

The Redbridge **Compact**

2015 - 2018

Good practice for working together

The Redbridge Compact is a joint agreement between voluntary groups and public bodies and exists to help the partners improve their relationship for mutual advantage and community gain.

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Foreword

The first Redbridge Compact was developed in 2003. Since then we have seen a number of practical examples of how the Compact has improved partnership working in the borough through cross-sector involvement in policy development, the design of public services and in partnership working to lever in additional external funding.

Engagement works best when the Compact is used and all partners live up to their Compact commitments. We have confidence in the Compact and all partners must take responsibility to make it work. We are all committed to this Compact as a binding agreement that forms a common part of our policies and procedures. It sets out how our executive members, staff and volunteers will conduct the relationship between the sectors.

The Redbridge Compact 2015-18 will be the guide for local partnership working and will help get the best results for all. Partners recognise parallels between Compact principles and public law. Compact commitments carry a legitimate expectation. Implementation of the Compact will be monitored through a 3-year Action Plan

Partners will abide by this Compact and share responsibility for making it happen by holding each other to account. The Redbridge Compact Champions Group will ensure accountability and address any non-compliance. Partners will continue to work together to understand that mistakes and misunderstandings occur, which they will resolve jointly and whenever a partner is unable to be Compact-compliant it will have to justify why, and find the best way forward.

The Public and Voluntary Sectors' Partnership is determined to ensure that the partnership between public bodies and the voluntary and community sector is the best it can be.

Jon Pushkin

Chair of the Public and Voluntary Sectors' Partnership 2014/15

Logos to be added =

LBR

LONDON FIRE BRIGADE

MET POLICE

Redbridge FAITH FORUM

REDBRIDGE CVS

CCG (NHS)

1) Introduction

Redbridge has a thriving voluntary and community sector, which already makes a significant contribution to public life and the development of quality local public services. Much of this work is a result of the strong, healthy and vibrant partnerships between the voluntary and community sector and public bodies. All the partners are committed to working together more effectively to improve the quality of life of our residents making Redbridge a great place to be born, grow, live, learn, work and age.

More information about the Redbridge Compact and its impact can be found at: http://www.redbridge.gov.uk/cms/citizens_and_registrations/community_related_information/redbridge_compact.aspx

What does the Compact do:

The Compact:

- Defines what partners can expect from each other
- Recognises the full value of what local groups do and how they can help public bodies improve decisions and services
- Expands what can be done together through converting common purpose into wins
- Helps build a thriving community. Redbridge citizens get better results when we use a Compact way of working together
- Explains how to involve groups in what public services are doing
- Offers groups a stronger voice and support for what they do
- Gives public bodies a sounding board for what will work locally

The Redbridge Compact 2015-18 aims to build on this strong history of partnership working and relationships built on trust, confidence and mutual respect. It sets out the principles and commitments that underpin the evolving relationship between the public bodies and the voluntary and community sector in Redbridge and provides a partnership framework that supports all partners in on this. It draws on principles, standards and rights from the national Compact but has been developed as a local Compact specifically for Redbridge.

Like the previous Compact, this document is supported by a number of public bodies including the Redbridge Fire Brigade, the Metropolitan Police Services Redbridge, Redbridge Clinical Commissioning Group and the London Borough of Redbridge. It recognises that public sector partners have different pressures. The partners believe that working in partnership is a cornerstone to local success, agree to the principles of the Compact and will endeavour to work within the guidelines where possible. However there may be occasions where decisions have to be expedited and may not be able to be fully compliant with Compact processes for reasons beyond the control of local agencies. Should this situation arise, the partners will endeavour to explain why it has not been possible to comply with the Compact guidelines.

The development of the new Compact will provide an opportunity for public bodies to further develop a corporate approach to their relationship with the voluntary and community sector. It sets out how local public sector bodies and the voluntary and community sector will work with each other to address the challenges facing our community and improve outcomes for local people.

