

---

# Calderdale Compact

## TOOLKIT

---

Resource pack to help you implement the Calderdale Compact



The Calderdale Compact is a collaborative project which has been developed by a Compact Steering Group.

The Compact Steering Group reports to Calderdale Forward, and is made up of officers from the following Calderdale Forward partners:



# Contact Details

The two main contacts for any queries you have about this toolkit are:

**Soo Nevison**      **Voluntary Action Calderdale**  
The Resource Centre  
Hall Street  
Halifax  
HX1 5AY  
01422 348777    [co@cvac.org.uk](mailto:co@cvac.org.uk)

**Sheri Wardell**      **Calderdale MBC**  
Community Services  
3rd Floor  
Northgate House  
Halifax  
HX1 1UN  
01422 392317    [sheri.wardell@calderdale.gov.uk](mailto:sheri.wardell@calderdale.gov.uk)

These two contacts are available to answer all of your general queries on the Compact toolkit, what it means and how to use it. They may also be able to signpost you to more specialist advice.

## Compact Steering Group

There may also be some specific issues where you feel that other members of the Steering Group may have particular expertise that they can share with you:

For general information about the Compact Steering Group, and its plans:

**Soo Nevison**      **Voluntary Action Calderdale**  
The Resource Centre, Hall Street, Halifax, HX1 5AY  
01422 348777 co@cvac.org.uk

For information about health issues and the NHS Trust:

**Kate Hinks**      **Calderdale & Huddersfield NHS Trust**  
Salterhebble, Halifax, HX3 0PW  
01422 224287 kate.hinks@cht.nhs.uk

For information about NHS Calderdale issues and general consultation issues:

**Dawn Gaukroger**      **NHS Calderdale**  
Dean Clough, Halifax, HX3 5AX  
01422 281300 dawn.gaukroger@calderdale-pct.nhs.uk

For information about issues affecting young people:

**Cyril Love**      **YMCA**  
Marlborough Hall, Crossley Street, Halifax, HX1 1U  
01422 353626 angus.henderson@halifax.ymca.org.uk

For information about funding for children and young people

**Megan Vickery**      **Community Foundation for Calderdale**  
Community Foundation House, 162a King Cross Road, Halifax, HX1 3LN  
01422 349700 megan@cffc.org.uk

For issues affecting the private sector in particular:

**Steven Leigh**      **Mid Yorkshire Chamber of Commerce & Industry**  
Commerce House, Wakefield Rd, Aspley, Huddersfield, HD5 9AA  
steven.leigh@mycci.co.uk



---

# Calderdale Compact

---

Welcome to the Calderdale Compact Toolkit. The materials in this pack are designed to help you implement the Calderdale Compact in your own organisation, agency or service area.

All partners in Calderdale recognise that community leadership is a shared responsibility. The main aim of the Compact is to improve the way that partners work together to contribute to improving the social, economic and environmental well being of everyone who lives in, works in and visits Calderdale.

We recognise that it will take time for us all to meet the high standards of the Compact, but signing up to the Compact and using this toolkit will help you work towards achieving these aims.

This pack is designed to help your organisation, partnership or service area work in accordance with the Calderdale Compact, by helping you to identify where your partnership working can be improved, and what actions you can take to improve it. You should share the information in this toolkit throughout your organisation, making sure that everyone who is involved with partnership working is aware of the Compact, and what it means for them.

The pack also contains information on what you can expect from partners, and information on how you can get help to implement the Compact in your organisation.

## Contents

Contact details .....	Page 2
Compact Steering Group .....	Page 3
Who are your partners? .....	Page 5
Glossary .....	Page 6
1. Key Principles .....	Page 10
2. Our partners' commitment to you .....	Page 12
3. Your commitment to your partners .....	Page 18
4. Calderdale Compact Codes of Good Practice .....	Page 24
5. Action plan .....	Page 39
6. Resources .....	Page 43
7. What happens if things go wrong? .....	Page 48
8. Sign up document and details of Compact partners .....	Page 55

## Who are your 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 Safer Communities 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.
- funding relationships, between a grant funder and the organisation receiving the money.
- volunteering arrangements, like employees from a private business offering to spend an afternoon painting 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.

**Please note:** In this toolkit, some parts are relevant for everyone. Other parts will only be relevant to you if you are from a particular sector, or if you do a particular type of activity. For example:

- when you come to look at Section 3: Your commitments, you will only want to fill in the sheet for your particular sector. e.g. if you are a voluntary group, you will complete the sheet headed “As a voluntary or community sector organisation, we recognise that...” You will not complete the sheets for the public sector or the private sector.

You should complete this toolkit for your own organisation, service area or partnership only.

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 Page 3 of the toolkit for details of how to contact the Compact Steering Group.

## Glossary

### - An explanation of any words that might be unfamiliar

We have tried to avoid jargon or technical terms, but there are some words that we use that have a particular meaning. These are explained below.

Action Halifax	A not for profit regeneration partnership. We provide funding support to projects and are dedicated to making social, economic and environmental improvements to Halifax town centre and surrounding communities.
Active citizenship	<p>This can be wider than just volunteering, and includes taking an active part in community life in its widest sense, including:</p> <p><b>Civic participation</b></p> <ul style="list-style-type: none"><li>- activities that include signing a petition, contacting a local councillor or public official working for a local council, attending a public meeting or rally, or contacting an MP.</li></ul> <p><b>Informal volunteering</b></p> <ul style="list-style-type: none"><li>- giving unpaid help to an individual or others who are not members of the family.</li></ul> <p><b>Formal volunteering</b></p> <ul style="list-style-type: none"><li>- giving unpaid help through groups, clubs or organisations to benefit other people or the environment (e.g. the protection of wildlife or improvement of public open spaces).</li></ul>
Calderdale Community Forum	Forum of representatives from voluntary and community groups in Calderdale.
Appropriate	Fitting, suitable, reasonably allowed
Calderdale Forward	Calderdale's local strategic partnership. A 'strategic partnership' is a body which brings together agencies from the public sector, representatives from the private and voluntary and community sectors and all other partnerships to provide a single voice for Calderdale. They make sure that everyone's plans are coordinated, and make the most of the resources we have by helping different agencies to work together.
Calderdale MBC	Calderdale Metropolitan Borough Council, the local authority for Calderdale.
Calderdale & Huddersfield NHS Trust	Calderdale and Huddersfield NHS Trust provides acute hospital care and outreach services to the local populations of Calderdale, Central and South Kirklees.

Community Engagement and Involvement	<p>In its simplest sense, this is about involving communities in the services that they use. It includes working to help people know more about the services that are available and other decisions that affect their lives, and helping service providers to understand the needs of different communities better. It also includes giving people a chance to become involved in the way that decisions are made and enabling people to participate in changing things for themselves.</p>
Community sector organisations/ community groups	<p>Small groups of people who come together because of a shared interest or location to help themselves, or provide services to other people within their geographical community or community of interest.</p> <p>They tend to:</p> <ul style="list-style-type: none"> <li>- be led by members;</li> <li>- cover a neighbourhood, village, or specific community of interest;</li> <li>- have a less formal structure;</li> <li>- have a lower income, or no income;</li> <li>- be membership-based;</li> <li>- offer self-help and mutual support;</li> <li>- provide information and independent services;</li> <li>- represent community interests, residents and community members.</li> </ul>
Consultation	<p>The process of feeding views, comments and suggestions into the development or review of policies and plans. Organisations undertake consultation to ensure that policies and plans:</p> <ul style="list-style-type: none"> <li>- are informed by a wide range of experience;</li> <li>- take into account the impact of proposals on different sectors of society and on different partners;</li> <li>- lead to services which better reflect people's needs and wishes;</li> <li>- identify problems quickly;</li> <li>- demonstrate the organisation's commitment to being open and accountable.</li> </ul> <p>Consultation can take place through a range of different methods, including written questionnaires, telephone surveys, focus groups and open meetings.</p>
Funders	<p>Any organisation or partnership or agency that gives funding to other bodies to provide services, deliver a project, buy or maintain equipment etc.</p>

Infrastructure*	All the things and systems that aren't directly involved in providing a service, but which have to be there for services to operate efficiently or consistently, like management and administration, or communications and distribution networks. In the world generally, infrastructure means things like sewage systems, roads and bridges and electricity grids. In the voluntary sector, the word is often used to describe organisations like local development agencies (LDAs) which help other voluntary organisations work better by providing them with – amongst other things – information, advice, training, co-ordination, representation, and back-room services (like payroll).
Matchfunding*	Funding that depends on others also contributing - either the group's own fundraising or other grants or earned income.
NHS Calderdale	NHS Calderdale is responsible for overseeing services provided by GP's, dentists, pharmacists and opticians. We also provide community health services such as district nurses, school nurses and health visiting.
Private sector	Businesses, property and other enterprises that are run to make money for the people who run them, e.g. through making a profit for their shareholders, through providing a salary for their directors or through being an investment for their owners.
Public sector organisations	Organisations and agencies that are under the overall control of the government or civil service, including: <ul style="list-style-type: none"> <li>- local authorities such as Calderdale MBC;</li> <li>- the police;</li> <li>- the health family, i.e. the NHS Calderdale, the Hospital Trust etc;</li> <li>- regional development agencies like Yorkshire Forward etc.</li> </ul>
Proscribed	Proscribed
Stakeholders	These are people with a particular interest in your organisation. They can be: users, clients, funders, members, volunteers, supporters, voters, employees – anyone who is involved in or affected by your organisation or its activities.

