



Gofal Cymdeithasol **Cymru**
Social Care **Wales**

What to focus on

Explains what you should focus on when working with communities.

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Explains what you should focus on when working with communities.

Risk

What to focus on

- Taking a balanced approach to risk, rights and responsibilities. You should think about the risks and impacts of both acting and not acting.
- Removing the fear of being blamed if things go wrong.
- Encouraging an open culture that recognises and learns from mistakes.
- Using risk registers so you can see any opportunities that come with risks.
- Talking to others from similar projects about their journey, and what they learned from their successes and mistakes.

Where can you find out more?

These resources may not be bilingual or accessible. We're not responsible for resources produced by other organisations.

- **[A positive approach to risk](#) - Social Care Wales**

Sets out what's expected of practitioners when it comes to balancing perceived risks, rights and responsibilities.

- **[Positive risk and shared decision-making](#) - Social Care Wales**

Explains the challenges and opportunities to taking positive risks and making shared decisions, includes examples of good practice.

Strategic thinking

What to focus on

- Public service organisations including:
 - public service boards
 - regional partnership boards
 - local authorities
 - health boards.
- Planning and commissioning for social value using the *National Themes, Outcomes and Measures (TOMS) Framework* and *Can Do* toolkits.
- Making it easier to use resources flexibly.,
- Investing in local and social businesses.
- Developing a shared vision based on location.
- Agreeing how statutory, third and private sector services can help get results.
- Encouraging partners to share information with each other.
- Choosing a pilot project to test new approaches, then capture and share the learning.

Where can you find out more?

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- **[Reimagining community services](#) - The King's Fund**
Explains how the health and care system could change to meet the population's needs.
- **[The National TOMs: Themes, Outcomes and Measures](#) - Social Value Portal**
A framework to help you measure and report on social value.
- **[Can Do toolkits](#) - i2i project**
Resources to help you put the [Can Do approach](#) into practice.
- **[A guide to community resilience](#) - National Institute of Standards and Technology**
A six-step planning process to help towns, cities, and counties better withstand

hazard events and recover more quickly.

Leadership

What to focus on

- Finding the 'natural' and 'appointed' leaders within the community
- Considering peer support as a way to introduce mentoring
- Setting clear, shared goals, and the steps you'll take to achieve them
- Changing how you act when things are difficult so you can meet your goals, and working with everyone else to get through it
- Designing or finding the help you'll need to help you reach your goals.
- Looking at the rules:
 - are they the right ones?
 - how are they interpreted and applied?
 - are they being used in the spirit of the policy framework, especially the Well-being of Future Generations (Wales) Act 2015 and the Social Services and Well-being (Wales) Act 2014?
- Helping all types of community organisations in a leadership role to talk to decision-makers, and offering to help
- Sharing your journey with others so they benefit from what you learned along the way.

Where can you find out more?

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- **[Learning how to be a community leader](#) - Community Tool Box**

E-learning module which shares the skills and qualities successful community

leaders need.

- **Compassionate leadership for managers - Social Care Wales**

Resources which explain compassionate leadership and support leaders and managers to embrace it in their practice.

- **People-powered results: the 100 day challenge - NESTA**

A structured 100-day process for health, social care and voluntary organisations to create the best conditions to make change happen.

- **Approaches to community resilience - Social Care Wales**

Gives evidence for planning and developing community resilience initiatives.

- **How to listen to and learn from people and communities - The King's Fund**

Practical, evidence-based ways to help partners work with communities to find out what people need, what works and what could be improved.

Policy

What to focus on

- How the Well-being of Future Generations (Wales) Act 2015 and the Social Services and Well-being (Wales) Act 2014 are being applied in your community: is it in the spirit of the acts?
- Checking if your actions follow your vision
- Thinking whether commissioning, procurement and funding can be changed to provide more long-term stability to service providers
- Introducing collaborative bid processes to encourage more people to work in partnerships and make it easier to get funding
- Working with service providers before tendering for services so that you work to the same vision and goals
- Putting systems in place to record discussions and evidence that come from place-based conversations, for example, stakeholder engagement

- Simplifying monitoring and evaluation processes so that it doesn't hold up the work.

Where can you find out more?

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- **Approaches to community resilience - Social Care Wales**
Gives evidence for planning and developing community resilience initiatives.
- **The Well-being of Future Generations (Wales) Act 2015 - Future Generations Commissioner for Wales**
Legislation to make a long-lasting, positive change to current and future generations.
- **Social Services and Well-being (Wales) Act 2014 - Welsh Government**
The legal framework that brings together and modernises social services law.

Politics

What to focus on

- Making informal relationships into formal strategic alliances.
- Setting up productive relationships between local authorities and local town and community councillors. These should be based on positive leadership, trust, attitudes and skills.
- Getting rid of historical barriers to working together.
- Using the knowledge and skills of elected members and officers in place-based planning.
- Developing relationship-based compassionate leadership.
- Establishing place-based community teams.

Where can you find out more?

