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What will the Compact achieve?

If we all follow the key principles in the Compact, and keep to the commitments that we made to each other, then:

- when we work together in partnership, we can concentrate on getting things done. We won't be held up by arguments and misunderstandings between different partners. When there are conflicts between different partners, this won't stop partnerships working together.
- everyone who is involved in a partnership will be respected and valued equally for what they can contribute, from the Leader of the Council to a member of the smallest community group. The partnership will be able to get the most out of all of its partners.
- partners will be able to get to the resources that are appropriate for them. It will be clear how to apply for funding or contracts, and how decisions are made. When commissioners have to make difficult decisions about cutting or stopping funding or contracts, they will involve partners in their planning process. Commissioned organisations will feel that they are treated fairly. Commissioners will know what they are getting for their money.
- people will have more opportunity to influence decisions through consultations. It will be a normal and important part of our daily working lives to consult with our partners. When we consult people, we will genuinely take their views into account when we make decisions. People who take part in consultations will feel that they made a difference by getting involved.
- people in Calderdale will volunteer more. Volunteers will feel valued and supported by the organisations they work with. Groups that have volunteers will make the most of their contribution. We will celebrate the importance of volunteers in our society.
- everyone will be valued by and involved in partnerships. We will recognise the value of first hand experience. It will be easier for smaller organisations to be involved in processes like funding and consultation. Smaller organisations will feel able to properly represent all of their members.

This won't all happen immediately, but the first step to making it happen is to sign up to the Compact and agree to start working towards these aims.

Who are your Compact Partners?

Throughout this document, we talk about your partners. By “partners”, we mean anyone that you work with outside of your own organisation. This can include:

- formal partnerships like the Crime and Disorder Reduction Partnership, which has paid staff and a legal responsibility to do certain things.
- informal arrangements like two community groups agreeing to hold a joint summer festival.
- Financial relationships, between a grant funder or commissioning organisation or a purchaser of goods or services and the organisation receiving the money.
- volunteering arrangements, like employees from a private business offering to spend an afternoon decorating a community centre.
- a network of voluntary groups, who get together to share information about fundraising.
- any other kind of arrangement where two or more people come together from different organisations to do something together.

This Compact is a working document that will be reviewed annually to make sure that it is relevant and effective. We will be inviting all Compact partners to take part in the review, but in the meantime, if you have any ideas for how we can improve the Compact, please contact us at any time.

Please see the details of how to contact the Compact Steering Group on page 13.

How do we work together as Partners?

As a Compact partner, we believe that all partners need to show integrity, objectivity, openness, honesty, consistency and leadership in everything they do; we are aware that investing in the infrastructure of Civil Society Organisations (CSOs) is vital for their development. Therefore we have developed this set of **Key Principles** for all partners to adhere to:

1. It is a good thing to have a range of different CSOs. These groups are an important part of what makes a Big Society work.
2. We cannot achieve all of the things we want to achieve on our own.
3. We need to work together in partnership with different sectors to be able to do what we want to do well.
4. Successful partnerships are where partners understand and recognise each other's rights and responsibilities.
5. Successful partnerships are where partners respect each other.
6. Successful partnerships recognise that partners are different. Partners can have different purposes. Partners have different levels of resources and staff. Some partners will have to keep certain legal rules that won't affect everyone.
7. CSOs have a right to campaign and lobby other partners, as long as they don't break the law and as long as everyone understands what role they are playing. Not all groups will want to campaign or lobby, but if they do, other partners will respect their decision.
8. Our partners have a right to expect us to take responsibility for our own actions.
9. The best way of making sure that CSOs are sustainable is for them to have funding from a range of different sources.
10. We need to communicate and work together at all levels of our organisations.
11. We will be open and transparent in reporting and monitoring.

Commitments for Partners

1 A strong, diverse and independent civil society

Public agencies will:

- 1.1 respect and uphold the independence of CSOs to deliver their mission, including their right to campaign, regardless of any relationship, financial or otherwise, which may exist.
- 1.2 ensure partners are supported and resourced in a reasonable and fair manner where they are helping public agencies fulfil its aims.
- 1.3 ensure that public agencies collectively recognise the need to resource national and local support and development organisations in order to assist partners with their capacity and capability to deliver positive outcomes.
- 1.4 ensure greater transparency by making data and information more accessible, helping Partners to challenge existing provision of services, access new markets and hold government to account.
- 1.5 consider a range of ways to support partners, e.g. such as enabling CSOs greater access to state owned premises.
- 1.6 ensure that it is free for volunteers to access Criminal Record Bureau (CRB) checks. Work towards streamlining processes for volunteers who are volunteering for more than one cause.

Partners will:

- 1.7 when campaigning or advocating, ensure that robust evidence is provided, including information about the source and range of people and communities represented.
- 1.8 ensure independence is upheld, focusing on the cause represented, regardless of any relationship they have with public agencies, financial or otherwise.