\* Taken from the guide to jargon on [www.open4community.info/calderdale](http://www.open4community.info/calderdale)

<p>Voluntary sector organisations/ voluntary groups</p>	<p>Organised groups of people who provide help to others, take action to bring about change in services, or bring together people with shared interests. They tend to:</p> <ul style="list-style-type: none"> <li>- have paid staff in charge of day to day management;</li> <li>- cover a wide area (i.e. larger than just a neighbourhood of a few streets or a small number of people);</li> <li>- have a formal structure;</li> <li>- have a higher income;</li> <li>- be client-based;</li> <li>- offer support and development;</li> <li>- provide specialist or contracted services;</li> <li>- support client groups.</li> </ul>
<p>Volunteering</p>	<p>An activity that involves spending time, unpaid, doing something that aims to benefit the environment or someone (individuals or groups) other than, or in addition to, close relatives.</p>
<p>Voluntary Action Calderdale</p>	<p>Voluntary Action Calderdale provides infrastructure support to voluntary &amp; community groups. It represents the interests of the voluntary and community sectors at a strategic level: locally, regionally and through our partners nationally. We also have a wide range of resources and information for voluntary and community groups and promote volunteering among local residents.</p>

# Section 1:

## Key Principles

### What this section contains:

A description of the key principles of the Calderdale Compact. These are the shared beliefs that underpin the whole of the Calderdale Compact.

### What you need to do:

1. Read through these key principles.
2. Make everyone in your organisation aware of them. You could:
  - present them at a Management Committee meeting
  - publish them in a staff newsletter
  - pin them up on a notice board
  - include them in training materials for new employees.
3. You should especially make sure that staff who are involved with partnership working are aware of these principles.

### Need help?

If there is anything you want to ask about this section, please see Page 2/3 for contact details.

# 1. Our Key Principles

As a Compact partner, we believe that:

- a) It is a good thing to have a range of different voluntary and community groups. These groups are an important part of what makes a democratic society work.
- b) We cannot achieve all of the things we want to achieve on our own.
- c) We need to work together in partnership with different sectors to be able to do what we want to do well.
- d) Successful partnerships are where partners understand and recognise each other's rights and responsibilities.
- e) Successful partnerships are where partners respect each other.
- f) 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.
- g) Equality of opportunity is important. This means treating people equally and taking differences into account, whatever those differences are.
- h) Voluntary and community groups 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.
- i) Our partners have a right to expect us to take responsibility for our own actions.
- j) All partners need to show integrity, objectivity, openness, honesty and leadership.
- k) The best way of making sure that voluntary and community groups are sustainable is for them to have funding from a range of different sources.
- l) We need to communicate and work together at all levels of our organisations.

# Section 2:

## Your partners' commitments to you

### What this section contains:

A description of everyone's commitments under the Compact, including the voluntary, community, public and private sectors.

### What you need to do:

1. Read through these commitments.
2. Make sure that people in your organisation who are involved in partnership working are aware of them.

### Need help?

If there is anything you want to ask about this section, please see Page 2/3 for contact details.

## 2. Our Partners' Commitments

Our voluntary or community sector partners recognise that:

- a) they have a responsibility to people who live in, work in, or visit Calderdale (although their particular interest or area of work might only be in one specific area of Calderdale, e.g. they might only actively work in Elland, or Todmorden, or they might only work with one particular client group, e.g. older people).
- b) they have a responsibility to the partners they work with, whether in the public or private sectors, or within the voluntary and community sectors themselves.

### Our voluntary and community sector partners will:

Meet legal, reporting and financial obligations to funders and service users. They recognise that this is an important part of accountability to the public.

Observe the appropriate guidance from the Charity Commission including that on political activities and campaigning. (They only have to comply with this guidance if they are a registered charity; if they're not, the guidance might still represent good practice for them).

Develop quality standards that are relevant and appropriate to their group. (If they are a small group, it might not be appropriate for them to have formal quality standards, although they will still provide quality services).

Consult all relevant stakeholders in designing and developing services.

Accurately communicate the views of their members or users in the course of consultation or representation.

Implement policies that promote equality of opportunity in activities, services, campaigns, employment and volunteering.

Work with partners to ensure that all sectors continuously improve practice, policy and services for people in Calderdale.

Adopt and implement where relevant the Calderdale Compact Codes of Good Practice. (For more information on these Codes of Good Practice, see Section 4 of this toolkit)

Regularly review the impact of the Compact (mostly on their own organisation, but also by taking part in surveys that will help the Compact Steering Group review the overall impact of the Compact in Calderdale).

Make publicly available reasons or issues where they do not comply with the Compact. This may include occasions where they cannot reasonably be expected to comply, such as when compliance would adversely affect public health or safety.

Where appropriate, partners will challenge external forces that affect our ability to comply with the Compact. Plan in good time to reduce any potential negative impact on both service users and the organisation in case things start to go wrong.

Have clear lines of accountability within the organisation.

Be honest and transparent in reporting.

Have particular regard to the wider benefits of working with local suppliers when procuring services, wherever practical

## 2. Our Partners' Commitments

Our public sector partners recognise that:

- a) they have a responsibility to people who live in, work in, or visit Calderdale (although their particular interest or area of work might only be in one specific area of Calderdale, e.g. they might only actively work in Elland, or Todmorden, or they might only work with one particular client group, e.g. older people ).
- b) they have a responsibility to the partners they work with, whether in the voluntary, community or private sectors, or within the public sector itself.
- c) the work of the voluntary and community sectors add value to the work of the public sector, whether through the contribution of volunteers or paid staff.

### **Our public sector partners will:**

Actively encourage the participation of the voluntary and community sector in the development of policy and strategic documents.

Consult and involve the voluntary and community sector on issues that are likely to affect them.

Allocate and manage funding in a way that meets their own overall aim and vision.

Respect and value the campaigning and advocacy role of the voluntary and community sectors, and accept that sometimes this may conflict with their plans and decisions.

Take account of the different levels of resources available to many voluntary and community groups, compared with larger public sector agencies.

Recognise the specific needs and differences of community groups.

Recognise the unique contribution made by volunteers.

Adopt and implement, where relevant, the Calderdale Compact Codes of Good Practice. (For more information on these Codes of Good Practice, see Section 4 of this toolkit).

Regularly review the impact of the Compact (mostly on their own organisation, but also by taking part in surveys that will help the Compact Steering Group review the overall impact of the Compact in Calderdale).

Make publicly available reasons for issues where they do not comply with the Compact. This may include occasions where they cannot reasonably be expected to comply, such as when compliance would adversely affect public health or safety.

Where appropriate, partners will challenge external forces that affect our ability to comply with the Compact.

Plan in good time to reduce any potential negative impact on both service users and the organisation in case things start to go wrong.

Have clear lines of accountability within the organisation.

Be honest and transparent in reporting.

Have particular regard to the wider benefits of working with local suppliers when procuring services, wherever practical.

Consult with all relevant stakeholders in designing and developing services in a variety of methods.

## 2. Our Partners' Commitments

Our private sector partners recognise that:

- a) the voluntary and community sectors are important partners, including employers and service providers.
- b) the private sector has a role to play in supporting the unique contribution made by the voluntary and community sectors.

### Our private sector partners will:

Value volunteering. Wherever practicable, they will support their employees to take part in voluntary and community activities.

Adopt and implement where relevant the Calderdale Compact Codes of Good Practice. (For more information on these Codes of Good Practice, see Section 4 of this toolkit).

Work in partnership with voluntary and community groups on issues of interest to all sectors.

Regularly review the impact of the Compact (mostly on their own organisation, but also by taking part in surveys that will help the Compact Steering Group review the overall impact of the Compact in Calderdale).

