



‘Working Better *Together*’

The Sefton Compact

Guiding the partnership between the Public
Sector and voluntary and community
organisations in Sefton

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Foreword

The Voluntary and Community Sector and the Public Sector have worked together for many years. Over the last decade, the relationship has become both closer and broader. 'A Vision for Sefton', produced by the Sefton Borough Partnership - the Voluntary and Community Sector, the Public Sector and the Private Sector together - sets out the broadest picture. You can find a brief summary at the end (Annex 3).

Good examples of joint working are being developed across the Borough, for example the Joint Planning Structure for Health and Social Care, User and Carer Involvement (the 'Nuffield' work) as well as individual initiatives such as SureStart.

This 'COMPACT' between the Public and Voluntary and Community Sectors is about how we might improve that 'working together'. As the draft Community Strategy for Sefton says:

'We will only achieve our shared vision of Sefton if we continue to work together based on shared values, responsibilities and actions'

The Compact underpins this process by setting out those values and commitments.

This must be an inclusive approach. For example, effective involvement of service providers, users and, where appropriate carers, is fundamental. This promotes openness and accountability. It challenges social exclusion. It can help to make services more accessible and equitable. For example, the work of the Nuffield Institute for Health on User and Carer involvement in Sefton is particularly important.

Whatever we put on paper will only work if everyone is committed to make sure it does. We will all need to work at it for some time for it will not be achieved overnight. This is a really important stage, for what follows is our commitments to each other and our expectations.

We want this Compact to work. We are committed to making it work. We have a responsibility to make it work for the benefit of people in Sefton.

1. What is a COMPACT?

A Compact is an agreement between the Public and Voluntary and Community Sectors in a particular area, in our case Sefton.

In November of 1998, the Government and the Voluntary Sector nationally published their Compact for working better together and the idea has been taken up locally in many parts of the country.

This 'Local' Compact sets out what we all feel is needed to work better together here in Sefton. It is based essentially on what came out of two Conferences in November 2001 and June 2002 when people from many organisations across the sectors met together to look at how things might be improved. It is important that it is inclusive including faith communities, minorities and under represented groups.

Its authority comes from the fact that the Public Sector and the Voluntary and Community Sectors have agreed to work together in the way the Compact describes. It was initiated by the Sefton Borough Partnership (the Local Strategic Partnership), but has evolved from the contributions of the many who are involved in providing services to people in Sefton.

The Compact is not just another piece of paper. It is a working document - a marker on a path. It represents not simply aspiration, but a process of turning that aspiration into reality. So its emphasis on an 'Action Plan' and on monitoring and review is particularly important.

For more information on the COMPACT contact

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2. Shared Vision

'to work better together'

We are all part of our local community and involved in trying to improve the quality of life for people in Sefton. We want to do this as well as we are able.

This Compact is an expression of our commitment, as organisations and individuals, to continue to work together for the benefit of people in Sefton.

We recognise and appreciate what we all bring to this task:

- the contributions that we all make
- the expertise and commitment which is present
- the distinct and complementary roles in developing public policy and local services we often have, as well as the different 'cultures' and objectives of our organisations.
- the need for trust and accountability
- our roles in promoting equality and diversity
- our responsibilities in ensuring social inclusion.

We also recognise that some organisations have more power than others, perhaps as a result of size, legal responsibilities or money among other things. It is important that this power is not unfairly used to the detriment of some of those we work with. If that happens we must put things right.

3. Key Principles for Joint Work (1)

To work better together, we must

1. act in an inclusive, open, participatory and transparent way
2. achieve shared understanding about effectiveness, outcomes, monitoring, reporting, evaluating, assessment and targets
3. ensure that leadership is appropriate to the task and has integrity
4. promote awareness raising, involvement, rights and responsibilities and capacity building
5. ensure long term effort to achieve difficult changes and to manage change sensitively

Working together, we

1. are committed to equality of access and opportunity for all people regardless of race, age, disability, gender, language, sexual orientation or religion.
2. are accountable for our actions and believe that relationships must be based on integrity, objectivity, openness and honesty.
3. accept that working together means mutual respect and recognition of our roles. There will be differences of purpose, which can lead to tension, but that tension can be productive, if seen positively.
4. consider that trust together with good and open communications, a welcoming and open attitude and transparency of process are essential to effective and enduring working relationships.
5. are committed to creating a 'learning culture' rather than one based on blame

Key Principles for Joint Work (2)

