

**Working Together**

**Involving Communities**

**Sharing Information**

**Allocating Resources**

**Building  
Communities and  
Third Sector Capacity**

**Promoting  
Volunteering**

**Promoting Equality,  
Fairness and Good  
Community Relations**

**compact for leeds**  
public and third sector  
working together for the people of leeds



# compact for leeds

## public and third sector

working together for the people of leeds



June 2010

**An agreement to strengthen working relationships between the public and third sectors in order to deliver the best possible outcomes for the people of Leeds.**

### The Compact for Leeds sets out seven principles to guide public and third sector working relationships:

- **Working Together:** creating a Leeds where public and third sector partners work together to more effectively meet the needs and aspirations of the people of the city.
- **Involving Communities:** creating a Leeds where partners work together to ensure that people can make a difference and have a voice that shapes decisions.
- **Sharing information:** creating a Leeds where partners are open and share information and intelligence appropriately, so that everyone can make informed decisions in the interests of the people of the city.
- **Allocating Resources:** creating a Leeds where partners work together within legislative and economic constraints, to ensure that the available funding, the in-kind support and other resources are used in the most effective way and are directed to the agreed priorities and needs of the people of Leeds.
- **Building Communities and Third Sector Capacity:** creating a Leeds where partners work together to ensure that support is in place to help build communities so that they can take action together and contribute to the development of the city.
- **Promoting Volunteering:** creating a Leeds where partners work together to ensure that formal and informal volunteering is encouraged, promoted, valued and recognised.
- **Promoting Equality, Fairness and Good Community Relations:** creating a Leeds where partners work together to ensure that equality and fairness are at the heart of all decision making and where conditions are created for good community relations in all parts of the city, and across all communities.

### The Compact – the history and the intention:

The Compact for Leeds builds on the commitment made by the signatories to the Leeds Strategic Plan, to create an environment for a thriving third sector.

The first Compact for Leeds was adopted in 2003 by the Leeds Initiative on behalf of public and third sector partners. Many of the 2003 Compact aspirations are now embedded into everyday practice and policy. The third sector is a key and equal partner in the development and delivery of the Leeds Strategic Plan and participation in strategic partnerships is the norm. The Compact for Leeds has played a role in directly shaping and creating a context for changing and strengthening public and third sector relationships.

The 2010 Compact for Leeds provides a framework for relationships between public and third sector partners. It is not a set of rules, or a bureaucratic burden, but a way of working that demonstrates partners' commitment to work together in the best ways possible.

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### Compact for Leeds

Launched June 2010

Endorsed by Harmonious Leeds in April 2010 and commended to all partners for formal adoption and implementation.

# INTRODUCTION

## What is the Compact?

The Compact for Leeds was first launched in 2003; it is an agreement between public and third sector partners. Its purpose is to strengthen working relationships between the partners in order to deliver the best possible outcomes for the people of Leeds.

The Compact for Leeds is more than a document, it is a way of working. The Compact document has a wide audience and all partners, from the grassroots to the strategic, need to find it relevant and valuable in their day to day work. For this reason the Compact document deliberately aims to reflect the interests of all parties, including both strategic direction and practical detail.

The Compact provides a **framework** to guide working relationships and sets out some standards for practice that partners **work towards**, through a process of self assessment and continuous development. There is no expectation that partners will be able to implement all of the Compact commitments at the outset, or to work on all the areas needing development at once. Partners are, however, expected to identify specific actions that they can take within an agreed time frame to move towards full implementation.

## The role of the Compact in the current economic climate

Nationally, the funding for statutory partners is being reduced. There are pressures to reduce overall spending; to evidence effectiveness and value; as well as to deliver on core business. This climate creates real challenges for partners as they aim to continue to work co-operatively and transparently, to ensure the very best outcomes for all people in Leeds, particularly those most vulnerable. The challenges of funding are only likely to increase, at least in the short time, making it more important than ever to understand the issues and challenges facing partners in all sectors and the constraints they operate under. Nevertheless all partners should aim to use the guidance of the Compact as their best practice, and, if for any reason this is not possible, be clear about the reason for these limits, and communicate this.

## Understanding the terminology

There are many terms and phrases used in relation to the issues and organisations covered by the Compact. A **Compact Glossary** is evolving, but the reality is that some of the terms and phrases used are generated and prescribed nationally and our task is to understand the specific meanings as we use them in Leeds. (see [www.leedsinitiative.org / compact for leeds](http://www.leedsinitiative.org/compactforleeds))

The term **third sector** includes the voluntary, community and faith sector organisations as well as charities, social enterprises, co-operatives and mutuals. It is the collective term that will generally be used throughout this document.

The term **partner** is used to describe the public and third sector agencies and organisations working together, individually and collectively for the benefit of the citizens of Leeds.