Make publicly available reasons for issues where they do not comply with the Compact. This may include occasions where they cannot reasonably be expected to comply, such as when compliance would adversely affect public health or safety.

Where appropriate, partners will challenge external forces that affect our ability to comply with the Compact.

Plan in good time to reduce any potential negative impact on both service users and the organisation in case things start to go wrong.

Have clear lines of accountability within the organisation.

Be honest and transparent in reporting.

Have particular regard to the wider benefits of working with local suppliers when procuring services, wherever practical.

# Section 3:

## Your Commitments

### What this section contains:

A description of your commitments under the Compact requirements. There is space for you to identify which commitments you already meet, and which you might have to take some action on.

### What you need to do:

1. Find the right version for your organisation, e.g. if you are a voluntary group, find the sheet headed "As a voluntary or community organisation...."
2. Read through the commitments on that sheet. (You will not need the other two versions of Section 3, as they are not relevant for you).
3. When you have read each commitment, decide for each one whether or not you already meet that commitment, or whether you need to take action to improve what you do in that particular area. Put a tick in the boxes next to each commitment to show whether or not you need to do anything differently.
4. Keep that sheet once you have completed it – you will use this to help you complete your Action Plan later on.
5. If you didn't find any areas where you could do better – well done! You might want to repeat this exercise after a while (six months or a year), to make sure that you are keeping to these very high standards.

### Need help?

If there is anything you want to ask about this section, please see Page 2/3 for contact details.

# Our Commitments

## 3. Our Commitments

As a voluntary or community sector organisation, we recognise that:

- a) we have a responsibility to people who live in, work in, or visit Calderdale (although our particular interest or area of work might only be in one specific area of Calderdale, e.g. we might only actively work in Elland, or Todmorden, or we might only work with one particular client group, eg older people).
- b) we have a responsibility to the partners we work with, whether in the public or private sectors, or within the voluntary and community sectors themselves.

We will:	We already do this	We could do this better
a) Meet legal, reporting and financial obligations to funders and service users. We recognise that this is an important part of accountability to the public.		
b) Observe the appropriate guidance from the Charity Commission including that on political activities and campaigning. (We only have to comply with this guidance if we are a registered charity; if we're not, the guidance might still represent good practice for us).		
c) Develop quality standards that are relevant and appropriate to our group. (If we're a small group, it might not be appropriate for us to have formal quality standards, although we will still provide quality services).		
d) Consult all relevant stakeholders in designing and developing services.		
e) Accurately communicate the views of our members or users in the course of consultation or representation.		
f) Implement policies that promote equality of opportunity in activities, services, campaigns, employment and volunteering.		
g) Work with partners to ensure that all sectors continuously improve practice, policy and services for people in Calderdale.		
h) Adopt and implement, where relevant, the Calderdale Compact Codes of Good Practice.		

### 3. Our Commitments

We will:	We already do this	We could do this better
i) Regularly review the impact of the Compact (mostly on our own organisation, but also by taking part in surveys that will help the Compact Steering Group review the overall impact of the Compact in Calderdale).		
j) Make publicly available reasons for issues where we do not comply with the Compact. This may include occasions where we cannot reasonably be expected to comply, such as when compliance would adversely affect public health or safety.		
k) Where appropriate, we will challenge external forces that affect our ability to comply with the Compact.		
l) Plan in good time to reduce any potential negative impact on both service users and the organisation in case things start to go wrong.		
m) Have clear lines of accountability within the organisation.		
n) Be honest and transparent in reporting.		
o) Have particular regard to the wider benefits of working with local suppliers when procuring services, wherever practical.		
p) Consult with all relevant stakeholders in designing and developing services in a variety of methods.		

### 3. Our Commitments

As a public sector organisation, we recognise that:

- a) we have a responsibility to people who live in, work in, or visit Calderdale (although our particular interest or area of work might only be in one specific area of Calderdale, e.g. we might only actively work in Elland, or Todmorden, or we might only work with one particular client group, e.g. older people).
- b) we have a responsibility to the partners we work with, whether in the voluntary, community or private sectors, or within the public sector itself.
- c) the work of the voluntary and community sectors add value to the work of the public sector, whether through the contribution of volunteers or paid staff.

We will:	We already do this	We could do this better
a) Actively encourage the participation of the voluntary and community sectors in the development of policy and strategic documents.		
b) Consult and involve the voluntary and community sectors on issues that are likely to affect them.		
c) Allocate and manage funding in a way that meets our own overall aims and vision.		
d) Respect and value the campaigning and advocacy role of the voluntary and community sectors. We accept that sometimes this may conflict with our plans and decisions.		
e) Take account of the different levels of resources available to many voluntary and community groups, compared with larger public sector agencies.		
f) Recognise the specific needs and differences of community groups.		
g) Recognise the unique contribution made by volunteers.		
h) Regularly review the impact of the Compact (mostly on our own organisation, but also by taking part in surveys that will help the Compact Steering Group review the overall impact of the Compact in Calderdale).		

### 3. Our Commitments

We will:	We already do this	We could do this better
i) Make publicly available reasons for issues where we do not comply with the Compact. This may include occasions where we cannot reasonably be expected to comply, such as when compliance would adversely affect public health or safety.		
j) Where appropriate, we will challenge external forces that affect our ability to comply with the Compact.		
k) Plan in good time to reduce any potential negative impact on both service users and the organisation in case things start to go wrong.		
l) Have clear lines of accountability within the organisation.		
m) Be honest and transparent in reporting.		
n) Have particular regard to the wider benefits of working with local suppliers when procuring services, wherever practical.		
o) Consult with all relevant stakeholders in designing and developing services in a variety of methods.		

### 3. Our Commitments

As a private sector organisation, we recognise that:

- a) the voluntary and community sectors are important partners, including employers and service providers.
- b) the private sector has a role to play in supporting the unique contribution made by the voluntary and community sectors.

We will:	We already do this	We could do this better
a) Value volunteering. Wherever practicable, we will support our employees to take part in voluntary and community action.		
b) Adopt and implement where relevant the Calderdale Compact Codes of Good Practice.		
c) Work in partnership with voluntary and community groups on issues of interest to all sectors.		
d) Regularly review the impact of the Compact (mostly on our own organisation, but also by taking part in surveys that will help the Compact Steering Group review the overall impact of the Compact in Calderdale).		
e) Make publicly available reasons for issues where we do not comply with the Compact. This may include occasions where we cannot reasonably be expected to comply, such as when compliance would adversely affect public health or safety.		
f) Where appropriate, we will challenge external forces that affect our ability to comply with the Compact.		
g) Plan in good time to reduce any potential negative impact on both service users and the organisation in case things start to go wrong.		
h) Have clear lines of accountability within the organisation.		
i) Be honest and transparent in reporting.		
j) Have particular regard to the wider benefits of working with local suppliers when procuring services, wherever practical.		

# Section 4:

## Codes of Good Practice

### What this section contains:

Four different Codes of Good Practice, setting out the best possible way of working in four key areas: funding, volunteering, consultation and working with community groups. There is space for you to identify where you already operate in accordance with best practice, and where you could do things better.

### What you need to do:

1. Read through through each code. Remember: not every requirement will be relevant for you: if you don't give out funding, then you are not a funder, so you won't need to complete the sections headed "As a funder...".
2. You might play different roles at different times, e.g. you might be a funder, and also receive funding as a funded organisation, so you will have to complete both.
3. When you have read each requirement, decide for each one whether or not you already work in this way, or whether you need to take action to improve what you do in that particular area. Put a tick in the boxes next to each requirement to show whether or not you need to do anything differently.
4. Keep that sheet once you have completed it – you will use this to help you complete your Action Plan later on.
5. If you didn't find any areas where you could do better – well done! You might want to repeat this exercise after a while (six months or a year), to make sure that you are keeping to these very high standards.

### Need help?

If there is anything you want to ask about this section, please see Page 2/3 for contact details.

## 4. Codes of Good Practice

We should all try to work according to best practice in what we do. To help Compact partners agree on what good practice is, the Compact includes a code of best practice on four key issues. These are the key issues that are most important in partnership working between the public, private, voluntary and community sectors:

- funding
- consultation
- volunteering
- community groups.

Each of the four principles of good practice represents the ideal that we should all aim towards.

However, in the real world, there may be good reasons why we cannot meet these high standards on individual occasions. For example, the Council has to meet legal deadlines on planning applications which means that it cannot allow 12 weeks for consultation, so we have to accept this. That doesn't mean that the Council should not try to apply best practice in consultation on other occasions.

**By signing up to these principles, we are committing ourselves to try to achieve best practice across all of our work but we accept that there may be occasions when other factors make this impossible.**

To help you try to achieve best practice, we have drawn up a checklist for each of the four key areas.