2 Effective and transparent design and development of policies, programmes and services

Partners who are developing policy or programme/service design will:

- 2.1 ensure that social, environmental and economic value² forms a standard part of designing, developing and delivering policies, programmes and services.
- 2.2 consider the social impact that may result from policy and programme development, and in particular consider how these would impact local efforts to inspire and encourage social action and to empower communities.
- 2.3 work with partners from the earliest possible stage to design policies, programmes and services. Ensure those likely to have a view are involved from the start and remove barriers that may prevent organisations contributing.
- 2.4 give early notice of forthcoming consultations, where possible, allowing enough time for partners to involve their service users, beneficiaries, members, volunteers and trustees in preparing responses. Where it is appropriate, and enables meaningful engagement, conduct 12-week formal written consultations, with clear explanations and rationale for shorter time-frames or a more informal approach.
- 2.5 consider providing feedback (for example through an overall response) to explain how respondents have influenced the design and development of policies, programmes and public services, including where respondents' views have not been acted upon.
- 2.6 assess the implications for Calderdale of new policies, legislation and guidance, aiming to reduce the bureaucratic burden, particularly on small organisations.

Partners responding to policy or programme/service design will:

- 2.7 promote and respond to government consultations where appropriate.
- 2.8 seek the views of service users, clients, beneficiaries, members, volunteers, and trustees when making representation to government. Be clear on who is being represented, in what capacity, and on what basis that representation is being made.
- 2.9 when putting forward ideas, focus on evidence-based solutions, with clear proposals for positive outcomes.

² Social value encompasses a broad concept of value by incorporating social, environmental and economic costs and benefits. This means that as well as taking into account the direct effects of interventions, the wider effects on other areas of the economy should also be considered.

3 Responsive and high-quality programmes and services

Commissioners and funders will:

- 3.1 ensure that partners have a greater role and more opportunities in delivering public services by opening up new markets in accordance with wider public service reform measures and reforming the commissioning environment in existing markets.
- 3.2 consider a wide range of ways to fund or resource partners, including grants, contracts, loan finance, use of premises etc. where appropriate to the type of organisation involved. Work to remove barriers that may prevent partners accessing government funding, thereby enabling smaller organisations to become involved in delivering services where they are best placed to achieve the desired outcomes.
- 3.3 ensure transparency by providing a clear rationale for all funding decisions.
- 3.4 commit to multi-year funding where appropriate and where it adds value for money. The funding term should reflect the time it will take to deliver the outcome. If multi-year funding is not considered to be the best way of delivering the objective, explain the reasons for the decision.
- 3.5 ensure well managed and transparent application and tendering processes, which are proportionate to the desired objectives and outcomes of programmes².
- 3.6 agree with partners how outcomes, including the social, environmental or economic value, will be monitored before a contract or funding agreement is made. Ensure that monitoring and reporting is relevant and proportionate to the nature and size of the opportunity. Be clear about what information is being asked for, and why and how it will be used.
- 3.7 ensure equal treatment across sectors, including reporting and monitoring arrangements, when tendering for contracts.
- 3.8 recognise that when CSOs apply for a grant they can include appropriate and relevant overheads, including the costs associated with training and volunteer involvement.
- 3.9 discuss and allocate risks to the organisation(s) best equipped to manage them. Where prime contractors are used, ensure they adhere to the principles of this Compact in allocating risk. Ensure delivery terms and risks are proportionate to the nature and value of the opportunity.

- 3.10 ensure that the widest possible range of organisations can be involved in the provision of services through appropriate funding and financing models, for example outcome based payments and payment in advance of expenditure. Payment in advance of expenditure should be considered on a case by case basis where this represents value for money.
- 3.11 ensure all bodies distributing funds on public agencies' behalf adhere to the commitments in this Compact. This includes the relationship between prime contractors and their supply chains. Demonstrate how funding arrangements and financial support can allow smaller and specialist providers to play a greater part.
- 3.12 apply the Compact when distributing European funding. Where conflicts arise with European regulations, discuss the potential effects and agree solutions together.
- 3.13 encourage feedback from a range of sources on the effectiveness of public agencies' partnership with partners and how successful it has been in delivering their objectives. Consider placing this feedback in the public domain.

Partners will:

- 3.14 ensure eligibility for funding before applying and be explicit about how outcomes will be achieved.
- 3.15 ensure robust governance arrangements so that organisations can best manage any risk associated with service delivery and financing models, including giving funders early notice of significant changes in circumstances.
- 3.16 be open and transparent about reporting, recognising that monitoring, whether internal or external, is an aspect of good management practice.
- 3.17 demonstrate the social, environmental or economic value of the programmes and services provided, where appropriate.
- 3.18 help facilitate feedback from users and communities to public agencies to help improve delivery of programmes and services.
- 3.19 recognise that public agencies can legitimately expect partners to give public recognition of its funding.