Links to the national Compact

The national Compact between Government and the voluntary and community sector was first launched in 1998. It was refreshed and relaunched in December 2009 (see [www.thecompact.org.uk](http://www.thecompact.org.uk)) It provides a broad framework for relationships and sets out commitments under three main headings: Involvement in policy development; Allocating

resources and commissioning; and Achieving equality. It makes it clear that local Compacts should be developed based on the same values and commitments, but with local relevance. The Compact for Leeds complements and builds on the National Compact. The new Coalition Government indicated in June 2010 their plans to continue to support and build on the Compact.

# THE COMPACT FOR LEEDS

## Compact values

The Compact for Leeds has been developed collaboratively, by public and third sector partners and is underpinned by a clear set of shared values:

- That everything that we do as partners is done for the benefit of the people of Leeds.
- That we share a commitment to maintaining and developing a thriving third sector.
- That we recognise that we are interdependent and work together for mutual benefit.
- That we share a commitment to the Vision for Leeds and the Leeds Strategic Plan.
- That we have to work within available resources that are linked to current priorities.
- That we accept our responsibility to make the partnerships that serve the city as effective as possible.

## Compact principles and Partner Commitments

The Compact for Leeds sets out seven principles with commitments. They provide a framework for effective relationships between public and third sector partners, so that together they can more effectively meet the needs and aspirations of the people of Leeds. The commitments can be used by all partners to plan specific actions and assess progress towards full implementation of the Compact.

Principle 1: Working together

Principle 2: Involving communities

Principle 3: Sharing information

Principle 4: Allocating resources

Principle 5: Building communities and third sector capacity

Principle 6: Promoting volunteering

Principle 7: Promoting equality, fairness and good community relations

## Principle 1: Working Together

**Creating a Leeds where public and third sector partners work together to more effectively meet the needs and aspirations of the people of Leeds.**

### **Context:**

*Public and third sector partners work together in many ways and for many reasons: in formal strategic partnerships, in contractual working arrangements, in ongoing but informal working relationships or in ad hoc working relationships to deliver on specific tasks. To develop and sustain these relationships effectively requires time, energy and resources and all partners need to agree clear, achievable goals and outcomes for joint working.*

*Value should be seen in the contribution of all partners, and this can be achieved by building transparent, proportionate procedures and ensuring effective review and evaluation. New formal partnerships should only be established when it is clear they will add value and reduce unnecessary costs and bureaucracy.*

*Best practice around equality, diversity and inclusion should be central to working together and built into all working relationships and formal partnerships.*

### **Partner Commitments:**

#### **1. Working together to deliver improved outcomes**

##### **Partners will:**

- 1.1 Establish together the aims of the working relationship; ensure there is effective leadership; and clear roles for each partner.
- 1.2 Recognise that the partners involved in the working relationship have legitimate individual goals as well as shared goals.
- 1.3 Ensure that a supportive atmosphere exists in any working relationship or formal partnership, where all partners can make an equitable contribution and there is respect for different perspectives.
- 1.4 Be prepared to explore previously untried approaches and to innovate.
- 1.5 Ensure that decisions are made after due consideration of the impact on others.
- 1.6 Ensure that risks are identified and managed.
- 1.7 Ensure that dedicated time and resources for the administration and operation of any formal partnership are established and that partners are agreed that the benefits of the partnership outweigh the costs.

## 2. Agreeing who should be Working Together

### Partners will:

- 2.1 Identify potential stakeholders and the contribution they can make, e.g. roles as expert, advisor, representative.
- 2.2 Review the composition of existing and new working relationships and partnerships periodically to ensure the right partners, with the appropriate level of responsibility and accountability, are involved.
- 2.3 Where practical, enable the involvement of groups, organisations and communities who are likely to be affected by the work.

## 3. Working Together should be inclusive

### Partners will:

- 3.1 Ensure that the practical arrangements are inclusive and take account of the needs of different participants. n.b. see Compact Implementation Aid # 1
- 3.2 Clarify who takes responsibility for the costs associated with the partnership.

## 4. Building the Capacity of those Involved

### Partners will:

- 4.1 Work to create a culture of mutual support to develop partners' capacity and skills to fulfil their role.
- 4.2 Provide opportunities, where appropriate, for partners to develop their role and acquire new skills and expertise.

## 5. Working arrangements are effectively reviewed

### Partners will:

- 5.1 Periodically carry out an assessment of arrangements for working together. n.b. see Compact Implementation Aid #2

## Principle 2: Involving Communities

**Creating a Leeds where partners work together to ensure people feel they can make a difference and they have a voice that shapes decisions.**

### **Context:**

*All citizens and communities should have the opportunity to be involved in the decisions and actions that affect their lives.*

*Involvement includes everything from the provision of information through to devolving responsibility and resources to communities in order to take action for themselves. When deciding the level of involvement, partners should aim to employ the most empowering, yet still appropriate, approach for each situation.*

*Partners need to provide support to encourage involvement and a variety of methods should be used to inform and consult that suit the different people and communities. Timely feedback about what has happened and changed as a result of the individual's or communities' contribution should be given and processes put in place to evaluate, share good practice and to develop effective approaches.*