The checklists are designed to help you identify those areas where you already meet the best practice standard, and those areas for improvement where you may have to change the way that you do things to meet the principle of best practice.

### Remember:

- not all of the principles will be relevant for every organisation: e.g. if you are not a funder, i.e. someone who gives out funding, then you will not need to complete the sections that start "As a funder..."
- you might play different roles at different times, eg you might be a funder, and also receive funding as a funded organisation, so you will have to complete both.
- where the checklist talks about recognising a principle, think about your organisation as a whole. Would everyone in your organisation recognise that principle, or could you improve by making other parts of your organisation more aware of best practice? e.g. you might know how sensible it is for a voluntary organisation to have reserves, but would everyone on your management committee understand this? Do any of your policies or procedures conflict with this?

# Section 4:

## Codes of Good Practice

### A. Funding

	We already do this	We could do this better
<b>ALL PARTNERS</b>		
a) We recognise the importance of sustainability and of longer term planning, and the impact that short term funding has on these issues.		
b) We recognise the importance of developing new ways of meeting core costs.		
c) We will encourage joint bids wherever these help achieve value for money, improve the viability of the project or bring benefits to the funded organisation and users from the sharing of expertise and resources.		
d) We all recognise that circumstances can arise where it is in the best interests of partners and service users that funding arrangements and agreed activities should be renegotiated.		
e) We all recognise that voluntary and community organisation have a right and a responsibility to hold reserves.		
f) We will agree monitoring and evaluation requirements at the time that the grant is given.		
g) We all recognise the value of matchfunding.		
h) We understand and respect confidentiality in commissioning and procurement processes.		
i) We will clearly establish lines of accountability for joint bids; either as the commissioner or the tenderer.		

	We already do this	We could do this better
<b>FUNDING ORGANISATIONS ONLY</b>		
j) As a funded organisation, we will implement and maintain appropriate systems for quality assurance and accountability to service users.		
k) As a funded organisation, we will acknowledge publicly the funding we receive.		
l) As a funded organisation, we will agree terms of delivery at the outset and be aware of the risks for which we are responsible.		
m) As a funded organisation, we will give early notice of budget and delivery progress especially if there are likely to be underspends in grants.		
n) As a funded organisation, we will provide clear proposals for re-negotiating underspent grants against outcomes within the original project/programme specification.		
o) As a funded organisation, we will only provide the information being asked of us on application forms.		
p) As a funded organisation, when given notice of an end to a grant or contract we will fulfil our duties as good employers and prepare alternative plans.		

	We already do this	We could do this better
<b>FUNDERS ONLY</b>		
q) As a funder, we are committed to developing arrangements which ensure value for money, and which involve procedures that are consistent with the principles of good regulation and the need to provide effective protection of, and proper accountability for, public and donors' money.		
r) As a funder, we respect the voluntary and community sectors' independence and their right to campaign, irrespective of any funding relationship that might exist.		
s) As a funder, we are aware that investing in the infrastructure of the voluntary and community sectors is vital for their development.		
t) As a funder, we will consider investing in the capacity of voluntary and community sector organisations to develop their ability to deliver outcomes, especially when gaps in service provision are identified.		
u) As a funder, we recognise that we should promote fair access to all kinds of funding and provide clarity in the objectives of grant programmes and eligibility criteria.		
v) As funders, we will ensure that proper consideration is given to the needs of diverse communities, community groups and other vulnerable groups that tend to have limited access to funding.		
w) As funders, we will work together to improve cooperation between different funding streams, including developing joint approaches to monitoring and evaluation where practicable.		
x) As funders, we will provide transparency and objectivity in administrative, assessment and monitoring procedures.		
y) As funders, we will publicise a list of grants awarded.		

	We already do this	We could do this better
<p><b>FUNDERS ONLY</b></p> <p>z) As funders, we will aim to:</p> <ul style="list-style-type: none"> <li>• give appropriate advance notice of new or revised funding programmes and contracting opportunities before the application process begins through multiple media methods</li> <li>• make details of the funding programme and contracting opportunities as widely available as possible</li> <li>• provide support for any potential bidder</li> <li>• ensure processes are clear and have a realistic timetable, that takes into account the time it takes to form appropriate partnerships and develop accountable working arrangements for partnership/consortia bids</li> <li>• review procedures regularly</li> </ul>		
<p>aa) As funders, we will give notification of decisions as soon as possible, and where possible three months before the grant is due to commence.</p>		
<p>ab) Where we are not funding an application to the full amount requested, we will consider the implications for the funded organisation.</p>		
<p>ac) When we reject an application, we will give feedback on the reason for the refusal, along with a contact for the funded organisation to raise any queries.</p>		
<p>ad) As funders, unless otherwise proscribed, we will make payments in advance of expenditure, in order to achieve better value for money.</p>		
<p>ae) As funders, we will not make funded organisations meet financial reporting requirements that are more demanding than those required by law, e.g. The Charities Act.</p>		
<p>af) As funders, we will develop monitoring and evaluation frameworks that:</p> <ul style="list-style-type: none"> <li>• that is focused on outcomes</li> <li>• are proportionate to the size of the grant</li> <li>• are clear about the roles and responsibilities of partners</li> <li>• recognise the cost of monitoring and evaluation</li> <li>• are not more than is necessary to satisfy ourselves that the funding is being used as agreed.</li> <li>• give consideration on how to involve service users when obtaining feedback on performance</li> </ul>		

	We already do this	We could do this better
<b>FUNDERS ONLY</b>		
ag) As funders, we recognise the need for different types of funding, and we will develop appropriate funding programmes including multi-year funding where practicable and relevant.		
ah) As funders, we acknowledge the need for flexibility wherever possible in determining the matchfunding requirement.		
ai) As funders, we will be clear about how we came to our conclusions after consulting on programme design.		
aj) As funders, we will consider redeployment of underspent funds to delivery against outcomes within the original project/programme specification.		
ak) As funders, we will only ask for information on application forms which is relevant to the processes leading to the award of contracts or funding.		
al) As funders, we will undertake to explain and agree terms of delivery before the contract or funding agreement is entered into, including actions which will be taken if the project/programme is failing to deliver.		
am)As funders, we will recognise that it is legitimate for VCS orgs to use Full Cost Recovery methods in their estimates for providing a particular service, in line with H M Treasury guidance ** <a href="http://www.hm-treasury.gov.uk/d/guidncefunderssummary190506.pdf">http://www.hm-treasury.gov.uk/d/guidncefunderssummary190506.pdf</a>		
an) As funders, contracts will be awarded on a “value for money” basis. This includes a consideration of quality and outcome of which social benefit is one.		
ao) As funders, unless otherwise proscribed we will join up and or standardise Pre-Qualification Questionnaires (PQQ) and monitoring requirements.		
ap) As funders, we will give enough notice to the end of grants or contracts (a minimum of three months) in order that funded organisations are able to fulfil their duties as good employers and prepare alternative plans.		

## B. Consultation

	We already do this	We could do this better
<b>ALL PARTNERS</b>		
a) We all recognise that it is important that all sectors are involved in consultation, and that the voluntary and community sectors are involved in consultation on public sector policies and plans.		
<b>WHEN WE ARE CARRYING OUT CONSULTATION</b>		
b) We will build consultation into our regular planning cycle and carry it out at an early stage.		
c) We will leave enough time to respond. When consulting with the voluntary and community sectors, we will aim to allow at least 12 weeks for all consultation.		
d) We will be clear about the purpose of the consultation.		
e) We will ensure consultation documents are written in simple language and are available in a range of formats to ensure accessibility.		
f) We will make it clear where decisions have already been made, and what consultees' views can influence.		
g) We will use more than one method of consultation.		
h) We will learn from good practice in other consulting bodies.		
i) We will take account positively of the specific needs, interests and contributions of women, minority groups and the socially excluded.		
j) We will allow for confidentiality, to encourage honest answers.		
k) We will publicise consultation and encourage participation as widely as possible, including involving membership and infrastructure organisations.		
l) We will analyse carefully the results of the consultation and report back on the views received, and actions taken as a result.		

	We already do this	We could do this better
<b>WHEN WE ARE CARRYING OUT CONSULTATION</b>		
m) We will carry out evaluation after consulting, and build lessons learnt into future consultation planning.		
<b>WHEN WE ARE RESPONDING TO SOMEONE ELSE'S CONSULTATION:</b>		
n) We will use our infrastructure to encourage participation, in line with the resources available to us.		
o) If we are responding to a consultation as a representative of a particular group or community, we will define and demonstrate how we represent our stated constituency.		
p) We will directly consult our membership, service users, volunteers and supporters wherever possible.		
q) We will ensure that the information we present is accurate and has been researched in an objective and unbiased manner.		
r) We will respect any confidential information that has been given to us by the partner carrying out the consultation.		
s) We will provide feedback to the people we represent on the outcome of the consultation, when we know what the outcome is.		