We recognise

1. the importance of voluntary and community activity in the development of a democratic and socially inclusive society
2. the independence and diversity of the voluntary and community sector as well as the funding difficulties it sometimes faces
3. the dangers of exclusion of groups and communities from decision making, particularly small community groups, self help groups, faith based groups and black and minority ethnic organisations, and the need to make special efforts to reach include and support such groups
4. the varied roles of voluntary and community groups: campaigners, service providers, advocates and active participants in the planning and development of services
5. the democratic and legal context in which the Public Sector operates as well as the frameworks within which the Voluntary and Community Sector works
6. the importance of promoting best practice in service delivery and the importance of empowering and enabling organisations and individuals
7. that decision making should be transparent and accessible, but at times it will be also be necessary to respect the confidentiality of information
8. that partners need to feel that there is a real benefit from working together
9. that timely and understandable communication is essential
10. the importance of ensuring that there are sufficient resources to put the COMPACT into effect

4. Contribution of Volunteers

Volunteering is not exclusive to voluntary and community organisations, but has been highly significant in their evolution and ethos. Volunteers make a large and varied contribution to community and individual life in Sefton through their experience, skills and commitment. Volunteering is important in building community spirit and a sense of responsibility for one another.

The Public Sector

1. acknowledges the value of the contribution volunteers make.
2. will continue to support and encourage the continuation and growth of volunteering
3. when using volunteers, will ensure that
 - volunteer policies are in place
 - roles are properly defined in writing
 - that volunteers are respected and valued for the contribution they make
4. agrees that volunteers should not replace paid staff
5. recognises that appropriate induction, training and support is essential
6. will allow for volunteer costs in contracts, service level agreements and grants

The Voluntary and Community Sector will

1. support recruitment of volunteers.
2. provide induction, training, management, support, supervision, mentoring and out of pocket expenses to volunteers appropriate to the organisation.
3. ensure that volunteer policies are in place and that roles are properly defined in writing.
4. ensure volunteer involvement in policy and decision making
5. ensure volunteers and paid staff are equally valued and their contributions respected.
6. look at ways of supporting smaller groups (who have few resources) in relation to these commitments

5. Consultation and Involvement (1)

The Public Sector undertakes to:

1. ensure that the Voluntary and Community Sector is given the opportunity to take part in the development of policy and strategic planning;
2. look at proposed new policies and procedures, particularly at the developmental stage, and identify implications for the Voluntary and Community Sector.
3. undertake consultation at an early stage on all issues that may affect the sector, or give an explanation as to why this cannot take place. This should cover what currently happens, what might happen or what might cease to happen
4. ensure that the Voluntary and Community Sector is given the opportunity to be involved at an early stage in the planning and review of relevant service provision, for example in Best Value reviews, and undertake to show the impact of their involvement;
5. recognise that involvement with partnerships and other joint arrangements has time, resource and capacity implications for voluntary and community organisations and that this taken into consideration when determining funding agreements.
6. respect and value the campaigning role of the Voluntary and Community Sector while acknowledging that this may conflict with Public agencies' plans and decisions;
7. work with the Voluntary and Community Sector towards enabling and empowering local people so that decision making can be made together.
8. support the role of Sefton Council for Voluntary Service and other umbrella bodies in facilitating consultation and recognise the resource implications of consultation;
9. consider changing proposals as a result of listening to the sector's views and to provide adequate and timely feedback on the sector's contributions;
10. ensure that the Voluntary and Community Sector is given the opportunity to be represented on relevant public boards, agencies, working groups, etc.
11. provide the Voluntary and Community Sector with regular and clear information about Council departments, their roles and functions, and named contact people within each department

Consultation and Involvement (2)

In relation to consultation, **the Public Sector** accepts that

1. A variety of mechanisms are needed to ensure an effective flow of information between Council and the Voluntary and Community Sector taking account of the diverse nature and communication needs of the sector.
2. Consultation processes should be clear, open and accessible and make clear what can and cannot be changed.
3. Care should be taken to identify who needs to be consulted and this may involve talking to appropriate organisations
4. Consultation should include adequate, accessible information about the issue(s) in a form that is easily understood. Jargon should be avoided
5. Consultation should allow sufficient time for those being consulted to respond in a meaningful manner and to influence a decision
6. Consultation should be adequately resourced both within the Public sector and the Voluntary and Community Sector. The resource implications of consultations by voluntary and community organisations and umbrella bodies should be recognised

Consultation and Involvement (3)

The voluntary and community sector undertakes to:

- 1 ensure, within the resources they have, that service users, carers, workers, volunteers, members and supporters are informed and involved in consultation as appropriate.
- 2 act, where appropriate, as an advocate for service users, members, volunteers and other stakeholders.
- 3 through Sefton Council for Voluntary Service and other umbrella organisations, develop networks and liaison arrangements, within available resources, to ensure that the sector can be appropriately involved in service planning and review and represented on public boards, working groups etc.
- 4 ensure that the views expressed as a result of consultation are reported accurately in the response made to local and central government.
- 5 maintain an independent and critical perspective to provide feedback on service and planning processes to the Public Sector, funders and other partners.
- 6 respect the confidentiality, when appropriate, of public information especially in the discussion of draft documents.

