**C3SC – A Cardiff Strategy to strengthen relationships between the VCSE Sector and the Statutory Sector**

**Theory of Change –**

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| **Vision** | ‘To empower more effective working between the VCSE and statutory sectors in Cardiff for the wellbeing of the wider community’ | | | |
| **Domains of Intervention** | Procurement & Financing | Service Planning | Communications | Value and Evaluation |
| **Interventions** | Developing knowledge of how the Statutory Sector offers financial support in Cardiff to the VCSE sector  Developing an understanding within the statutory sector of challenges facing the VCSE sector in accessing statutory funding commissioning  Co-designing alternative procurement models  Building the Income Generation Capacity of the VCSE sector | Creating VCSE planning awareness and forums which align with, and are accessible to statutory sector service planning processes.  Creating a directory of the specialist knowledge of the VCSE sector available to the statutory sector for operational and strategic planning  The statutory sector to assess the impact of policy decisions on the VCSE sector | Developing a shared narrative for the VCSE sector in Cardiff to enabling constituent organisations to advocate for the sector as a whole  Developing awareness within the statutory of the full contribution made by the VCSE sector to Cardiff’s wellbeing  Creating clear communication cannels to disseminate key and critical messages from the statutory sector in a timely manner | Mapping the reach and value of the totality of the sector through an HEI research report |
| **Outputs** | The statutory sector has a greater understanding of the financial challenges of the VCSE sector  The VCSE sectors capacity to raise philanthropic funds to support services which have a social and community benefit in the city is increased  The VCSE sector has informed expectations of the funding capacity and constraints of the statutory sector | The VCSE sector understands service planning processes and hierarchies in a Cardiff context  The VCSE’s knowledge is embedded into public sector planning supporting a person centred response.  The impact of policy decisions on the VCSE sector is understood and negative impact minimised. | Understanding of the breadth, reach, scale and impact of the VCSE sector is increased.  Statutory sector organisations fully value the sector – including those in support rather than service delivery departments  Clear and effective communication channels enable the VCSE sector to deliver an informed and consistent response in respect of actions (particularly reactive) by the statutory sector. | A full value / ROI study in respect of the VCSE in Cardiff  Simple value metrics developed applicable to all organisations  The ability for VCSE organisations to deliver impact measurement via a common city wide framework with quantitative and qualitative measures |
| **Impact** | VCSE service provision develops (and responds to statutory sector budget constraints) via a more sustainable approach to income generation | The VCSE sector is integrated into service planning thereby increasing the effectiveness of VCSE and statutory sector services | The VCSE sectors positioning as critical partner for the statutory sector is re-enforced | Through determining the collective value of the VCSE sector in Cardiff (for the first time) it’s status and profile within the statutory sector is increased / understood. |

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| **Domains of Intervention** | **Interventions** | **Summary** | **Resource requirements** | **Requires change within statutory sector** | **Interdependency** |
| ***Procurement & Financing*** | Developing knowledge of how the Statutory Sector offers financial support in Cardiff to the VCSE sector | Training for VCSE partners on the funding plans, capacity and constraints of the statutory sector, in a Cardiff context | Low | No | No |
| Developing an understanding within the statutory sector of challenges facing the VCSE sector in accessing statutory funding commissioning | Statutory sector procurement teams fully understand the make-up, regulatory requirements and capacity of the VCSE sector – and develop funding approaches that reflect thus | Low | Yes | No |
| Co-designing alternative procurement models | Exploring initiatives such as framework funding, and collaboration funding which may be more appropriate for the VCSE sector | Low | Yes | No |
| Building the Income Generation Capacity of the VCSE sector | The statutory sector invests in support for the VCSE sector to secure alternate funding through philanthropic sources thereby retaining services with community benefit | Medium but with evidenced return on investment | Yes | No |
| ***Service Planning*** | Creating VCSE planning awareness and forums which align with, and are accessible to statutory sector service planning processes.  Creating a directory of the specialist knowledge of the VCSE sector available to the statutory sector for operational and strategic planning | A range of planning forums aligned with statutory sector planning structures inform the breadth of sector priorities. These planning forums inform a hierarchy to RPB / PSB etc and strategic policy work by C3SC  VCSE organisations opt into a knowledge directory promoted across the statutory sector o support bot strategic and operational (including reactive) planning | Medium  High | No  Partial | No  Potentially with communications directory |
| The statutory sector to assess the impact of policy decisions on the VCSE sector | Statutory sector organisations required to assess the impact of policy decisions on their VCSE ecology | Yes – for statutory sector | Yes | No |
| ***Communication*** | Developing a shared narrative for the VCSE sector in Cardiff to enabling constituent organisations to advocate for the sector as a whole | Development and delivery of clear messages in respect of the reach and impact of the sector – creating a clear ‘brand message’ | Low | No | Links to mapping work |
| Developing awareness within the statutory of the full contribution made by the VCSE sector to Cardiff’s wellbeing | Training, in particular to support rather than operational teams in statutory organisations to develop understanding of value, need and approaches when supporting work with the VCSE sector | Medium – VCSE sector to co deliver training thereby managing costs | No - but access needs to be allowed | Links to mapping work |
| Creating clear communication channels to disseminate key and critical messages from the statutory sector in a timely manner | Creation of a directory / contact management system that VCSE partners opt into which the statutory sector can use to provide timely and targeted information re immediate needs / changes etc | High | Yes | Potential with knowledge directory |
| ***Value and Evaluation*** | Mapping the reach and value of the totality of the sector through an HEI research report | A university based research study maps and values the VCSE sector whilst developing common value metrics that can be used across all VCSE organisations simply | High – to be met by Research Council Grant | No | Links to training, narrative and awareness work |