## C. Volunteering

	We already do this	We could do this better
<b>ALL PARTNERS</b>		
a) We all recognise that 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.		
b) We all recognise that although volunteers give their time for free, they need resources with which to work.		
c) We support the principle of best practice in the promotion, development and celebration of volunteering.		
d) We recognise that high standards and effective management are key issues in working with volunteers.		
e) We will work in partnership with other organisations and agencies to help potential volunteers find opportunities that fit their needs, interests and abilities.		
<b>AS AN ORGANISATION THAT INVOLVES VOLUNTEERS IN OUR WORK</b>		
f) We will involve volunteers in decision making, either through internal structures or through participation in responding to consultations.		
g) We will reimburse out of pocket expenses by volunteers, including care costs, wherever possible.		
h) We will include information on the nature and extent of volunteering in our organisation within our existing reporting structures.		
i) We will work in partnership to develop a consistent set of principles on the level of commitment or work that is reasonable to ask from volunteers.		
j) We will ensure that staff with recruitment, induction or management responsibility for volunteers will receive appropriate training and support.		
k) We recognise the value of thanking volunteers and celebrating the contribution they make to our organisation.		

	We already do this	We could do this better
<b>AS AN ORGANISATION THAT INVOLVES VOLUNTEERS IN OUR WORK</b>		
l) We will treat volunteers fairly, including allowing them access to training and support according to the resources available to our organisation.		
m) We will encourage and enable (but not compel) accreditation of skills acquired through volunteering.		
n) We will not use volunteers to carry out work that should be done by paid staff.		
o) We will put in place measures to evaluate and track volunteers wherever possible over the long term.		
<b>EMPLOYERS ONLY</b>		
p) We will try to develop employment practices that allow for time off for volunteering wherever practicable.		
q) We will identify and remove barriers to volunteering and community action presented by existing policies and practices wherever possible.		
r) We will improve staff awareness of the contribution made by volunteers to overall objectives.		
<b>FUNDERS ONLY</b>		
s) As a funder, we will ensure that our funding streams give an appropriate priority to projects that involve volunteers.		
t) As a funder, we will encourage organisations we fund to identify any volunteer contribution to, and involvement in, projects and services.		
u) As a funder, we will accept volunteer time as having an equal status to cash for the purposes of matchfunding, as long as the volunteer time can be properly measured and recorded.		
v) We recognise that short term funding can create problems for attracting, motivating and supporting volunteers.		

	We already do this	We could do this better
<p><b>VOLUNTARY OR COMMUNITY SECTOR PARTNERS ONLY</b></p> <p>w) As a voluntary and community sector organisation, we will ensure that a senior manager and management committee-level member has overall responsibility for volunteer involvement.</p>		
<p>x) As a funded organisation, we will keep records of how funding supports volunteers and the added value this produces.</p>		

## D. Community Groups

	We already do this	We could do this better
<b>ALL PARTNERS</b>		
a) We all recognise the value, strengths and contribution of the community sector.		
b) We all understand that its distinctive nature can affect policy and practice.		
c) We all recognise the diverse range of groups that make up the community sector in Calderdale.		
d) We all understand that community groups can play a number of different roles including: <ul style="list-style-type: none"> <li>- providing a voice for residents and users</li> <li>- building relationships and networks in neighbourhoods and communities</li> <li>- providing self help and mutual support</li> <li>- building social capital and community cohesion</li> <li>- delivering services.</li> </ul>		
e) We all recognise the need for accessible learning and development support for community groups and active community members.		
f) We all encourage support for infrastructure and networking that includes an independent community sector.		
g) We all recognise that communities need resources for partnership working and involvement.		
h) We will work together to get the local community involved wherever possible.		
<b>PUBLIC SECTOR PARTNERS ONLY</b>		
i) We will ensure that policies recognise the importance of communities of interest as well as communities of place.		

	We already do this	We could do this better
<b>PUBLIC, PRIVATE AND VOLUNTARY PARTNERS ONLY</b>		
j) We will seek to involve people with first hand experience of particular problems in developing solutions, where it is possible to give the process appropriate resources.		
k) We will find ways of consulting and involving community groups that allow them to share their experience and expertise with us.		
l) We will take into account the community sector's needs and role when developing policies and services.		
m) We will ensure that staff and decision makers are fully aware of the strengths, needs and concerns of the community sector when taking decisions that affect it.		
n) We will seek to identify, wherever possible, in kind support such as; premises, equipment or access to training.		
o) We will pay particular attention to openness, mutual respect and involving community groups from the start of a project.		
<b>FUNDERS ONLY</b>		
p) We will seek to develop funding policies and procedures for community groups that are in proportion to the scale of the funding and the capacity of the groups.		
q) We will involve local people in funding decisions, wherever practicable and appropriate.		
r) We will take positive action to ensure fair treatment and equal access to funding for all community groups, including faith groups and those not usually funded.		
s) We will have small, easily accessible grant schemes wherever possible.		
t) We will be prepared to consider taking risks to fund new projects, where this is compatible with our responsibility to be accountable for the money we distribute.		

	We already do this	We could do this better
<b>COMMUNITY GROUPS ONLY</b>		
u) We accept that if we receive funding, then we need to monitor and evaluate the way we spend it.		
v) We will be clear and open about the community or constituency that we speak for.		
w) We will channel information and views to and from our members or constituency, whenever practicable and appropriate.		
x) We will ensure our groups are as inclusive as possible and accessible to all members of our particular community.		
<b>VOLUNTARY SECTOR PARTNERS ONLY</b>		
y) We will recognise that the interests of the voluntary and community sectors are not always the same.		
z) We will be clear about which sector is being represented when taking part in consultations or otherwise influencing policy decisions.		

# Section 5:

## Action Plan

### What this section contains:

A blank table to help you draw up an Action Plan to meet all of the requirements of the Calderdale Compact, along with some advice on how to develop your plan.

### What you need to do:

1. Find the sheets that you completed earlier for "Our Commitments" (Section 3) and the "Codes of Good Practice" (Section 4).
2. You will have some issues where you put a tick in the "We could do this better" column. Copy out that commitment or requirement into Column A in the Action Plan, called "Area for Improvement".
3. Complete each of the next 6 columns for that particular issue. Use the guidelines and example in the enclosed section to help you. Voluntary Action Calderdale offer specific help and guidance for voluntary and community groups who are new to action planning, so contact them for advice.
4. Make it happen! Use your usual work planning processes to build this work into your plans for the next few months or years. Review it regularly to make sure you are keeping to your target timescales.
5. Don't forget to report back to your stakeholders, when you successfully meet the different requirements.

### Need help?

If there is anything you want to ask about this section, please see Page 2/3 for contact details.

## 5. Action Plan

Area for Improvement	Action to be taken	Person responsible	Resources needed	Timescale	Measure of success	Priority
<p>Use this column to write in the commitment, or aspect of good practice where you identified that you could do better.</p>	<p>Use this column to explain exactly what you are going to do to improve. If you don't know what to do, then your first action might be to research the problem, or attend a training course. You might have more than one action for each area of improvement.</p>	<p>Use this column to identify the person who will be mainly responsible for making sure that the action happens. You might want to list any people who are helping them too, but you should make it clear who is in overall charge so that there isn't any confusion.</p>	<p>Use this column to identify what resources you will need, including time, both paid staff and volunteers. If you will need to spend money, e.g. on printing costs, then give an estimate of how much this will cost.</p>	<p>Use this column to show how long it will take you to finish. Action Plans with deadlines are more likely to result in something happening. You can either set a specific date (by 31st Sept 2005) or show when the work will be done (June 05)</p>	<p>Use this column to show how you will measure the success of what you've done. Think about how you would know that your action has worked, but try not to create too much extra work for yourself.</p>	<p>Use this column to show which actions you will tackle first, by numbering each action according to how high a priority it is. Use 1 for High Priority and 5 for Low Priority.</p>
<p><b>Example</b></p>	<p>Set up a list on the Council's website showing all grants</p>	<p>Sarah Manfredi (helped by Gail Mitchell in the website team)</p>	<p>Staff time to collect details of all grants (1 or 2 days) &amp; put them online (1 day)</p>	<p>By 31st April 2006</p>	<p>List of all grants available on the website (to be checked in Apr 06)</p>	<p>3</p>

Area for Improvement				
Action to be taken				
Person responsible				
Resources needed				
Timescale				
Measure of success				
Priority				

Area for Improvement				
Action to be taken				
Person responsible				
Resources needed				
Timescale				
Measure of success				
Priority				

# Section 6:

## Resources

### What this section contains:

Description and contact details for different resources that are available to help you implement the Calderdale Compact.