Possible Future Work

1. Develop a Compact code of practice on participation (consultation and involvement), taking account of the national Compact code of practice
2. Develop a framework for jointly monitoring consultation exercises to help spread best practice and periodic evaluation of voluntary and community sector consultation, representation and participation.
3. Develop a programme to access and support hard to reach groups.
4. Develop further Joint Planning structures and Carer and User Involvement

6. Partnership Working (1)

The Public Sector

recognises the value of working in partnership with the Voluntary and Community Sector, and that partnership imposes a duty on all parties to contribute appropriately and to keep agreements they make.

It undertakes:

1. to actively support the development of partnerships between voluntary, public and private sector organisations, and to help and encourage the voluntary and community sector to lead such partnerships.
2. to carefully consider the time demands made on its own staff and those of the Voluntary and Community Sector when new partnerships are proposed to ensure that they and existing partnerships can be effective.
3. to build awareness, among officers, councillors and Board members, of effective joint working arrangements with the Voluntary and Community Sector, their benefits and the issues that affect them, recognising that commitment is needed at all levels.
4. To actively inform and brief its staff on what is expected in partnership working and to make its staff aware of the needs, skills and opportunities offered by the Voluntary and Community Sector.
5. to ensure as far as possible continuity of funding and other resources (eg staff time or other assistance) avoiding sudden changes, recognising the vulnerability of the Voluntary and Community Sector to changes in funding and the damage that can be caused to their ability to meet their long term goals.
6. to use partnership service agreements to help clarify service expectations and to ensure, as far as possible, that they are not unduly onerous and are clear concise and straight forward.
7. to seek ways of enabling and empowering voluntary and community organisations particularly through training, and to make resources available to help and support smaller organisations to ensure their active participation.
8. to be realistic in its expectations of Voluntary and Community Sector.
9. to develop and participate in joint training events.
10. to facilitate the development a central source of information on partnerships.

Partnership Working (2)

The Voluntary & Community Sector

recognises the value of working in partnership with the Public Sector, in helping meet their own aims.

It undertakes to:

1. build effective working arrangements with the Public Sector and develop awareness of the sector and the issues, duties and accountabilities that affect it.
2. build effective working relationships within the Voluntary and Community Sector.
3. commit to developing partnerships between voluntary, public and private sector organisations.
4. recognise that partnership imposes a duty on all parties to contribute appropriately and to keep agreements they make.
5. to be realistic in its expectations of Public Sector.
6. encourage formal mentoring of organisations, both mentoring of small organisations by large organisations and vice versa.
7. to facilitate and participate in joint training events.

Possible future work

1. Undertake a review of current partnership arrangements ('Partnership Mapping'), in order to rationalise current arrangements, to provide an information base and to identify and distributing information on good practice and encouraging the development of such models
2. Look at how smaller groups and those less likely to be included, can be best supported in contributing to Partnership working (e.g. training and capacity building)
3. Undertake joint training on inter-sector and partnership working and develop a training and awareness programme for senior managers, council and board members

7. Inclusion

The Compact is about working better together. We need to ensure that we are not leaving some organisations and groups on the outside. This can happen when numbers are small (in Sefton for example, Black and Minority Ethnic people), interests are under-represented by current organisations, or groups are small without any paid staff. It can also happen when prejudice exists (for example racism or homophobia)

We recognise particularly the role of Faith Groups and of community groups which can be based on community of interest (sharing a common purpose, concern, interest, ethnicity, disability etc) or can be a neighbourhood group aiming to improve the quality of life of residents

The Public and Voluntary and Community Sectors

1. are determined to act in a non discriminatory and inclusive way
2. acknowledge that many forms of discrimination exist and will monitor policy and service delivery and ensure that they are eradicated
3. will respond to the needs of service users by providing services sensitive and responsive to their circumstances, language, culture and beliefs
4. will actively seek out and involve under-represented groups in the Development and Review of the COMPACT, and assist and support them through capacity building and other means
5. recognise that inclusion and involvement requires training and the provision of facilities (such as childcare or signing)
6. will build capacity through skills development

The Public Sector

1. will improve its awareness of under-represented groups and the need to include them in discussions on service and service delivery, partnership, consultations and other joint working arrangements.
2. operate its funding programmes in such a way as to encourage inclusion through capacity building and advocacy

The Voluntary and Community Sector

1. will build capacity through skills development and mentoring
2. develop advocacy for under-represented groups and promote positive images

Possible future Work

1. Identification of excluded or poorly represented groups in Sefton, through a review of existing organisations (within Sefton and beyond) and the interests they promote.
2. Development of a targeted support programme to poorly represented groups to ensure an increasing awareness, responsiveness and involvement.
3. Awareness raising with partners of the extent and nature of exclusion and good practice in ensuring inclusion.