The Redbridge Compact 2015-2018 will be underpinned by the following commitments:

Commitments

- Voluntary groups have the right to campaign and challenge public bodies without risking funding
- Public bodies will involve citizens and work with local voluntary groups
- Public bodies will consult local groups on issues affecting them
- Public consultations will run for at least 12 weeks wherever possible
- Partnership and participation will be fully inclusive wherever possible
- Volunteers will be supported and deployed appropriately
- Full cost recovery principles will be adhered to, and payment of funding will be in instalments and in advance wherever possible (with the exception of “payments by results” contracts)
- Partners will abide by this Compact and share responsibility for making it happen by holding each other to account
- Redbridge Compact Champions Group will ensure accountability and address non compliance
- Partners understand that mistakes and misunderstandings occur, which they will resolve
- Whenever a partner is unable to be Compact-compliant it will have to explain why, and find the best way forward

Compact Outcomes

- A strong, diverse and independent voluntary sector
- Effective and transparent design and development of policies
- Improved grants and commissioning processes
- Increased profile of the voluntary and community sector
- Recognition of the value of individual volunteers and volunteering
- Impact assessed before reallocating funds, reshaping services and funding decisions are made.
- Compact disputes resolved positively together

Why use this Compact?

Redbridge Compact –

- Explains how to involve voluntary groups in what public services are doing
- Offers groups a stronger voice for what they want and support for what they do
- Gives public bodies a sounding board for what will work locally

Public bodies know that the Compact builds credibility and performance. This is also relevant to practical everyday work on the ground.

That's why they back it

The Compact has been in operation in Redbridge since 2003. It means we can achieve our aims by working together.

That's why you should use it

Current Compact Champions are:

- *Public bodies: the Council, NHS (CCG), Police and Fire Services.*
- *Voluntary Sector: RedbridgeCVS, Redbridge Faith Forum.*

It draws on principles, standards and rights from the national Compact.

(2) Status

Engagement works best when the Compact is used and all partners live up to their Compact commitments.

We need confidence in the Compact and must take responsibility to make it work.

All partners are committed to this Compact as a binding agreement that forms a common part of their policies and procedures. It sets out how their executive members, staff and volunteers will conduct the relationship between the sectors.

Partners recognise parallels between Compact principles and public law. Compact commitments carry a legitimate expectation.

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(3) Implementing the Compact

Role of the Redbridge Compact Champions Group

This group will include partners from the public, voluntary and faith sectors.

Implementation: *Making the Compact happen*

Compact Champions will:

- ▶ **Deliver a 3-year action plan to implement this Compact**
- ▶ **Update a business case for public bodies to consider the resources needed to achieve this**
- ▶ **Press for training (including facilitated workshops) on how to use the Compact**

Monitoring: *Making the Compact Work*

Compact Champions will:

- ▶ **Monitor efficiently**
- ▶ **Log: breaches, agreed exceptions, disputes, good practice**
- ▶ **Use the Compact to measure progress and impact - especially consultation, engagement, equalities, policy, funding and outcomes**
- ▶ **Conduct annual relationship polls to monitor any significant changes**

Promotion and Accountability: *Making the Compact visible*

Compact Champions will:

- ▶ **Raise the Compact's profile and promote its use**
- ▶ **Arrange for an annual ceremony confirming the Mayor as Compact Ambassador for the year**
- ▶ **Produce annual reports to the Public and Voluntary Sectors' Partnership,**
- ▶ **Submit national Compact award nominations to celebrate excellence in local partnership working**

(4) The Voluntary Sector's Independence

Why Independence matters?

Voluntary sector independence is to:

- Give voice to communities and empower marginalised people
- Spot trends, needs and issues
- Provide expertise on client care needs
- Complement and add to local provision
- Excel at user involvement and community action
- Get key messages to the community
- Offer unique neighbourhood knowledge
- Provide a gateway to broaden engagement
- Have ideas, energy and know-how

Understanding and facilitating independence

- ▶ Public bodies must respect voluntary sector independence as the foundation of their relationship with local groups.
- ▶ Local groups pledge to uphold their independence and explain to public bodies what it means to them and what it can achieve in practice.

The vigilance independence requires

Safeguarding independent voluntary action requires funding relationships to be right and grants to be retained to enable the voluntary sector to carry on with its role in community service. Public bodies should ensure funding conditions and terms are fairly negotiated and not over-prescriptive. Groups must remain responsible to those they work for and represent.

- ▶ Trustees and management committee members should recognise their independence and keeping to their mission as essential to good governance
- ▶ Public bodies recognise the right of groups to manage their own affairs

Campaigning and Challenging

Partners welcome the advocacy, lobbying and campaigning role of local groups for all that it achieves for people's rights and wellbeing.

