

Action Learning Set

C3 is putting on an action learning set aimed at leaders and decision makers in organisations.

- Action Learning is structured problem solving which enables participants to find solutions to real issues in a supportive group setting called 'Action Learning Sets'.
- Each Action learning Set has an external facilitator who will support and guide the group through the process.
- An Action Learning Set has between 5 and 7 members and agrees to meet at least 6 times over a 6 - 8 month period.

Contact David Mackenzie at VOSCUR on 0117 909 9949 or david@voscur.org for an application pack and/or a chat about whether Action Learning Sets are right for you.

ICT Health Check as part of C3 involvement

The C3 partnership is now able to offer support to organisations to help improve ICT through VOSCUR's Sean Kenny.

ICT Health checks can help you answer these questions:

- What are the goals for your organisation?
- What technical options are there?
- How much should you spend?
- Where can you get good value technical support?

The support offered consists of three stages:

- a visit from a C3 IT development worker to discuss your group's work, your plans for future development and how IT can help realise them.
- a report on your future strategy, agreed after consultation with you.
- a follow-up visit to deal with any problems that have arisen from the implementation of your new strategy.

Contact Sean on 0117 909 9949 or sean@voscur.org for more information. C3 is also working with Net:gain, which is another source of support.

C3 Resources

Check out these resources on the C3 web-site www.c3partnership.org

- Duties of a company director
- Duties of a secretary
- Duties of a treasurer
- Role of the chairperson
- Writing a performance improvement policy
- Business planning
- Writing an environmental policy
- Performance measurement tool
- Guide to procurement
- Employee questionnaires
- Employee welfare
- Grievances and disciplinary procedures
- Job descriptions and person specifications
- Model terms and conditions of employment
- Contracts of employment
- Recruitment and selection
- Internal democracy for co-operatives
- Using appraisals to manage performance
- Raising finance
- Financial management and accountability
- Financial forecasting and planning
- Financial processes
- Stakeholder analysis
- Customer care guidelines
- Marketing
- Promoting your organisation
- Process flowcharts
- Key performance indicators guidance
- Demonstrating the co-operative difference
- Financial benchmarking
- Social return on investment



The Performer – Issue 1

Welcome to the very first edition of The Performer – the new newsletter for C3 beneficiaries.

66 organisations are now benefiting from the C3 services, so we think it's a good time to build a forum for organisations to learn from each other's experiences of performance improvement.

This newsletter is one element in that forum - it allows us to share stories and news and alert you to upcoming events. We are also offering a programme of events for C3 beneficiaries to work with and learn from each other. That's the second element. Find out more about it below.

NEW C3 Learning Opportunities

Performance Improvement Working Groups – These working groups aim to offer you an opportunity to implement improvements to the way you collect and use your results, by working together with your peers. Sessions will incorporate practical training, structured activities to facilitate peer learning, and time to plan and implement improvements.

Working groups will meet three times over a three or four month period and aim to provide a structure to help you through the steps involved in improving the way you collect and use results. However, if you are not intending to implement the improvements just yet, you may just want to attend the first session. You are welcome to do so.

- How to Understand the Needs of your Customers – starts October 20th
- How to Understand the Needs of your Staff and Volunteers – starts November 10th,
- How to use Key Performance Results Strategically - starts January 19th
- How to Measure Social Impact - starts 27th February

Groups will consist of a maximum of 10 people and involve two C3 advisers and an expert speaker.

Action Learning Sets - An opportunity for leaders and decision makers to get together in a supportive and structured environment to address the issues they face in seeking to manage change and improve their organisations. The sets will consist of 6 sessions over 6-8 months. Trained Action Learning Set facilitators will facilitate them.

See inside for more info and booking details.

What's inside?

C3 Case studies

New 1-1 ICT support through C3

Detailed programme of events

C3 Resources



C3 advisers, Katy Harkavy, David Mackenzie, Dildar Singh and Stuart Griffin

VOSCUR training

Don't forget that C3 offers funding to cover the costs of VOSCUR training courses. See programme enclosed or www.c3partnership.org in the events section

Who's been improving?

Café Kino, Bristol's newest vegan and vegetarian café on Ninetree Hill have been quick to embrace C3. A not-for-private-profit workers' co-operative, they spent a couple of years doing outside catering before finding the space for Café Kino near Stokes Croft.

With an expanding membership they were keen to identify improvements to the way they operate co-operatively while also exploring the new challenges of running a café.

Michael William, of Café Kino said "Going through PERform has enabled us to look beyond the day-to-day of the café and Katy (our C3 adviser) has been a good sounding board, providing us with reassurance that we are on the right track."



Hartcliffe Health Environment and Action Group (HHEAG) involve local residents in a range of food and environmental initiatives.

They wanted a framework to help them carry out an organisational review and PERform fitted the bill.

A self-assessment process was undertaken over 3.5 hours involving 7 participants drawn from staff and management committee and was scheduled to feed into an organisational review day involving all stakeholders. The diagnostic process

provided a thorough overview of the organisation and prioritised issues to be discussed further on the review day.

An action plan was then completed in a subsequent 2-hour session. Writing an overall plan for the whole organisation was identified as a priority.

Chris Eadie, HHEAG's Co-ordinator said, "The C3 approach really helped me and all stakeholders to focus on what was important to develop the organisation. PERform provided a good structure and resulted in a realistic action plan."

'Knowle Safe' is the community safety arm of the Knowle West Development Trust and aims to reduce crime and the fear of crime in the area.

Project manager, Kathe Jacobs, said, "PERform is talking us through how we work as an organisation, step by step, and is looking closely at every aspect of the way we function. The PERform statements have stimulated debate between team members, and made us think about how each member contributes to the whole service so that together we can gain a sense of direction and focus."



NEW C3 Learning Opportunities

Performance Improvement Working Groups

An opportunity to share and learn from your peers whilst receiving practical guidance from trainers.

How to understand the needs of your customers

Aim: participants will work together to review systems for collecting, analysing and using customer results and start to implement improvements.

Session 1: October 20th, Southville Centre, 9.30 – 3pm What information do you need from your customers? Who are your customers? How will you use your information? What information have you already got? What do you need to collect, from who and when? What are the differences between satisfaction, expectation and loyalty?

Session 2: late November (half – day session, date to be set by participants) How do you ensure that results can be used to improve customer satisfaction and loyalty? What makes a good survey? How can information be compared from consultation to consultation? How do you develop a customer service plan?

Session 3: Jan/Feb (date to be set by participants): Discussions of learning so far, what has worked well when implementing improvements, and how to overcome obstacles.

How to understand the needs of your staff and volunteers

Aim: participants will work together to review methods for monitoring and predicting the performance and perceptions of staff and volunteers and start to implement improvements.

Session 1: November 10th, the Architecture centre, 9.30 – 3pm – An action packed workshop exploring different methods for monitoring and evaluating the performance of your people, focusing on the appraisal and supervision process with relevant case studies and guest speaker.

Session 2: (half day session, date to be set by participants) – Hands-on session to design an appraisal process that is appropriate for your organisation - Including setting objectives, deciding who should be appraised and who does the appraising, how often appraisals take place as well as sample appraisal forms based on best practice.

Session 3: (date to be set by participants): Discussions of learning so far, what has worked well when implementing improvements, and how to overcome obstacles.

How to use key performance results strategically January 19th, The YHA

Details to follow in next newsletter or sent on request

How to measure social impact February 27th, Windmill Hill City Farm

Details to follow in next newsletter or can be sent on request