8. Funding, Resources and Support (1)

Some Public agencies act as a funder and provider of other resources to the Voluntary and Community Sector and are uniquely positioned to provide stability to the core resourcing of the sector. This, in turn, can enable groups to generate additional funding and resources. The Voluntary and Community sector values both financial and non-financial support provided by Public-agencies. The Public sector considers the independence of the voluntary and community sector to be of key importance. It recognises that funding 'power' can result in unequal partnerships and that it must not deliberately or accidentally use its position insensitively in ways that would damage the objective of working better together.

Public Sector

The Public Sector undertakes to:

1. work in partnership with the Voluntary & Community Sector to develop policies and practices relating to the provision of resources and to ensure that they are appropriate, fair, effective, consistent and transparent
2. promote consistent funding policies that take account of the objectives of voluntary and community organisations and their need to operate efficiently and effectively. It undertakes to develop and work to an agreed code of practice on the funding of voluntary and community organisations, based on the National Compact code of practice, adapted as appropriate to reflect the particular needs of Sefton
3. operate funding programmes based on:
 - clarity of aims, purpose and its relationship to policy
 - objective criteria
 - information on actual or likely amounts of funding available
 - positive encouragement to organisations for socially excluded groups to apply
 - transparency in allocating of funding under all programmes.
 - clear contact points and responsibilities in administering funding
4. consider the appropriate funding approach to avoid wasteful and unnecessary use of resources in competitive bidding
5. ensure that appropriate information about accessing funds, eligibility, conditions of funding, grant size and application procedures is easily accessible and made widely available
6. confirm awards to voluntary and community organisations applying for funding under annual grant programmes as early as possible and ensure prompt payment of funding agreed
7. consult on changes to the funding position and inform voluntary and community organisations about future funding as early as possible and before the end of the current grant period
8. recognise that prudent financial management by organisations should involve maintaining reasonable balances and that they should not be 'penalised' for what are essentially financially sound practices

cont.....

Funding Resources and Support (2)

The Public Sector undertakes to (cont.)

9. ensure that proper consideration is given to the provision of reasonable core costs to support the funded service when funding voluntary and community groups
10. be aware of changes in pay levels in the Voluntary and Community Sector and the need to ensure that suitably qualified and experienced staff remain available to deliver services
11. operate funding arrangements that recognise cash flow requirements and encourage effective long-term planning by funded organisations.
12. give adequate advance warning before making any changes in the funding position and to explain why such changes are necessary;
13. ensure common, consistent and transparent requirements for agreeing objectives and targets and that monitoring is focused on key requirements, avoiding unnecessary detail.
14. use, wherever possible, standardised, jargon free and user-friendly documentation for application forms, service level agreements, leases etc.
15. recognise that involvement in partnerships has time, resource and capacity implications for voluntary and community organisations and that this should be taken into consideration when determining funding agreements
16. support the development of Sefton Council for Voluntary service and other infrastructure bodies and recognise the value that such organisations can bring to the development of voluntary action;
17. work with Sefton Council for Voluntary service and the voluntary and community sector to develop options for providing 'start-up' funding to new groups, 'risk' funding for innovative and experimental projects, and 'rescue' support packages to services at risk;
18. recognise the importance of other support (eg meeting facilities, photocopying) and the need to avoid imposing charges which the Voluntary and Community Sector cannot afford.
19. work towards an equality of service support for Voluntary and Community organisations across departments
20. develop a plan for resourcing the implementation of the Compact with the Voluntary and Community Sector.