- ▶ Public bodies recognise the legal right of local groups to campaign, comment on and challenge their policies and the need to dispel any fears that this puts funding at risk
- ▶ Partners will encourage local groups to campaign responsibly and fearlessly for their causes and challenge bad practice
- ▶ The voluntary sector commits to raising the profile of effective campaigning

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(5) A Compact way of working together in partnership

All partners aim to provide quality services to the residents of the borough. Jointly we recognise that there is added value in working in partnership. The following principles underpin this partnership:

Principles for Compact working

- ▶ Work together right from the start.
- ▶ Ensure mutual respect, understanding and diplomacy
- ▶ Openness and trust
- ▶ Objectivity, accountability, honesty and integrity
- ▶ Take practical action to eliminate unlawful discrimination, advance equality and to ensure a voice for under-represented and disadvantaged groups.
- ▶ Equality, Equity, Diversity and Inclusion
- ▶ Work together to assess the implications for the sector of new policies, legislation and guidance, and provide feedback to explain how the sector has influenced decision making.
- ▶ Share power and responsibility in Partnerships
- ▶ Treat partners fairly

What good partnerships do

- ▶ Establish leadership, roles and responsibility early on
- ▶ Jointly set agenda, meeting dates and a clear shared vision at the start
- ▶ Papers arrive in good time
- ▶ Have relevant Voluntary Sector representation (with meetings arranged at accessible times)
- ▶ Training and support offered as required
- ▶ No vetoes, unilateral decisions or surprises
- ▶ Make sure that everybody is content with decisions made and that reasons are fully communicated
- ▶ Members kept informed between meetings
- ▶ Agreed action happens
- ▶ Staff and community know what is happening

Using the Compact at partnership meetings

- ▶ Partnerships will work to the Compact principles at meetings and in the design of services
- ▶ Groups should be confident to share their opinions
- ▶ Debate and discussions should be mutually respectful
- ▶ Public bodies should be prepared to listen
- ▶ Public bodies benefit when they are challenged through frank and open relationships

Public bodies will:

- ▶ respect voluntary sector independence as the foundation of their relationship with local groups.
- ▶ recognise the right of local groups to campaign, comment on and challenge their policies and the need to dispel any fears that this puts funding at risk
- ▶ recognise the right of groups to manage their own affairs
- ▶ encourage local groups to campaign responsibly and fearlessly for their causes and challenge bad practice
- ▶ not use their power unfairly to the detriment of groups, but will be enabling and supportive

Voluntary sector partnership representatives will:

- ▶ be accountable
- ▶ uphold their independence and explain to public bodies what it means to them and what it can achieve in practice
- ▶ commit to raising the profile of effective campaigning
- ▶ recognise their independence and keep to their mission

What's in it for us?" Here are some examples to show that ***working together works!!***

- A number of faith buildings have opened their places of worship for voluntary and community sector groups to use for workshops and cross-sector meetings and activities, including an interfaith walk of peace.
- Redbridge Faith Forum, working in partnership with FORMO collected food and clothing from local businesses to support homeless people at the Welcome Centre
- A Volunteer Awards Ceremony is held annually to celebrate outstanding volunteers' achievements and promote the benefits of volunteering
- The Council funds a Community Fundraiser post, which raised over half a million pounds from external charitable funding bodies for local voluntary sector activity in 2013.

Health and Care

Two Compact Award winning projects

- Redbridge First Response Service –*identifies and connects local people in need of services and interventions to prevent or delay more serious service needs*
- Daffodil Advocacy “Experienced Voices” Quality Checking Project – *an innovative volunteering opportunities for people with learning disability, who are often excluded from paid work and/or volunteering, to become a peer-to-peer support group to engage with service users, to improve people’s health, care and well-being.*

Community Safety

- *Bogus Caller Partnership: - a local volunteer-led partnership advising people at risk of crime from “bogus callers” which has supported hundreds of local people and prevented many serious crimes*

Community Regeneration

- ***Work Redbridge/Volunteer Centre Redbridge “Making It Count”*** – *a partnership to help maximise the impact of people’s volunteering experience for their future employability*

(6) Community Involvement

Action to promote working together

Together we will:

- ▶ Be open with each other and clear about the purpose and benefits of partnership working
- ▶ Commit leadership and resources to understand each other's operating environments and contexts
- ▶ Be equal in partnership but proportionate in our requirements of each other
- ▶ Be mindful of each other's capacity particularly in relation to sharing risks and contractual requirements

Public bodies will match policies and services with local wants and needs by:

- ▶ Encouraging their staff to involve the voluntary sector early on in their work
- ▶ Creating opportunities for their knowledge and expertise to influence decisions
- ▶ Facilitating co-design of grants/commissioning programmes and services
- ▶ Supporting the work of voluntary sector Strategic Partners

The Voluntary Sector will:

- ▶ Respond positively to opportunities to engage with public sector agencies
- ▶ Work to ensure their comments reflect the wishes and needs of their members and service users – and be clear in responses about who they are representing

Building involvement in public policy processes

Together we will:

- ▶ Decide which policy processes to utilise and publicise these throughout the voluntary sector
- ▶ Strengthen arrangements for involving groups at all stages of service design and delivery
- ▶ Increase opportunities for groups to influence policies and strategies to improve and transform services
- ▶ Develop effective engagement skills by offering relevant training to both sectors
- ▶ Share visions and plans as early as possible
- ▶ Actively seek opportunities to develop shared visions and seek to enhance each other's capabilities
- ▶ Identify opportunities for improvements and innovation
- ▶ Identify local issues and work together to find solutions

The Voluntary Sector will:

- ▶ Seek to lead change
- ▶ Identify new solutions to local problems
- ▶ Be flexible and responsive to the changing environment

Making consultation real

Good consultation helps public bodies find out what people think, feel and say. Good consultation will lead to people being more likely to understand why decisions have been made and, therefore, help with implementation.

Partnerships should make clear what consultations are about and why they are seeking views. They should choose the most appropriate method(s) of consultation for the intended audience and raise awareness of consultations in the most effective way, making it as easy as possible to take part and ensure that they provide enough time and information (including in a range of relevant formats) for people to give their views.

Public bodies will:

- ▶ Consult voluntary sector groups on issues of interest to them using mechanisms that support and enable as many responses as possible
- ▶ Invite relevant groups to work with them from the start of planning consultations and give early notice of forthcoming consultations
- ▶ Conduct 12-week formal consultation exercises, with clear explanations and rationales for shorter time-frames or less formal approaches where these are necessary or more appropriate (and longer, where possible, particularly when the 12 weeks covers a holiday period)
- ▶ Develop a cross-agency consultation calendar to facilitate co-ordination, avoid overload, and make key information accessible
- ▶ Seek to ensure fair access and engagement opportunities for all, including consideration of all Equalities categories
- ▶ Seek to ensure that people feel that their views will count and that they are valued by decision makers
- ▶ Present consultation choices clearly and realistically, including where there is a preferred option. Alternatives should be invited, whilst making clear what can and cannot be changed as a result of consultation and engagement
- ▶ Give feedback to respondents on what has been heard and what will be happening. Consultation results should be made publically available

Because of the way that they are governed, some public bodies will, on rare occasions, need to conduct consultations for longer or shorter periods than these timescales. They will, however, share the terms by which any consultation has been agreed with their regulators (for example NHS England for the CCG) with the Compact Champions.

The Voluntary Sector will:

- ▶ Promote and respond to public sector consultations where appropriate, supporting their members and services users to have timely and meaningful input
- ▶ Say who they are representing, and in what capacity
- ▶ Ensure they can demonstrate how they have consulted with any individuals or groups on whose behalf they are responding

Making consultation better through joint working

One of the aims of joint working is to improve consultation. Sharing the learning from past consultations should improve future ones. Therefore –

Jointly we will try to ensure that:

- ▶ Consultation processes and documentation are accessible to all
- ▶ Information is provided in appropriate formats
- ▶ Consultation documents are visibly signed off as being Compact-compliant
- ▶ A standard question should ask for comments on how each consultation has been conducted. Suggestions should be invited for how consultations could be made better in future

Public bodies will:

- ▶ Conduct annual reviews on consultations undertaken, and their impact
- ▶ Consult at a time when proposals are still at a formative stage so views can be listened to and considered before making decisions
- ▶ Carefully analyse consultation responses
- ▶ Publish consultation results and provide feedback on any decisions taken or next steps
- ▶ Monitor and evaluate the effectiveness of consultations so that these can continue to improve
- ▶ Work in a co-ordinated and joined up way within agencies and with partners to ensure that consultations are carried out in the best way possible

The Voluntary Sector will:

- ▶ Make constructive suggestions about how consultations are run
- ▶ Support their members and service users to have meaningful input to consultation opportunities
- ▶ Focus on evidence-based solutions, with clear proposals for positive outcomes, where possible, when putting forward ideas

Reaching out to the whole community and promoting equalities

To advance fairness and equality, promote equality of opportunity, encourage good relations and challenge discrimination through the responsible and effective use of all of the procedures

Jointly we will try to ensure that we:

- ▶ Value the diversity of the voluntary sector and the Borough
- ▶ Promote equality (including through 'equality-proofing')
- ▶ Support full and equal inclusion and participation, and challenge discrimination
- ▶ Improve communication and engagement with excluded, marginalised, and stigmatised people (for instance, people with a mental illness)
- ▶ Involve people so that they can participate in a meaningful way including improving policy and practice (e.g. applying the social model of disability)
- ▶ Recognise the importance of fairness, equality, community cohesion and the need for integration where appropriate

Public bodies will:

- ▶ Where possible publish annually funding for all protected Equalities characteristics
- ▶ Build on their own work with all protected Equalities characteristics

The Voluntary Sector will:

- ▶ Seek the views of service users, clients, beneficiaries, members, volunteers and trustees when making representation to the public sector.
- ▶ Be clear on who is being represented, in what capacity, and on what basis that representation is being made.
- ▶ Ensure that appropriate specialist support is available and the needs of the most marginalised communities are addressed.

(7) Volunteering

Valuing the vital contribution volunteers make

Volunteering is any unpaid activity that benefits the community, the environment, groups and individuals (other than solely relatives). Volunteering is personally rewarding and fulfilling and offers a route into further community activity, education, training or paid employment. It increases people's social contact, develops their skills and experiences, raises their self-esteem and quality of life.

Thousands of residents freely give time, energy and expertise to benefit others. Some are formal volunteers with organisations. Others give informal mutual support and self-help. Many groups couldn't keep going without volunteers. Volunteering is the lifeblood of the voluntary sector.

Principles for partners using volunteers

- **Real Choice:** free from any coercion or compulsion
- **Diversity:** with participation being open to all
- **Social good and community gain:** not saving money
- **Justifiable deployment:** not replacing paid jobs
- **Equal respect:** for volunteers and paid staff
- **Mutual advantage:** volunteers contribute and benefit
- **Reimbursement:** they are not to be left out of pocket
- **Recognition:** they are valued internally and publicly

Commitments on using and supporting volunteers

Partners will –

- ▶ Work with individuals and organisations to promote and develop volunteering, so that people are inspired to volunteer, have the opportunity to do so and have excellent volunteering experiences
- ▶ Be exemplars of volunteering good practice. They will strive for high quality volunteer recruitment, management, training and support
- ▶ Avoid using volunteers for inappropriate purposes or confusing them with interns and work experience placements
- ▶ Designate a board member or officer with responsibility for volunteering
- ▶ Provide free DBS (criminal records) checks to volunteers whenever appropriate

Action to promote volunteering

Work in partnership with others to provide a range of services that seek to increase the quality, quantity, contribution and accessibility of local voluntary and community action, and volunteering

Partners will –

- ▶ Work together to boost volunteering across all communities and abilities
- ▶ Help remove barriers to volunteering by and in under-represented groups
- ▶ Promote and adopt quality marks and standards for volunteering
- ▶ Ensure that policies and procedures don't impact negatively on volunteering or the agreed principles

(8) Funding

An ongoing partnership approach to grant funding

Safeguarding independent voluntary action requires funding relationships to be right to enable the voluntary sector to carry on with its role in community service. Public bodies should ensure funding conditions and terms are fairly negotiated, not imposed or over-prescriptive. Groups must remain responsible to those they work for and represent.

Negotiation and joint agreement should characterise all funding stages from programme design, setting priorities and conditions, through to evaluation and review. It is important that grants are available as these:

- ▶ Give Best Value
- ▶ Support independent community action
- ▶ Tackle unmet needs

Getting through hard times together

Effective resource management is more critical than ever. Austerity brings into sharper focus how priorities are decided. Partners want the best possible results while ensuring that the way voluntary sector funding is done satisfies both sectors. (This is consistent with Government guidance against disproportionate cuts.)

Funding Principles

- Partnership, timeliness and sound decisions
- Level playing field across all sectors
- Fair, objective and accessible
- Consistent, transparent and simple
- Needs-targeted and aligned to Strategic Priorities
- Value for money in delivering Quality with Equality
- Outcomes-focused and sustainable
- Accountable, proportionate, and fairly-share risk

Joint impact assessments are key to fully informed decisions. This includes taking account of the impact on -

- Service users and volunteers
- Equalities and the most vulnerable people and communities
- Social action, community cohesion and community empowerment

Jointly setting funding priorities and managing cuts together

Important aspects of managing cuts together are –

- Timing (early!)
- Leadership on both sides
- Evidence and value for money
- Prompt, open and transparent communication
- Joint impact assessments
- Deciding priorities together

Outside Redbridge, failure to consult funded groups properly or give them enough notice has led to judicial reviews and referrals to the Ombudsman. Following Compact funding principles is good practice and safeguards funders and funded groups.