4 Clear arrangements for managing changes to programmes and services

Commissioners and funders will:

- 4.1 if a programme or service is encountering problems, agree with the partner a timetable of actions to improve performance before making a decision to end a financial relationship.
- 4.2 assess the impact on beneficiaries, service users and volunteers before deciding to reduce or end funding. Assess the need to re-allocate funds to another organisation serving the same group.
- 4.3 where there are restrictions or changes to future resources, discuss with partners the potential implications as early as possible, give organisations the opportunity to respond, and consider the response fully, respecting sector expertise, before making a final decision.
- 4.4 give a minimum of three months notice in writing when changing or ending a funding relationship or other support, apart from in exceptional circumstances, and provide a clear rationale for why the decision has been taken.

Partners will:

- 4.5 plan for the end of funding to reduce any potential negative impact on beneficiaries and the organisation.
- 4.6 contribute positively to reviews of programmes and funding practice.
- 4.7 advise public agencies on the social, environmental or economic impact of funding changes, and on ways to minimise their effects on people in vulnerable situations.

5 An equal and fair society

Partners will:

- 5.1 work with partners that represent, support or provide services to people specifically protected by legislation and other under-represented and disadvantaged groups. Understand the specific needs of these groups by actively seeking the views of service users and clients. Take these views into account, including assessing impact, when designing and implementing policies, programmes and services.
- 5.2 acknowledge that organisations representing specific disadvantaged or under-represented group(s) can help promote social and community cohesion and should have equal access to state funding.
- 5.3 take practical action to eliminate unlawful discrimination, advance equality and to ensure a voice for under-represented and disadvantaged groups.
- 5.4 if receiving funding from a public or government body, show how the value of the work can help that body deliver its public sector duties on promoting equality and tackling discrimination.
- 5.5 take practical action, such as through funding bids, to eliminate unlawful discrimination, advance equality of opportunity and build stronger communities.

6 Volunteering

Calderdale recognises the immense contribution made by its volunteers, be that with a public body or a voluntary and community sector organisation. For this reason Calderdale has formed a Strategic Volunteering Partnership of organisations that value and recognise their volunteers. The SVP has set down its aims and ethos around volunteering (further information available at www.cvac.org.uk) and it is from this that we have developed the Volunteering Code principles below:

Partners recognise that

- 6.1 volunteering is a substantial social investment that creates social capital and is a vital part of active citizenship, and that volunteering makes a major contribution to raising the quality of life.
- 6.2 although volunteers give their time for free, they need resources with which to work – e.g. out of pocket expenses, care costs.
- 6.3 and we support the principle of best practice in the promotion, development and acknowledgement and contribution, celebration of volunteering.

Partners will

- 6.4 ensure that volunteers are not used as a substitute for paid workers.
- 6.5 work in partnership with other organisations and agencies to help potential volunteers find opportunities that fit their needs, interests and abilities.
- 6.6 work in partnership to help create and develop new opportunities that fit the needs, interests and abilities of residents in Calderdale
- 6.7 involve volunteers in decision making, either through internal structures or through participation in responding to consultations
- 6.8 include information on the nature and extent of volunteering in our organisation within our existing reporting structures.
- 6.10 work in partnership to develop a consistent set of principles on the level of commitment or work that is reasonable to ask from volunteers.
- 6.11 ensure that staff with recruitment, induction or management responsibility for volunteers will receive appropriate training and support
- 6.12 treat volunteers fairly, including allowing them access to training (including accredited training where appropriate) and support according to the resources available to our organisation.
- 6.13 where an organisation has the capacity, they will ensure a senior management person is responsible for volunteers.

- 6.14 provide clear roles for volunteers and monitor them regularly
- 6.15 improve staff awareness of the contribution made by volunteers to overall objectives.
- 6.16 encourage the development of employment practices that allow for time off for volunteering wherever practicable.
- 6.17 ensure that our organisation values volunteers by allocating adequate budgets to support volunteer involvement.

Contact Details

The two main contacts for any queries you have about the Compact are:

Soo Nevison Voluntary Action Calderdale
The Resource Centre
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Sheri Wardell Calderdale MBC
Safer and Stronger Communities
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Northgate House
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This document is available in different formats. Please make enquiries from the contacts listed above.

The **Calderdale Compact Toolkit**, is available on request. This provides useful guidance on how to work in partnership under the Compact principles and undertakings. It is a suitable resource for all partners from every sector. It will help partners in Calderdale to do the best we can for each other, either working on our own or in partnership. The Toolkit also offers suggestions of how to avoid Compact challenges and the process to follow if you feel things have gone wrong and you wish to do something about it.