### What you need to do:

1. Read through these resources, to see if there is anything that you want to access straight away to help.
2. Keep this list safe, so that you can access it as you go through the implementation process.

### Need help?

If there is anything you want to ask about this section, please see Page 2/3 for contact details.

## 6. Resources

For specific queries about how to use this toolkit:

### COMPACT STEERING GROUP

For up to date local contacts, including the two main contacts for help in understanding and using this toolkit, please see Page 2 and 3.

For general voluntary and community sector support:

### NATIONAL COUNCIL FOR VOLUNTARY ORGANISATIONS

The National Council for Voluntary Organisations (NCVO) is the umbrella body for the voluntary sector in England. They work to support the voluntary sector and to create an environment in which voluntary organisations can flourish.

NCVO represents the views of the voluntary sector to policy makers and government and consults with the sector to inform their policy positions on issues generic to the sector. They also carry out in-depth research to promote a better understanding of the sector and its activities.

Services offered by NCVO include a freephone HelpDesk, policy briefings, information networks, events and a wide range of publications, including good practice information on everything from trusteeship to employment law, and their own magazine, Voluntary Sector.  
[www.ncvo-vol.org.uk](http://www.ncvo-vol.org.uk)  
0800 2 798 798

For information about the national Compact initiative:

### NATIONAL COMPACT

The national Compact between central government and the voluntary and community sector has its own website, which includes:

- national good practice codes
- examples of good practice from other areas
- progress reports on the implementation of the national Compact

links to the national mediation scheme

[www.thecompact.org.uk](http://www.thecompact.org.uk)

For more information about the national compact, call 020 7520 2453

For more information on how to carry out consultation:

### DEPARTMENT OF HEALTH

A number of consultation documents are available. The NHS works to a document called 'Strengthening Accountability: Involving Patients and The Public'. This document is available on the Department of Health website ([www.doh.gov.uk](http://www.doh.gov.uk)) and contains information on our legal responsibility to consult and also has a toolkit for getting started.

### CALDERDALE MBC

Calderdale MBC also have a consultation toolkit which has a step by step guide to consultation, focus groups and surveys. The pack is available by contacting Yvette Fisher Consultation Officer' Calderdale MBC, Chief Executives Office on **01422 393154**.

For information about funding and fundraising:

### THE BIG LOTTERY FUND

The Big Lottery Fund produces excellent information on all aspects of fund raising, monitoring outputs and outcomes. Advice is available from **0845 4102030**.  
[www.Biglotteryfund.org.uk](http://www.Biglotteryfund.org.uk)

### THE DIRECTORY OF SOCIAL CHANGE

The Directory of Social Change is an independent source of information and support to voluntary and community sectors worldwide. They enable the community and voluntary sectors to achieve their aims through being an independent voice, providing training and information. They offer a range of training courses and other resources that can help voluntary and community sectors address a range of issues important to the sector, including fundraising.

[www.dsc.org.uk](http://www.dsc.org.uk)  
**08450 77 77 07**

### CHARITIES EVALUATION SERVICES

Charities Evaluation Services (CES) supports voluntary organisations with monitoring and evaluation and improving quality. They are leading the ChangeUp national performance improvement hub in partnership with NCVO and a range of other charities. CES offers low cost evaluation training, consultancy, and information and carries out independent evaluations. To find out more, check their website:

[www.ces-vol.org.uk](http://www.ces-vol.org.uk)  
**020 7713 5722**

### CALDERDALE 4 COMMUNITY

This website has been developed on behalf of Calderdale Council for the Borough's voluntary and community sector. It provides comprehensive information on hundreds of local, national, european and trust funding sources. It is free to use and aims to make the process of sourcing funds easier and quicker. It also contains details of local support groups, and a very useful jargon buster produced by the Directory of Social Change.

[www.calderdale.gov.uk/calderdale4community](http://www.calderdale.gov.uk/calderdale4community)

For information on volunteering and supporting volunteers:

### **VOLUNTEERING ENGLAND**

Volunteering England is the volunteer development agency for England. It works to promote volunteering as a powerful force for change, both for those who volunteer and for the wider community. Their web site offers a range of resources for anyone who works with, or manages volunteers, as well as to those who want to volunteer.

[www.volunteering.org.uk](http://www.volunteering.org.uk)

0845 305 6979

For information about registered charities and their legal requirements:

### **CHARITY COMMISSION FOR ENGLAND AND WALES**

The Charity Commission for England and Wales is established by law as the regulator and registrar of charities in England and Wales. Their aim is to provide the best possible regulation of these charities, in order to increase charities' efficiency, effectiveness and public confidence and trust in them, by:

- registering charities
- maintaining the register of charities
- making Charities Accountable
- providing advice and guidance
- publishing useful guidance, operational guidance and publications
- visiting several hundred larger charities every year, as part of our review visits programme
- modernising charities by making schemes
- publishing regulatory reports to highlights good practice
- investigating and dealing with fraud and mismanagement.

[www.charity-commission.gov.uk](http://www.charity-commission.gov.uk)

0845 3000218

## For information about other quality assurance processes and quality standards:

As you are working through the Compact toolkit, you will spend time reviewing your services to see what you do and how you can improve.

You might want to move on from this and look at other quality assurance schemes and quality standards, which will use the same skills you have developed when working through the Compact toolkit, and will often ask very similar questions – so you might find that the work you have done towards the Compact will also help you achieve other quality assurance standards.

For organisations working with children, young people and vulnerable adults:  
The Children and Young People's Service has developed an assessment tool to help VCS organisations look at their overall organisational structure and procedures.  
For a copy of the toolkit, please contact 01422 349700 (see Contacts list on page 3)

For voluntary and community sector organisations:  
PQCASSO is a quality assurance scheme designed specifically for the voluntary and community sector. The PQASSO system has been designed by Charities Evaluation Services (CES) [for more information visit [www.ces-vol.org.uk](http://www.ces-vol.org.uk)]. The system covers 12 key areas of organisational life including planning for quality, governance, management, user-centred services, training and development.  
For information about PQASSO and support available, please contact VAC on 01422 348777 (see Contacts list on page 3)

For organisations involving volunteers:  
Investors in Volunteers is a relatively new quality standard, the volunteering equivalent of Investors in People. The Standard enables organisations to comprehensively review their volunteer management, and also publicly demonstrates their commitment to volunteering.  
For more information about this scheme, contact [www.investinginvolunteers.org.uk](http://www.investinginvolunteers.org.uk)

## For information about reasonable exceptions to Compact Compliance:

We accept that there may be times when we cannot reasonably be expected to comply with all requirements of the Compact. For example, there may be times when a Compact commitment conflicts with a legal duty.

In order to help partners understand these restrictions, partners from different organisations have drawn up some guidelines for their own sectors.

If you would like a copy of the guidelines, please contact:

For VCS guidelines, contact Soo Nevison on 01422 348777  
For Calderdale MBC guidelines, contact Sheri Wardell on 01422 392317  
For Calderdale NHS guidelines, contact Dawn Gaukroger on 01422 281300

# Section 7:

## What happens if things go wrong?

### What this section contains:

A description of what to do if you think that a partner has broken the promises made through the Compact, or if you think a partner is not meeting the requirements of the Code of Good Practice.

### What you need to do:

1. Read through this information.
2. Make sure that any colleagues in your organisation that are involved with partnership working are also aware of this information, particularly what you need to consider before making any formal complaint.

### Need help?

If there is anything you want to ask about this section, please see Page 2/3 for contact details.

## 7. Dispute Resolution procedure

### Overview

The Compact Steering Group will look at each case on its merits, and will get involved whenever it seems that the involvement of a neutral partner would be helpful. They will decide on the most appropriate course of action in each case. This might include contacting the partner concerned to obtain further information, or arranging an informal meeting between you and the other organisation with a member of the Steering Group present. They might involve the wider Community Engagement Partnership to help move things forward.