In developing the joint approach to managing resources, public bodies will –

- ▶ Maintain co-ordination across local public sector budgets and identify cross-impacts
- ▶ Consider social value solutions to invest in the voluntary sector when reallocating funds or reshaping services
- ▶ Actively consider when it is best to use grants and when it is best to use commissioning.
- ▶ Share their best practice to develop effective commissioning models
- ▶ Ensure well-managed and transparent application and tendering processes, which are proportionate to the desired objectives and outcomes
- ▶ Ensure that notification of funding decisions and transfer of funds to successful organisations are within agreed timescales
- ▶ Recognise the value of funding existing services and that those that seek to meet new and emerging needs
- ▶ Recognise the value of funding preventive initiatives
- ▶ View voluntary sector service delivery no less favourably than their own
- ▶ Assess the impact of any proposed funding to local groups, including their responses, before making funding decisions
- ▶ Ensure good practice in changes to grants and decommissioning, including by giving at least 3 months' notice
- ▶ Offer advice and support to groups whose funding is reduced or withdrawn
- ▶ Ensure all bodies distributing funds on behalf of the public sector adhere to the commitments in this Compact
- ▶ Review commissioning and tendering to ensure these reflect local benefit considerations, including through using the principles and practices of the Public Services (Social Value) Act
- ▶ Support the development of voluntary sector capacity to reach preferred supplier status

Monitoring of funded groups

Monitoring is used to satisfy funders and the public that public funds are being used for the agreed purposes. Monitoring must be relevant, proportionate, and limited to reporting to essential requirements.

The Voluntary Sector will:

- ▶ Comply with funding conditions and requirements and make returns on time
- ▶ Use public money responsibly and accountably
- ▶ Have or work towards quality standards (e.g. PQASSO)
- ▶ Demonstrate good governance and effective management
- ▶ Actively promote equality of opportunity and diversity for all and user involvement
- ▶ Operate effective financial management systems including for reserves
- ▶ Publicly acknowledge the support provided by funders
- ▶ Promote good relationships between people from different backgrounds
- ▶ Annually undertake a risk assessment of their organisations' financial sustainability
- ▶ Work with funders at all levels to develop creative and sustainable solutions to local problems
- ▶ Seek to work in collaboration with others and to make joint funding applications as appropriate, including with the purpose of reducing duplication

Public bodies will –

- ▶ Ensure funding opportunities are clear and widely promoted
- ▶ Use leads for unified monitoring of groups with more than one local funder
- ▶ Review with funded groups how evaluation should be modernised
- ▶ Ensure that grant agreements and contracts are appropriate to the level of funding
- ▶ Ensure subcontractors are Compact-compliant in dealings with the voluntary sector
- ▶ Agree with voluntary sector organisations how outcomes 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.

Ensuring a Sustainable Voluntary Sector

A key aim of voluntary sector funding is the development of sustainable groups capable of delivering high quality services of social value.

Public bodies will –

- ▶ Offer longer-term funding whenever appropriate because this gives them a better return on their investment and aids stability
- ▶ Always pay funding promptly in advance unless there are clear and publically stated reasons for not doing so (including, for example, where contracts are to be funded on a 'payment by results' basis)
- ▶ Agree with the organisation a timetable of actions to improve performance before making a decision to end a financial relationship, if the organisation is

The Voluntary Sector will –

- ▶ Estimate their costs as accurately as possible and not use a fixed percentage
- ▶ Submit bids on a full cost recovery basis
- ▶ Also seek other funding to do more and have greater security
- ▶ Ensure robust governance arrangements so that organisations can best manage any risk associated with service delivery, financing models, including giving funders early notice of significant changes in circumstances
- ▶ Seek out opportunities to explore joint funding bids to maximise investment into the borough.
- ▶ Advise funders if voluntary sector organisations are facing funding difficulties

Funding Small Groups

Small, new and emerging groups operate at the grassroots. They are often highly knowledgeable in understanding local needs and knowing what will work, and are trusted by local people.

Public bodies should –

- ▶ Develop grants programmes for specific or continuous grassroots activity
- ▶ Encourage match funding
- ▶ Consider parcelling up contracts to give community groups a chance to tender for their neighbourhood
- ▶ Take account of specialist groups seeking to cater for low numbers

Other support

Some unfunded groups get in-kind support. Rent subsidies, use of equipment, officer expertise, training and transport are examples. There should be fair and open access to these resources, distributed effectively to maximise benefit.