Funding Resources and Support (3)

The Voluntary & Community Sector undertakes to:

1. maintain high standards of governance and conduct; meet reporting and accountability obligations to funders and service users. Where applicable, the recognised accounting framework for charities will be observed;
2. meet legal requirements and, in the case of charities, observe the appropriate guidance from the Charity Commission including that on political activities and campaigning;
3. acknowledge that Public Sector organisations are legally required to secure the most appropriate services to meet local needs (e.g. as part of Best Value); recognise that they must give priority to meeting statutory obligations and allocate resources to meet their identified priorities; and that they are publicly accountable for all resources they allocate;
4. provide quality services that meet the organisation's objectives and the identified needs of their beneficiaries within available resources;
5. adopt quality standards appropriate to the organisation and to the services provided, and continually monitor and evaluate performance within available resources;
6. recognise that the 'Best Value' process is intended to bring about change and may lead to changes in resource allocation by the Public sector;
7. put in place policies for ensuring equality of opportunity in employment practice, involvement of volunteers and access to services;
8. involve users in the development and management of services
9. diversify its funding base as appropriate so that organisations are not reliant on one funder;
10. explore ways in which resources within the sector can be shared and maximised, for example by shared use of premises, joint delivery of services etc.
11. with the Public Sector, develop a strategy for resourcing the implementation of the Compact;

Possible Future Work

1. A review of the Sefton MBC's funding / resourcing policies and practices, (including 'in kind' support) with clear statements of responsibilities and financial monitoring
2. Develop with voluntary and community organisations a Funding and Resourcing Code of Practice
3. A feasibility study for establishing a central point (possibly Web based) for information on funding and contacts, and a single point of access to funding.
4. Public authorities to publish an annual list of funding to voluntary and community organisations showing the type of funding (grant, SLA, contract) and the share allocated to smaller groups or those identified as in danger of exclusion.
5. Development of a Compact Implementation Plan, identifying and addressing resource issues for both sectors.

9. Taking the Compact Forward Implementation, Monitoring and Review

Working better together is a long-term process. Not everything can be done at once. Success will depend on commitment.

Central to this process is the Sefton Borough Partnership - a partnership of local and regional organisations from the public, business, community and voluntary sectors - who are committed to working together to improve the quality of life for people in Sefton. The COMPACT is part of the 'Vision for Sefton' briefly summarised in Annex 3. It is this partnership which will ultimately require partners to meet their obligations under the COMPACT.

The endorsement of this Compact is fundamental. In the public sector it requires the full support of members, board members and senior managers.

Its publication and endorsement is only a stage in learning to work better together, though an important stage, for it sets out our commitments to each other. But we need to know how we are doing - what is working and what isn't. We need to build commitment to the Compact, to 'cascade' expertise, good practice and information and make sure that it is all being translated into every-day working practice.

We intend to take the Compact forward by

1. Seeking commitments from specific organisations to the Compact and the process of which it is part
2. Making a sub-committee of the Partnership responsible for its monitoring and development
3. Drawing up an action plan with targets and a timetable for implementation of the Compact
4. Undertaking an annual review of the Compact to establish
 - extent to which partners are putting in to effect the undertakings within it
 - progress in carrying out the Action Plan.
 - updating required to the Compact and to roll forward the Action Plan
5. Developing procedures to deal with situations where one or more of our partners feels that the Compact is not being followed
6. Promoting good practice and supporting appropriate training and networking across all sectors.

The outcome of the Annual Review will be sent to all partners for comment and those comments will be reported to the Sefton Borough Partnership.

As mentioned in the section on funding and resources, the Public and the Voluntary and Community Sectors intend to develop a strategy for resourcing the activities listed above (see Annex 1).

10. Action Plan

To make this COMPACT work, further work will needed. Those items considered during the preparation of the COMPACT are shown under under individual sections and are brought together in Annex2.

The actual preparation of an Action Programme will need to be considered by the Sefton Borough Partnership and the Compact Review and Development Group

Table A sets out what is necessary so that the COMPACT becomes effective

Table B sets out other work felt to be of high priority

A. THE COMPACT	Priority
1. Seek funding to support the Development and Review of the COMPACT (See Appendix 1)	1
2. Seek commitments from specific organisations to the Compact and the process of which it is part	1
3. Draw up an action plan with targets and a timetable for implementation of the Compact	1
4. Undertaking an annual review of the Compact to establish <ul style="list-style-type: none"> • extent to which partners are putting in to effect the undertakings within it • progress in carrying out the Action Plan. • updating required to the Compact and to roll forward the Action Plan 	2
5. Develop procedures to deal with situations where one or more of our partners feels that Compact is not being followed	3
6. Promote good practise and supporting appropriate training and networking across all sectors.	2
	3