### First steps if things go wrong

- Be reasonable. The Compact was launched in Calderdale in 2005. It will take time for all partners to adapt the way they work to make sure they meet the Compact requirements. Your Compact partner may already be working to address the problem.
- Be realistic. As well as identifying where your Compact partner has gone wrong, think about what you're expecting from them to put it right. Would it be very expensive to do this in the way that you want? Would it involve a lot of staff or volunteer time? Are there other ways of doing this particular thing that are more achievable?
- Bear in mind that there may be good reasons why your Compact Partner is not able to do what the Compact wants. For example, we all aim to provide 12 weeks for consultation, but in planning applications, the Council has a legal deadline of 8 weeks, so it simply cannot provide 12 weeks for consultation. This does not mean that the Council should not try and meet the 12 weeks standard on other occasions, but it does mean that it will not meet the 12 weeks standard for planning applications.

Once you have considered these issues, if you still feel that your Compact partner should take action, then there is a process you can follow to help you and your partner put things right.

Firstly, raise the issue with the partner that has breached the Compact

Write to the people in overall charge of running the organisation (if it is a voluntary or community sector partner: write to the Management Committee; if it is a public sector partner: write to the Chief Executive; if it is a private sector partner: write to the Manager)

Be specific about where you feel their organisation has not kept to the Compact. Give details of dates and times or send copies of any correspondence. Tell them what you think they need to do to put it right.

**If you are unhappy with the response you have received from the partner concerned you can go to the next step:**

### Contacting the Steering Group

To ask the Compact Steering Group to get involved please contact Soo Nevison, Voluntary Action Calderdale, The Resource Centre, Hall Street, Halifax, HX1 5AY. In order to consider the case, the Steering Group will need copies of the following information:

- Copies of correspondence about the Compact breach (letters to and from the organisations involved)
- Evidence of the Compact breach (this should have already been considered by the organisation concerned)
- Any additional information/ evidence, which has become apparent since the original complaint.

The Steering Group will also want to know your preferred course of action and will follow this where possible. If this is not possible they will tell you why not.

You may want to contact the Steering Group if:

You may want to contact the Steering Group if:

1. You want to make sure that a record is kept by a neutral body of what you consider to be a Compact breach.
2. You want to discuss the complaint with a neutral body. You want to ask a neutral body to give their opinion on whether a Compact breach has taken place.
3. You want to ask a neutral body to mediate in discussions around how to solve a breach of the Compact.

It is important to bear in mind that the Compact Steering Group has no power to bring sanctions against any organisation. The Steering Group also reserves the right to refuse consideration of complaints. We will keep you informed during the process and aim to reach resolution within 12 weeks.

### **My complaint is about an organisation that is part of the Compact Steering Group – how will the group deal with this?**

The Steering Group is comprised of a diverse partnership. Compact Steering Group members will declare any prejudicial interest in complaints cases as they arise. This could be due to personal contacts, family contacts, work commitments or other interests.

To ensure a fair hearing, it may be necessary to choose members of the Steering Group from different sectors to hear complaints. Steering group members will follow a Code of Conduct to ensure fairness, consistency and confidentiality. A copy of this is available on request and will be sent with the acknowledgement letter of your complaint.

### **Next steps**

If you are unhappy with the response you have received from the Compact Steering Group please go to the next step:

Use the national Compact mediation scheme, delivered by CEDR-Solve. (Tel: 020 7536 6060; email: info@cedr-solve.com)

There will be a cost for this, which will be agreed between both parties, but will not prohibit small organisations benefiting from the scheme. In mediations, the parties themselves, with the help of a neutral mediator, work out a mutually acceptable solution. The mediation is carried out by a fully trained professional mediator and leads to a rapid and binding solution (about 80% of mediations settle within one day).

### **If the complaint is about the Compact Steering Group**

The Steering Group Chair will investigate the complaint and write to you with a summary of their findings.

If you are not happy with the response you get from the Steering group Chair, you can ask for your complaint to be looked at again. This will be considered by the Community Engagement Partnership, which is part of Calderdale Forward. The Steering Group is responsible to Calderdale Forward.

## Calderdale Compact Steering Group

### Dispute Resolution procedure (internal)

#### On receiving a complaint

This should be acknowledged within seven days of receipt. The acknowledgement letter should outline the next steps that will be taken including any timescales involved. A copy of the Compact Steering Group code of conduct should be included. If further information is needed in order to progress the complaint, this should be listed.

The rest of the Steering Group can be contacted via email to make them aware of the complaint and what action needs to be taken. Steering group meetings are held quarterly, but this should not lead to a delay in response from the group.

#### Deciding a course of action

Complainants are asked to state their preferred course of action for the Steering Group to take. The Steering Group however must make it's own decision for what action to take based on the given evidence for the complaint. Reasons for the course of action to be taken should be recorded and explained to the complainant.

#### If the complaint is about the Compact Steering Group

The complaint should be dealt as above. The Steering Group Chair should investigate the complaint and respond to the complainant in writing within 30 days. Should the complainant not be satisfied with this response, they are able to ask for a second hearing. The complaint should then be taken to the Community Engagement Partnership for consideration. The complainant should be informed of their decision by letter.

#### Conflicts of interest

The Steering Group is comprised of a diverse partnership. Compact Steering Group members should declare any prejudicial interest in complaints cases as they arise. This could be due to personal contacts, family contacts, work commitments or other interests.

To ensure a fair hearing, it may be necessary to choose members of the Steering Group from different sectors to hear complaints. The Chair will form a sub-group to investigate the complaint. The following Code of Conduct will be observed to ensure fairness and consistency.

## Calderdale Compact Steering Group

### Code of Conduct

1. Declaration of Interests – this is based on the Calderdale MBC Code of Conduct for Council Members

#### Personal Interests

A member of the Calderdale Compact Steering Group must disclose any personal interest he/she has in a complaint being considered by the Steering Group.

A Steering Group member must regard him/herself as having a personal interest if a decision on a complaint might reasonably be regarded as affecting to a greater extent than other people in Calderdale the well-being or financial position of him/herself, a relative\* or a friend, or

- any employment or business carried on by such persons;
- any person who employs or has appointed such persons, any firm in which they are a partner, or any company of which they are directors;
- any corporate body in which such persons have a beneficial interest in a class of securities exceeding the nominal value of £5,000; or
- any body listed below in which such persons hold a position of general control or management:
  - a body to which he or she has been appointed by the Council, or by the voluntary or community organisation which nominated them to the Panel, as its representative
  - a public authority or body exercising functions of a public nature
  - a company, industrial and provident society, charity, or body directed to charitable purposes;
  - a body whose principal purposes include the influence of public opinion or policy, and
  - a trade union or professional association.

\* "Relative" means a spouse, a partner (a member of a couple who live together), parent, parent-in-law, son, daughter, step-son, step-daughter, child of a partner, brother, sister, grandparent, grandchild, uncle, aunt, nephew, niece, or the spouse or partner of any of these people.

If a Steering Group member has a personal interest in any complaint being considered, he/she should declare it at the meeting, before the discussion of that particular complaint. He/she can remain in the meeting, and take part in the discussion and recommendation, as long as he/she does not consider the interest to be prejudicial (see below).

The existence and nature of the personal interest, and the fact that the Steering group member remained in the meeting, will be recorded in the minutes.

### Prejudicial Interest

A personal interest is considered prejudicial where a member of the public with knowledge of the relevant facts would reasonably regard the Steering Group member's personal interest to be so significant that it is likely to prejudice the Steering Group member's judgement.

If a Steering Group member has an interest in a complaint, which is prejudicial, he/she must withdraw from the meeting for the discussion and decision on that particular complaint.

The withdrawal of a Steering Group member will be recorded in the minutes.

## 2. Confidentiality

Decisions of the Steering Group will be made available to complainants, along with the reasons for each decision, but Steering Group members should respect any confidential information, which the applicant supplies, or any confidential discussion amongst the Steering Group, which takes place leading up the decision.

If a Steering Group member owes a duty of confidentiality to another organisation, they cannot be required to reveal confidential information to the wider group. They must however declare their interest; this will be treated as in point 1 above.

When recording complaints and breaches of the Compact, care should be taken to protect any issues of confidentiality. Reporting breaches of the Compact, for example to Calderdale Forward should be done as anonymous statistics or case studies.

### 3. Decision-making

Decisions on complaints will be made by consensus wherever possible. Where consensus is not possible, decisions will be made by a vote, with the Chair (and in the Chair's absence, the Deputy Chair) having a casting vote if necessary. Specific objections to the majority decision can be recorded in the minutes at the request of a Steering Group Member.