Discretionary rate relief should be taken up in full by all groups with premises because this achieves such good local value.

Public bodies will -

- ▶ Encourage groups to take full advantage of discretionary rate relief
- ▶ Local funders will publish annually “Who Gets What Funding and In-kind Support”
- ▶ Keep groups informed on accommodation they can use. They will review voluntary sector premises-related issues and the scope for asset transfer and bulk purchasing wherever possible
- ▶ Review commissioning and tendering to ensure these reflect local benefit considerations, including through using the principles and practices of the Public Services (Social Value) Act
- ▶ Support the development of voluntary sector capacity to reach preferred supplier status

Funding local groups means an investment in the local economy and in local community skills and capacity. It means working with groups committed to Redbridge which know and represent their communities. Ensuring a level playing field for the voluntary sector is a Compact principle, and in line with the Public Services (Social Value) Act. It should not disadvantage the local private sector.

9) Monitoring, Review and Ongoing Development of the Compact

The Compact is just one stage in an ongoing process of building and developing relationships between both sectors. A three-year Action Plan will be developed and disseminated to partners to implement within their organisation and to the Compact Champions will monitor progress on a six monthly basis.

An annual report will be produced setting out progress and any problems. This will be published on Redbridge i.

A formal review of the Compact will take place after three years of implementation.

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(10) Resolving Compact disputes positively together

Public bodies and the voluntary and community sector have the right to raise concerns individually, collectively or through a representative organisation. Doing it protects relationships, accountability, and good practice. Disagreements about interpreting this Compact's requirements or scope can also be resolved by reference to the national Compact's content and mechanisms. Complaints about services or individuals are dealt with through the complaints procedures and not the Compact disputes procedure.

Disputes Procedure

A disputes procedure is irrelevant if not used and seen as effective. When things go wrong they should be put right together without attributing blame and with a timely and fair remedy.

Partners will:

- ▶ Use the disputes procedure and ensure that raising issues informally or formally will not have negative future repercussions for groups
 - ▶ Identify underlying issues and share learning to prevent recurrence.
- Deal with disputes and manage conflict when things go wrong. Issues will be put right jointly, without attributing blame and with a timely and fair remedy

1	Avoid it escalating <i>Within 2 weeks</i>	Discuss the dispute informally between those directly concerned. If necessary, then meet with senior people. (If not resolved, proceed to stage 2)
2	Refer to Champions Group <i>Within 4 weeks</i>	The Compact Champions Group will set the timetable for both sides to submit a statement and meet with them or a representative panel to resolve the case. An independent adviser will be present if needed.

For further information please contact:

Shila Barber – Community Partnerships Manager, Community Partnerships Manager, Commissioning and Community Partnerships London Borough of Redbridge Tel: 020 8708 2387, Email: shila.barber@redbridge.gov.uk, or see the Council’s website: <http://www.redbridge.gov.uk>

Or

RedbridgeCVS (Redbridge Council for Voluntary Service) to receive a printed copy of the Compact. Tel: 020 8553 1004 or email colin@redbridgecvs.net. A copy can be downloaded from <http://www.redbridgecvs.net/what-we-do/networks/compact>

If you would like this document in any of the following formats or in another language, please state below and send the form to the address below:

In large print () On Disk () On audio tape ()

In another language, please state:

Name	
Address	
Contact no:	

**Return to: London Borough of Redbridge
Compact Lead Officer
Corporate Partnerships Team
Commissioning and Provision
Lynton House
6th floor Front
128-142 High Road
Ilford, Essex
IG1 1DD**

(11) Glossary

Commissioning	Commissioning is the systematic process of specifying; securing and monitoring services to meet identified and prioritised needs, including both immediate and anticipated needs.
Community involvement	Creating opportunities for dialogue and involvement in decisions making
Compact	Outlines the relationships between public bodies and the voluntary and community sector, allowing them to work together more effectively to strengthen communities and improve people's lives.
Compact Champions	Senior officers from the Council, Clinical Commissioning Group, Police, Fire, Redbridge Council for Voluntary Service and the Redbridge Faith Forum meets quarterly to discuss and review the implementation of the Compact, to look for opportunities for collaborative working, to identify any under-performance and identify actions plans to remedy these.
Compact commitments	Provides a framework to reflect on distinctive local issues and partnership agreement
Compact principles	Helps public bodies and the voluntary and community sector to work effectively in partnership
Consultation	Providing effective ways for local people, service users and stakeholders to understand and influence decisions and policies that affect them.
Dispute	Misunderstanding or a disagreement between partners, or public and the voluntary sector
Full cost recovery	Organisations overhead costs are shared among different projects
Funding	Offers financial assistance to not-for-profit organisations for a specific project and requires some level of compliance and reporting
Independence	The voluntary and community sector have the right within the law to campaign, to comment on and to challenge government policy and to determine and manage their own affairs
Partners	Public sector organisations and lead voluntary and community groups
Partnership	Two or more parties that have agreed to work together in the pursuit of common goals
Protected Characteristic	The Equality Act October 2010, now includes: age, disability, gender, reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex and sexual orientation
Public Sector Body	Public Bodies deliver important and essential public services and helps Government carry out some of its policies at arm's length from ministers.
Reserves	Money set aside for by an organisation for a specific purpose
Social Value Act	The Public Services (Social Value) Act requires public bodies to actively consider additional "social value" when commissioning services above the EU procurement threshold (€200,000).