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- **Welsh Local Government Association (WLGA)**

Represents the interests of local government and promotes local democracy in Wales.

- **Welsh Council for Voluntary Associations (WCVA)**

The national membership body for voluntary organisations in Wales.

- **Institute of Welsh Affairs (IWA)**

A think tank and charity, independent of government and political parties.

Commissioning

What to focus on

- Making sure that you have good local leadership, trust and communication with new and existing providers throughout the commissioning cycle. This will help make sure that commissioning is truly flexible
- You should use qualitative methods, (such as personal stories that have been co-produced) to measure outcomes or value for money. This will help you to measure how effective the investment in community resourcefulness has been
- Learning lessons from community challenges in hard-to-reach and rural areas, which have needed more problem-solving.
- Local, regional and national policy-makers should continue to focus on what good policy should do. This will make sure that communities get the best help to grow, innovate and succeed.

Where can you find out more?

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- **Together for Change**

A unique collaboration between the Public and Third sectors, Solva Care, PAVS and Planed.

- **How commissioning is supporting community development and community building - Local Government Association**

Article by Dr Janet Harris from Sheffield University.

- **Creating social value in Bristol toolkit - Bristol City Council**

Explains how Bristol City Council commissions services, and when and where the council looks for opportunities for social benefit.

Co-production

What to focus on

- Valuing and building on people's strengths
- Helping networks to talk to each other
- Finding out what matters for the people involved
- Building relationships with trust and shared power
- Helping people to make change.

Where can you find out more?

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- **Co-production Network for Wales**

Community of practice for people working with citizens in Wales.

- **Public services inside out - NESTA**

Shows how co-production can work in practice.

Collaboration

What to focus on

- Setting your principles and values from the beginning. This is more important than setting your outcomes. Working together to achieve these outcomes will make them easier
- Investing time and resource into building relationships
- Developing a shared approach to measuring meaningful impact
- Working out if third sector organisations could share staff, such as back office and fundraising staff.

Where can you find out more?

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- **Embracing resilience: collaborative and equitable resilience practices - New Cities**

A six-step process to planning resilience.

Resources

What to focus on

- Developing the right structures, including funding processes, to make sure community and voluntary organisations can continue to work in the future

- Advising, helping and encouraging organisations to get different types of funding so they can stay flexible and strong.
 - More funding can help organisations make more of a difference. You should emphasise the social value of investment
- Finding ways for organisations to work on bids and tenders together. For example, organisations could look at how they can share fundraising staff
- Making it easier for organisations to apply and report how they use resources, and make it easier for organisations to receive long-term core funding. It can be difficult and expensive to innovate for every grant application.

Where can you find out more?

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- **[Re-thinking grant-making](#) - New Philanthropy Capital**
Blog post explaining how to support charities.
- **[Creating Resilience](#) - Charity Aid Foundation (CAF)**
Explores how funders can support charities.
- **[Welsh Council for Voluntary Associations \(WCVA\)](#)**
The national membership body for voluntary organisations in Wales.
- **[Funding Wales](#)**
Search for grants and loans opportunities from local, national and international sources.
- **[National Lottery Community Fund](#)**
Grants for different groups in Wales.
- **[Community Foundation in Wales](#)**
Funding to support groups in Wales.

Trust

What to focus on

- Setting your principles and values from the beginning. This is more important than setting your outcomes. Working together to achieve these outcomes will make them easier.
- Investing time and resource into building relationships
- Developing a shared approach to measuring meaningful impact
- Working out if third sector organisations could share staff, such as back office and fundraising staff.

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A six-step process to planning resilience.

Housing

What to focus on

- Investing in regeneration that prioritises places and people who need it most
- Supporting investment in housing and the wider infrastructure, including community development
- Designing procurement strategies with communities that benefits the community and uses local investment to build wealth.
- Let registered social landlords be flexible so they can have the best impact on their local communities by helping them to:
 - build capacity and skills

- develop contractual and governance processes
- decide on their roles. For example: are they funding, are they taking the lead or are they; entering into a partnership with other organisations?
- Registering social landlords, and working together to the same vision and strategy, with a clear description of how this will help planning for the area
- Thinking about developing community hubs or clusters with partners including local authorities, voluntary and community organisations to help make sure activities are relevant to the local situation and build the partner organisations' capacity.

Where can you find out more?

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- **[Communities in Control: Developing Assets](#) - Cormac Russell, ABCD Institute and Nurture Development**

Collection of short case studies about developing community assets.

- **[Can Do toolkits](#) - i2i project**

Resources to help you put the [Can Do approach](#) into practice.

- **[Great Places Report](#) - National Federation Housing**

Ten recommendations to make somewhere a great place to live.