B DELIVERING IMPROVEMENTS	Priority
1. Develop further Joint Planning structures and Carer and User Involvement	
2. Undertake a review of current partnership arrangements ('Partnership Mapping'); in order to rationalise current arrangements, to provide an information base and to identify and distributing information on good practice and encouraging the development of such models.	
3. Look at how smaller groups and those less likely to be included, can be best supported in contributing to Partnership working (eg training and capacity building)	
4. Raise awareness with partners of the extent and nature of exclusion and good practice in ensuring inclusion	
5. A review of the Sefton MBC's funding / resourcing policies and practices, including clear statements of responsibilities and financial monitoring requirements.	
6. A feasibility study for establishing a central point (possibly Web based) for information on funding and contacts and a single point of access to funding	

Annex 1 Implementation costs

Implementation of the Sefton Compact is primarily about changing attitudes, behaviours and making changes in the way all partners work together, but it will cost time and money, and aspects of the Compact will require some redirection of financial and human resources. The implementation of the Compact is likely to have to be achieved without any overall increase in funding.

- **Time** the involvement of individuals from both sectors will be required to ensure documents receive appropriate attention and meetings are attended
- **Money** attending meetings for all involved means that they cannot be doing something else. One issue within the voluntary sector is that meetings should not be 'talking shops' but somewhere progress can be made. Attending meetings often means that a service is not delivered. The funding agencies need to consider whether to reduce the outputs expected if an organisation has a representative role, or to fund this role in addition to the core service.

This framework proposes that:

- funding agencies recognise the importance of involvement in wider joint working/representative networks for voluntary sector groups and that this is written into all Service Level Agreements or Contracts where appropriate
- this commitment needs to be recognised, and is subject to negotiation and annual review as part of the Service Level Agreements where appropriate.

Funding will also be required for the following items as part of the process:

- the Compact Review and Development Group
- accessible venues and refreshments
- transport to and from meetings
- specialist facilities such as signing
- sitting costs for carers or childcare
- printing costs for shared information
- specific consultation costs

These are the outline principles for funding. Further detailed work on the actual costs will have to be undertaken.

Annex 2

Suggestions for ongoing work

(raised during the preparation of the Compact)

CONSULTATION

1. Develop a Compact code of practice on consultation, taking account of the national Compact code of practice
2. Develop a framework for jointly monitoring consultation exercises to help spread best practice and periodic evaluation of voluntary and community sector consultation, representation and participation.
3. Develop a programme to access and support for hard to reach groups.
4. develop further Joint Planning structures and Carer and User Involvement

PARTNERSHIP

1. Undertake a review of current partnership arrangements ('Partnership Mapping'), in order to rationalise current arrangements, to provide an information base and to identify and distributing information on good practice and encouraging the development of such models.
2. Look at how smaller groups and those less likely to be included, can be best supported in contributing to partnership working (eg training and capacity building)
3. Undertake joint training on inter-sector and partnership working and develop a training and awareness programme for senior managers, council and board members

INCLUSION

1. Identification of excluded or poorly represented groups in Sefton, through a review of existing organisations (within Sefton and beyond) and the interests they promote.
2. Development of a targeted support programme to poorly represented groups to ensure an increasing awareness, responsiveness and involvement.
3. Raise awareness with partners of the extent and nature of exclusion and good practice in ensuring inclusion

FUNDING AND RESOURCES

1. A review of the Sefton MBC's funding / resourcing policies and practices, (including 'in kind' support) with clear statements of responsibilities and financial monitoring requirements.
2. Develop with voluntary and community organisations a Funding and Resourcing Code of Practice
3. A feasibility study for establishing a central point (possibly Web based) for information on funding and contacts, and a single point of access for funding.
4. Public authorities to publish an annual list of funding to voluntary and community organisations showing the type of funding (grant, SLA, contract) and the share allocated to smaller groups or those identified as in danger of exclusion.
5. Development of a Compact Implementation Strategy, identifying and addressing resource issues for both sectors

Annex 3 A Vision for Sefton

Our aim is to make Sefton a great place in which to live, work, learn, visit and do business'

A 'Vision for Sefton' was agreed by the Borough Partnership in 1999.

It set out a Vision and a strategy for Sefton - what sort of place it hopes it will be and what it wants to achieve over the next three to five years.

