Mo Sykes	YMCA Wales
Natasha Davies	Chwarae Teg
Nicola Eccles	Conwy Care and Repair
Nicola Evans	Cymorth Cymru
Not Specified	Hyfforddiant Parys Training
Not Specified	Third Sector Support Mid and West Wales (PAVO, PAVS, CGGSG-CAVS, CAVO)
Olwen Richards	Clwb Pensiynwyr Llangefni
Organisations & Trustees	Vale Centre for Voluntary Services
Pam Boyd	Cast Cymru
Patricia Finch	Barry Beavers Disabled Swimming Club
Paul Glaze	Council for Wales of Voluntary Youth Services
Paul Norris	Trearddur Bay Village Hall
Paul Rees	Wales Probation Trust
Peter Davies	Sustainable Futures Commissioner
Peter Kennedy	Torfaen Voluntary Alliance
Peter Llewellyn	Hywel Dda Health Board
Phil Harding	Cardiff and Vale Parents Federation
Phil Jarrold	WCVA
Phil Vickery	Pembrokeshire Gweini , Trustee PAVS, Trustee Pembrokeshire Street Pastors
Phillip Avery	Welsh Sports Association
R A Manning	Cylch Benllech and District 'Good Turn Scheme'
R H Wyn Williams	Councillor
Rachal Minchinton	Llamau
Raymond Burgess	Aviation Heritage Foundation
Rhea Stevens	Action for Children

Rhiannon Jones	Penygroes Branch Labour Party
Rhys Cornwall	Newport City Council
Richard Bertin	Councillor Vale of Glamorgan, Independent
Richard Bowen	Vision in Wales
Robb Roffe	Big Lottery Fund
Roger Davies	Golygfa Gwydyr
Roy Haley	Llandudno and Colwyn Bay History Society
Roy Haley	Llandudno Museum Chardon Trust
Sally Hyman	RSPCA Llys Nini
Sally Wilde	T'yn-y-groes Residents Association
Samantha Cotton	Cyngor Tref Conwy Town Council
Sarah Thomas	Children in Wales
Sarah Thomas	National Federation of Women's Institutes-Wales
Selwyn Griffiths	Councillor Porthmadog West
Shirley Pounder	Not Applicable
Sian Davies	Wales Pre-school Providers Association (Wales PPA)
Sian Stacey	Community Foundation in Wales
Simon James	Interlink RCT (group response)
Sion Lanini	World at Play
Stephen Cox	Vale Centre for Voluntary Services
Steve Jones	Walk on Wales
Sue Davies	Conwy Connect
Sue Leonard	Pembrokeshire Association of Voluntary Services (PAVS)
Sue Leonard	Wales Association of CVCs
Susan Glendinning	Cardiff Consortium (Charities)
Sylvia Chadwick	Homestart
Thelma Watkin	Powys Montgomeryshire Federations of Women's Institute
Tina Donnelly	Royal College of Nursing
Tony Foster	Itala Foundation
Tony Potts	Neath Port Talbot CVS
Tracey Price	Mind Pembrokeshire
Victoria Lloyd	Age Cymru
Walter Williams	Not Applicable
Wendy Hawkins	Clybiau Plant Cymru Kids' Club response
Wendy Jones	County Voluntary Council (CVC) for the County Borough of Conwy (views of trustees and member organisations)
Wendy Mitchell	Charity Retail Association
Will Francis	Town Councillor
William Knowles	Reynalton Residents Association