Prevention

What to focus on

- Developing a shared understanding of what prevention is and supporting it
- Recognising the value and contribution of:
 - informal neighbourliness that has taken on caring and companionship roles
 - community support and activity groups

- green spaces
- other community assets.
- Understanding that the community knows what's best for it
- Gathering evidence and research over time to measure the impact of prevention
- Taking a community-centred approach to health and well-being by:
 - developing an approach that works across the sector
 - making sure communities are involved in designing and running services
 - mapping and using local assets
 - commissioning in ways that give everyone access to activities that support well-being
 - measuring outcomes that matter to communities
 - emphasising prevention activities in strategic planning and commissioning.

Where can you find out more?

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- **Future generations report - Future Generations Commissioner for Wales**

Explains what the Commissioner achieved between 2015 and 2020.

- **Community-centred approaches for health and well-being - Public Health England**

Explains why communities matter, why being connected matters for your health, and how to build social capital with community-centred approaches.

Understanding communities

What to focus on

- Spending some time getting to know the communities you'd like to work with
- Exploring the local history, background and politics
- Finding out what's going on, and if there are community groups or organisations running projects
- Asking a local organisation to give you a community induction, or just go for a walk around
- Talking to local people, asking them what works, what doesn't work, what could be improved
- Looking at data about the community
- Finding case studies or stories to learn more about the community
- Find out about local assets within the community.

Where can you find out more?

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- **[Asset-based community development for local authorities](#) - NESTA**
Explains how to rebuild relationships with communities through asset-based approaches.
- **[Mapping Community Assets in Wales](#) - Building Communities Trust**
Reflects emerging themes and findings connected to mapping of community assets across Wales and associated case studies.
- **[Welsh Index of Multiple Deprivation \(WIMD\)](#) - Welsh Government**
Welsh Government's official measure of relative deprivation for small areas in Wales.
- **[Data map Wales](#) - Welsh Government**
Data and maps from the Welsh public sector.
- **[Approaches to community resilience](#) - Social Care Wales**
Gives evidence for planning and developing community resilience initiatives.

Foundational economy

What to focus on

- Working with local businesses that contribute to the foundational economy. They're an important partner, and can provide:
 - provide essential local services
 - offer jobs
 - can provide community-wide leadership.
- Community interest companies (CICs) and micro-businesses can work at a very local level to develop and improve community resilience. Bigger companies can't always be as flexible
- When organisations outsource work, they should use the TOMs (themes, outcomes, measures) procurement process to support social value and community resourcefulness.

Where can you find out more?

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- **[The National Social Value Measurement Framework for Wales](#) - Welsh Local Government Association**

A framework to help organisations measure what they do and get involved with activities that make a difference.

Community action

What to focus on

- Planning how to get more local people involved in community action and planning, design and running local services
- Finding which specific challenges you have. Think about what actions, skills and resources you need for each challenge, including:
 - what you want or need from community action
 - which kind of people you need to engage with
 - where they are
 - how many people you need
 - when's a good time to engage with people?
 - how should you approach people who may get involved?
 - who's going to find people and get them involved?
 - what happens if you get a yes, a maybe, or a no?
 - which things might stop you succeeding? How will you get around them?
- Find and take away barriers, to make it easy for people to access community activities
- Working with the main stakeholders to decide on a vision and priorities.
 - You should agree how you'll do this, and make sure partners know what their role will be.
- Explaining how digital communication platforms can help, and their limitations:
 - find any features of your digital platform that aren't accessible or easy for your audience to use, and how you'll address these
 - are there print, radio or television formats of important news and information?
- Finding volunteering in the community and making opportunities for it to develop
- Find out:
 - what volunteering has done for the area?

- how is volunteering resourced?
- do they need more resources?
- Understanding the different people in your community and finding out if resources and services meet everyone's needs.
 - For example: Welsh language, culture, and different age groups.
- Finding ways to record and learn from good work happening at community level.

Where can I find out more?

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- **Developing Community Action - Community Tool Box**
Explains how to make a plan to involve different stakeholders in communities.
- **Building Better Futures - WCVA**
A toolkit to help communities, and the people who work with them, to plan better futures.
- **Approaches to community resilience - Social Care Wales**
Gives evidence for planning and developing community resilience initiatives.

Primary care

What to focus on

Primary care clusters should:

- carry on building and developing working relationships with communities
- find out how community-led action has helped people, communities, and public services before and after Covid-19

- learn from each other and the strategic programme for primary care. For example, the Accelerated Cluster Development programme could help to make this happen quickly and consistently across Wales
- find what works at a local level when you use or develop health and social care models
- collect information about communities and use it to make primary care clusters, health boards' and regional partnership boards' plans better
- find evidence of local social and healthcare models and find what works.

Where can I find out more?

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- **The King's Fund**

Charity working to improve health and care in England.

- **Primary Care One - NHS Wales**

Toolkits and resources to developing primary care in Wales.

- **Health and social care programmes - Welsh Government**

A summary of projects that have received funds to improve local health and social care services.

Key ingredients for success

What to focus on

- Understanding how much the community wants something
- The local context
- Meeting a community's needs
- Mapping assets
- Making time to build relationships

- Positive community mindset
- Supporting community leadership.

Support decision-making with:

- toolkits
- guides
- helpful people.