It identified eight 'themes' that we need to work on together to achieve this vision. These are being developed into Action Plans and pull together a wide range of partnership strategies and policies

Across the themes and their action plans, and what follows on from them, is a determination to

- tackle social exclusion and increase community cohesion
- base action on sustainability
- to develop supportive information communication technologies



**Annex 4
GLOSSARY**

Accessibility	The provision of facilities designed to include disabled people e.g. ramps for wheelchair users, signers for deaf people and large print for partially sighted people. Writing or speaking in appropriate language which is easily understood:
Accountability	Being answerable to those who have responsibility or give authority for what is being done
Action Plan	A list of things that need to be done, indicating when they need to be done by and who is responsible for doing them
Advocate	A volunteer or other designated person who will speak for a person or group and ensure that their interests are represented
Awareness	Being well informed and knowledgeable
Awareness raising	Increasing the level of understanding and knowledge
Balances	The amount of money kept to deal with unexpected financial events
Best practice	The best ways of doing any particular job
Best value	A process required by Central Government intended to continuously improve local government performance through a programme of reviews and inspections. Councils must examine their services according to four guiding principles. They must challenge how, why and by whom a service is provided; compare its performance with that of other authorities; consult service users; and use competition to get the best service available.
Capacity building	The process of increasing the ability of individuals, organisations or communities to achieve their own needs. Includes confidence building, training, education, etc.
Capacity implications	The consequences of a course of action on the resources of an organisation (eg in relation to staff, money, understanding etc)
Carer	A person who provides a substantial amount of care on a regular basis and who is not employed to do so by an agency or organisation. A carer is usually a friend or relative looking after someone who is frail or ill at home.
Cascade	To pass information or expertise from one level to another in an organisation, each group of people passing it on to the next.
Code of Practice	A formal statement of how things should be done
Community sector	Those organisations representing people living in the same locality or having common characteristics or interests
Compact	An agreement made by voluntary sector and statutory organisations covering the relationship between the two.
Consultation	Two-way communication with people through various channels in order to discuss issues and to gain opinions.
Contract	An agreement, in this case between two or more organisations, that is written down and enforceable by law
Core resourcing	Money required to keep an organisation going (eg staff, premises, running costs) which is not specific to a particular project
Culture	The patterns of behaviour and beliefs found within an organisation
Developing public policy	Working out what services should be delivered and how, in broad terms, that should be done
Diversity	Having different backgrounds, beliefs, cultures, languages etc
Eligibility	Meeting certain criteria (eg for a grant)
Empower	To enable or permit people or organisations to make decisions about things which affect them
Enable	To supply with the means, knowledge or opportunity to be something or do something
Equality	Having the same level (eg opportunity, access) as other people
Equality of service support	Making sure that each department gives the same or similar levels of support to the voluntary and community sector
Evaluation	To judge or assess the success of something which has taken place.
Faith communities	Those organisations to which people of particular religious views belong
Funder	The organisation or individual providing money for a particular service or project
Funding agencies	Organisations that provide money for services or projects
Funding power	The ability to control or exert influence resulting from the provision of money

Good practice	Good ways of providing a service or carrying out a project - sometimes used a standard to judge how well something is being done
Governance	The act or process of managing an organisation
Grant	To give money for a particular purpose without contract or repayment
Hard to reach groups	Groups of people or organisations which for various reasons do not readily join with or are welcomed by others
Induction	The introduction to what an organisation does and how it goes about doing it.
Infrastructure bodies	In this context, those organisations which provide services and support to other organisations
Inter sector working	The public and the voluntary and community sectors working together to deliver a particular service or project
Involvement	This is more than consultation - it means actively working together and making joint decisions
Joint Planning Structures	Organisations within or across sectors agree objectives and meet regularly to develop policy and means by which it can be delivered.
Learning culture	A belief that mistakes should be used as a way of learning how to do things better (often contrasted with a culture of blame)
Local Strategic Partnerships	Bodies representing the public, private and voluntary and community sectors responsible for developing plans to improve the quality of life in the local area as a whole. They must welcome and actively seek out voluntary and community sector participation as well as public sector agencies and businesses, and will offer the opportunity to rationalise the many partnerships that exist already.
Mapping exercise	A technique used to record and order large quantities of complicated and interrelated pieces of information.
Mentoring	The process by which an individual or organisation supports another (a mentor is literally 'a wise and trusted counsellor')
Monitoring	Checking regularly what is happening and what progress is being made
National Compact	The agreement between HM Government and the voluntary sector (see also Compact)
Networks	Groups or individuals with common interest who keep up regular communication with each other on matters of common interest
Nuffield Work	The work done by the Nuffield Institute of Health at Leeds University for Sefton MBC and the former Sefton Health Authority on User and Carer involvement.
Outcomes	The benefits and overall difference that the project or service makes.
Outputs	The physical products or measurable results of individual projects (e.g. Number of jobs created; number of people trained obtaining jobs).
Periodic evaluation	Looking at a service or project regularly to see how well it is performing
Primary Care Trusts	Health organisations set up by law to provide primary and community services and commission secondary (hospital) care on behalf of their local population. By April 2004, they will be responsible for 75% of the NHS budget
Public boards	Boards of Management set up to oversee and be accountable for the delivery of services (eg the Primary Care Trusts), partnership programmes or individual project or initiatives.
Public sector	Sometimes known as the statutory sector. Those organisations set up under Acts of Parliament to delivery services (eg Local Authorities. Police, Fire and Ambulance services, Hospital Trusts etc)
Rescue support packages	Financial and other arrangements brought into effect to ensure that services provided by a failing organisation are maintained
Resource implications	What is involved in terms of money, staff, time etc in a particular course of action
Resources	Time, people, money, premises etc
Risk funding	Money provided often to innovative projects which if successful would be highly beneficial but which carry a high degree of risk
Service expectations	What is expected in terms of performance, both quality and quantity not only in what is delivered but how it is delivered.
Service level agreements	Agreement between organisations and/or agencies setting out how services must be provided, what their standards will be and how monitoring will take place
Service planning and review	In relation to particular services (eg those for the elderly), working out what is needed in the short to medium term and how that is to be delivered