Small groups	A group of people having common goals or interests working together to achieve that goal.
Voluntary and community Sector, including faith sector	Voluntary and community sector organisations can take many forms. Some receive grants or provide services under contract with the public sector, whereas others operate with minimal finance that they generate themselves. All organisations within the sector embrace the concept of voluntary service and all seek to make a positive contribution and difference to community life and cohesion.
Volunteering	People giving time and commitment for the public good to contribute to a vibrant society

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Appendix A

Public and Voluntary Sector Partnership

Aims to develop effective working relationships between the public organisations and voluntary and community groups operating in the Borough

Partnership members for 2014/15 were:

COUNCIL

Vice Chair Councillor Santos, Councillor Bhamra, Councillor Sharma, Councillor Best, Councillor Blaber.

Substitutes: Councillors F. Hussain, Councillor Sachs, Councillor Lambert

VOLUNTARY SECTOR

Chair Jon Pushkin, (Music Lounge), John Garlick (Age UK, Redbridge), Nicholas Hurst (Frenford Clubs), Lorraine Silver (Cranbrook Residents Association), Sudarshan Bhuhi MBE (Aanchal).

Substitutes: Bushra Tahir (Awaaz), Ram Bhandari (RIWA), Chris Stone (RAFA Club)

NATIONAL HEALTH SERVICE REDBRIDGE

Louise Mitchell - Chief Operating Officer

Substitutes: Khalil Ali -Patient and Public Involvement Lead, Redbridge CCG

REDBRIDGE BOROUGH POLICE

John Fish – Chief Inspector

Substitute: tbc

REDBRIDGE FIRE BRIGADE

Mark Simons, Station Manager

Substitute: Steven Brown – Borough Commander

OFFICERS

Ross Diamond (RedbridgeCVS), John Turkson and Shila Barber (LBR)

Appendix B

Our Achievements to Date: (add pictures)

In recognition of the evidence demonstrating how the Redbridge Compact has had a real impact on outcomes for local people, the Compact has the following achievements and won a number of national Awards over the years.

- In 2009, The establishment of a Compact Champions Group made up of senior officers with responsibility for the implementation and monitoring of the Compact across all the signatory organisations.
- In 2010, The Mayor of Redbridge was appointed as the first Redbridge Compact Ambassador to work to further strengthen the relationships between the voluntary, community and public sectors
- In 2010, The Redbridge Compact was formally recognised and awarded the Excellence Award for Local Partnership Working at the National Compact Awards ceremony in London.
- In 2012, Redbridge Faith Forum won the Compact Advancing Equalities Award. This award demonstrated the outstanding commitment through equality. The following Redbridge projects were shortlisted and received a certificate:
 - The Indigo Bridge Project – Compact Engagement
 - The Generic Advocacy Service – Compact engagement
- In 2013, Three Redbridge projects were shortlisted for the Compact Award
 - Redbridge First Response Service: a multi-agency partnership to ensure that referral loop is closed by working in partnership for service users to access preventive services and support networks
 - It's My Life Framework Programme – Peer Assessor made up of 10 people with learning disability to monitor services, interview staff, carers and service users about the service that they receive
 - -'1000 minds': project raised awareness of Dementia in the BAME communities; workshops delivered to over 1000 individuals on the treatment and how to access support services.
- In 2014, Two Redbridge projects won the Compact Awards
 - Redbridge First Response won the Compact Innovation Award 2014 and
 - The Daffodil Advocacy Quality Checking project won the Highly Commended Compact Engagement Award.
 - The Work Redbridge and Redbridge Volunteer Centre Project was shortlisted for the Innovation Award