#### A further course of action

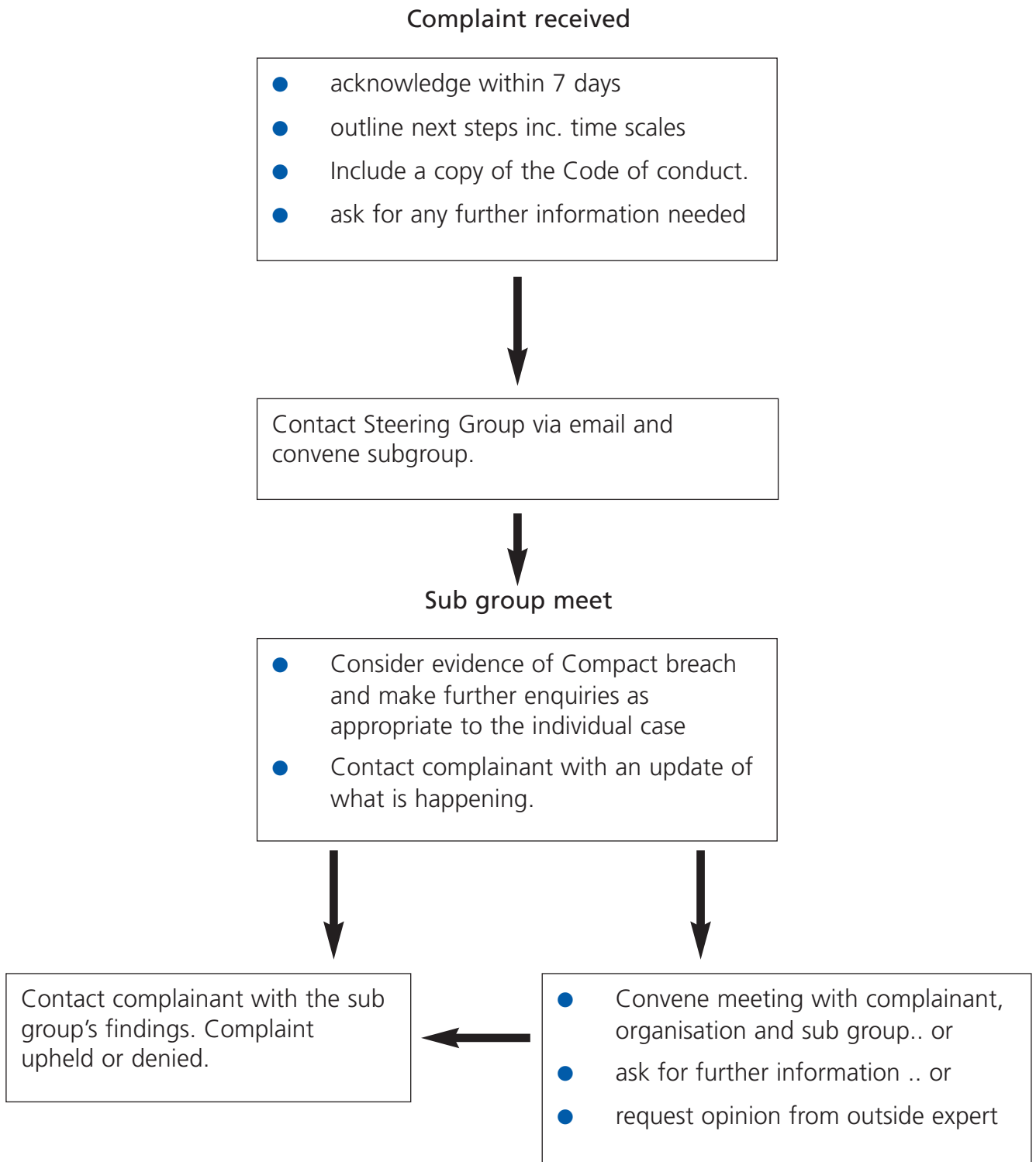
Complainants should be made aware that they have a further course of action should they not be happy with the response from the Steering Group.

They can use the national Compact mediation scheme, delivered by CEDR-Solve. (Tel: 020 7536 6060; email: [info@cedr-solve.com](mailto:info@cedr-solve.com)) There will be a cost for this, which will be agreed between both parties, but will not prohibit small organisations benefiting from the scheme. In mediations, the parties themselves, with the help of a neutral mediator, work out a mutually acceptable solution. The mediation is carried out by a fully trained professional mediator and leads to a rapid and binding solution (about 80% of mediations settle within one day).

#### Training needs

We may want to consider mediation training for Steering Group members – another option could be the availability of trained mediators to advise the group.

## FLOWCHART (basic overview of process)



# Section 8:

## How to sign up

### What this section contains:

A declaration for someone to sign on behalf of your organisation or service area, formally signing up to the Compact and joining as a Compact partner.

### What you need to do:

1. Read through through the information and the declaration.
2. Decide who has to agree to this, and who needs to sign up.
3. Sign up! The declaration can be signed by anyone authorised to enter into agreements for your organisation or service area.
4. Keep a copy for your organisation.

5. Send a copy to:

**Calderdale Compact  
Calderdale MBC  
Community Services  
3rd Floor  
Northgate House  
Halifax  
HX1 1UN**

Need help?

If there is anything you want to ask about this section, please see Page 2/3 for contact details.

## 8. How to sign up to the Calderdale Compact

By now, you should have read through the other documents in this toolkit. You should have a good idea of what the Compact is, and what it is trying to do.

Hopefully, you will agree with us that the Compact is a chance to improve the way we do things.

The Calderdale Compact will work better as more and more partners in Calderdale join. That is why we want your organisation to commit to joining us in the Calderdale Compact. The way to do this is to formally sign up.

By signing up to the Compact, you are agreeing to:

- share in the key principles of the Compact
- work towards meeting the commitments of your own sector
- try to work in line with the Codes of Good Practice

We don't expect you to be able to meet all of these requirements right now. Signing up to the Calderdale Compact means that you meet some requirements, and that you are going to take action to meet the rest. The important thing is that you intend to make changes wherever possible to meet the Compact's requirements.

On the back of this sheet is a form for you to sign. This should be signed by whoever is in charge of your organisation or work area. This could be a senior officer, a member of your management committee, or the owner of your business. Make sure that it is agreed at the right level, and that it goes through the right procedure for your particular organisation, partnership, service area etc.

# Calderdale Compact

We agree to join the Calderdale Compact, to share its key principles, meet our commitments and work in line with good practice wherever possible.

Signed by ..... Date .....

Name (print) .....

Position in organisation \* .....

Organisation \* name .....

Organisation address .....

.....

.....

\* or partnership, or service area etc.

To help us monitor how many organisations are signed up to the Compact, we would like you to send us a copy of this signed commitment. We can also use this for publicity, to promote the Compact by showing how many organisations have signed up.

Please keep the original for your own records and send a signed copy to:

**Calderdale Compact  
Calderdale MBC  
Community Services  
3rd Floor  
Northgate House  
Halifax  
HX1 1UN**

Here is a list of the partners who have let us know that they have signed up to the Compact.

Organisation	Date
Calderdale MBC	22-Nov-04
Ground Floor Project	29-Jul-05
Calderdale Women's Centre	02-Sep-05
Calderdale MBC	22-Nov-05
Calderdale Cares	07-Feb-06
Community Foundation for Calderdale	15-Feb-06
Acorn Centre Todmorden	28-Mar-06
Connexions West Yorkshire	06-Apr-06
Pennine Relate	19-Apr-06
Cornerstone (Banardos)	06-Jul-06
Halifax YMCA	14-Jul-06
Calderdale Shopmobility	03-Nov-06
Calderdale Mediation (CALM)	06-Nov-06
Voluntary Action Calderdale	09-Nov-06
Whitehill Primary School	14-Nov-06
Project Challenge	15-Dec-06
Phoenix Radio	15-Jan-07
Pennine Complementary Health Consortium	26-Jan-07
Street Angels	27-Feb-07
Dodnaze Community Association	14-Mar-07
Brighouse Explorer Scout Unit	15-Mar-07
Todmorden Together	03-May-07
Pit Stop 2000 Ltd	08-May-07
Richmond Fellowship	09-May-07
Home-Start Calderdale	24-May-07
People's Advocacy	13-Jun-07
Samaritans of Halifax & Calderdale	14-Jul-07
Action Halifax	24-Sep-07
Sunday Care	13-Nov-07

Organisation	Date
Calderdale DART	22-Nov-08
Calderdale Wellbeing / Healthy Minds	24-Mar-09
Project X Calderdale Ltd	11-Mar-09
White Ribbon Campaign	21-Apr-09

Remember – these partners are working towards Compact compliance just as you are, so they may not meet all of the requirements at the moment, but they are committed to making changes wherever possible to make sure they are Compact compliant.

If you know of anyone who has signed up but who is not listed here, please ask them to refer to the contacts listed on page 2 or send a copy of their signing up sheet (see previous page).