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Service providers	Organisations who provide a particular service
Social exclusion	To leave out of society, or prevent from entering into it, or to alienate. This term is used to describe people or areas that suffer from a combination of factors that include unemployment, high crime, low incomes and poor housing. The government's approach to regeneration is based on tackling the problems posed by social exclusion as a whole, rather than simply focusing on its individual elements
Social inclusion	Taking deliberate measures to ensure that people who are socially excluded are brought into and feel a part of society. Opposite of social exclusion.
Start up funding	Money needed to get a new project or organisation under way. Some of the expenditure will be needed to get going but would not be necessary every year.
Statutory obligations	Things which an organisation (eg Local Authority) is required to do by law
Strategic planning	Looking at the long term - deciding on what is to be achieved in broad terms and working out a plan for achieving those aims
Sure Start	A government initiative aimed at improving the social, physical and intellectual development of children under four by working with parents and parents-to-be in deprived areas.
Targets	What is to be achieved by a project or service (eg outpatients clinic clients to be seen within 30 minutes of the appointment time: 60% of A level students to achieve grades A-C by September 2004)
Timely	That something happens at the right time and if a regular occurrence that those intervals are sufficiently frequent to keep people informed
Transparency of process	That everyone knows what stages something has to go through, how the matter is handled, who is involved and, if a decision is involved, why and how was it reached
Transparent	You can see what is happening
Umbrella bodies	Organisations representing other groups who can support member groups, provides services to them, act as advocates and points of contact, represent member organisations etc
Under-represented groups	Those groups in the population who are rarely involved in partnership or other joint working
User and Carer Involvement	Ways in which those who use a service, those who care for service users and local people can be a part of the planning, developing and evaluating services. This is a two way partnership between the public and those who provide services
Vision for Sefton	Produced by the Sefton Borough Partnership in 1999, it sets out what sort of a place Sefton might be and identifies 8 themes that need to be tackled if that is to be achieved (see Annex 3)
Voluntary sector	Organisations that provide services because people have felt there to be a need. They are not required to do so by law.

The help of Sefton CVS in preparation of this Glossary is gratefully acknowledged.

Acknowledgements

Putting this Compact together has involved many people.

Firstly thanks are due to Sefton MBC and the former Sefton Health Authority who have funded the preparation of the Compact

The Compact Steering Group has contributed much over the last ten months for which I am very grateful

Angela White - Chief Executive of Sefton Council for Voluntary Service
Roger Pontefract - Director of Education and Community Services Sefton MBC
Jacqui Candy - South Sefton Primary Care Trust
John McCardale - Sefton Pensioners Advocacy Centre - Southport
Sue Rimmer - Parenting 2000 - Litherland

and also to Carole Green who left Sefton MBC/Health Authority during the preparation period.

It is to the participants in the two conferences in November 2001 and June 2002 that acknowledgement is particularly due. The November Conference, through the workshops, which were its core, produced a wealth of ideas and concerns. I hope these are fully reflected in this document. Those who acted as facilitators were particularly appreciated as they made the very best of what was really quite a short period of time.

The staff of Sefton Council for Voluntary Service provided many ideas and practical support. I would particularly like to thank Ryan Forrest and his colleagues at Waterloo. They did all the hard work in organising the two conferences.

Two focus groups met to provide critical input to an earlier draft of the Compact and willingly gave their time and expertise, which was much appreciated.

Finally, I am much indebted to all the information available on the Compact Web site of the NCVO in avoiding 're-inventing the wheel'. People in Camden may well recognise some of the words in this Compact, for it was Camden's Compact which came closest to encompassing much of the material produced as a result of that first Conference. To the Camden group, thank you for saving a lot of time.

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August 2002