*Across Leeds there is an enormous amount of community consultation taking place - some focused on specific services, neighbourhoods or communities; some prescribed by law or required as part of performance management arrangements and other activities driven by the commitments to good practice and the Vision for Leeds. All partners should aim to co-ordinate their activities and work together to avoid duplication, confusion and consultation fatigue.*

### **Partner Commitments:**

#### **1. All communities can get involved**

##### **Partners will:**

- 1.1 Ensure that citizens and communities have the opportunity to have their voice heard and to shape and influence decisions and actions that affect them and their community.
- 1.2 Ensure that the barriers to involvement are removed or reduced, so that no individual or community will be intentionally excluded.
- 1.3 Aim to allow enough time for relevant communities to contribute when they are carrying out a formal consultation. Legislation and guidance governs some consultations, but aside from this partners should usually allow for a minimum of 8 – 12 weeks for consultation on major service or policy change.

## 2. Co-ordinate activities to avoid duplication

### Partners will:

- 2.1 Find out and use what is already known about people's views and expectations.
- 2.2 Work together wherever possible to join up involvement activities.

## 3. Use a variety of methods to suit different people

### Partners will:

- 3.1 Use a variety of approaches depending on the objective and the audience or stakeholders.
- 3.2 Use relevant organisations who can reach, and are already trusted by, communities.
- 3.3 Aim to work in empowering ways to enable sustained involvement.

## 4. Information and support to get involved

### Partners will:

- 4.1 Involve people at the earliest point possible in the process.
- 4.2 Be clear with people about what can and cannot be influenced.
- 4.3 Be open, frank and transparent.
- 4.4 Be prepared to listen to what communities say.

## 5. Feeding back about the influence, the impact and the changes

### Partners will:

- 5.1 Provide feedback about what has happened and changed as a result of people's involvement.
- 5.2 Evaluate involvement activities to help improve them for next time.



## Principle 3: Sharing information

**Creating a Leeds where partners are open and share information and intelligence appropriately, so that everyone can make informed decisions in the interests of the people of the city.**

**Context:**

*All partners have access to data and intelligence that can add quality and depth to our understanding of communities, local priorities and the impact of our interventions. Sharing this data and intelligence will not only save resources, but will improve the quality of decision making and help deliver better outcomes.*

*It should be routine to share data and intelligence between partners and communities unless there are clear reasons why it is not appropriate. The challenge of effectively sharing information should not be seen as a barrier to making changes in our practice, and there are good examples of joint work and data and intelligence sharing that we can build on.*

*The sharing of any information, intelligence, data or analysis between partners will always need to take place within the context of the Data Protection Act and other statutory and commercial considerations.*

### Partner commitments:

#### 1. Making data sharing discussions inclusive

**Partners will:**

- 1.1 Make sure that existing planning forums and other settings where data and intelligence are shared have appropriate third sector input and the principle of openness informs the discussions.

#### 2. Making existing information, data, intelligence and analysis available

**Partners will:**

- 2.1 Make data, intelligence and analysis available to partners, unless there are reasons of security, confidentiality or commercial sensitivity.
- 2.2 Make sure that information sharing is timely, appropriate and targeted.
- 2.3 Ensure that, as systems and working arrangements are developed, they reduce duplication and maximise opportunities for sharing, transparency and openness.
- 2.4 Ensure that personal information is shared when it is appropriate to meet legal obligations, e.g. for safeguarding purposes.

## Principle 4: Allocating Resources

**Creating a Leeds where partners work together, within legislative and economic constraints, to ensure that the available funding, the in-kind support, and other resources are used in the most effective way and are directed at the agreed priorities and needs of the people of Leeds.**

### **Context:**

*The current economic climate presents challenges where the available resources will need to be used in the most effective way to meet the identified and prioritised needs of communities. These resources may be directed through commissioning, grants, procurement and in kind support.*

*All partners have a duty to make the objectives of funding programmes and their eligibility criteria clear from the outset. It should be recognised that the allocation of resources, including the process and the timeline, may be outside of the control of organisations in Leeds.*

*Partners involved in supporting and representing disadvantaged or marginalised communities have a crucial role in helping to reach some of the most socially excluded people in Leeds, combating discrimination and disadvantage and providing vital services.*

### **Partner Commitments:**

#### **1. Arrangements for allocating resources**

##### **Partners will:**

- 1.1 Increase efficiency by working closely together to maximise the impact and spread of resources, to avoid duplication. This includes, where appropriate, strengthening the co-ordination of funding priorities and arrangements.
- 1.2 Follow realistic time-tables to ensure that funding processes follow time-tables that allow for the distribution of information; for third sector organisations to receive and respond to guidance and support and for legislative timescales to be met.
- 1.3 Adopt an assessment process where possible, to shape and deliver future funding programmes, which considers the following:
  - the likely impact of the commissioning approach on the sustainability, and diversity of the third sector, and communities served.
  - the most appropriate funding type e.g. procurement, grants
  - the optimum length of the funding or contractual agreement - including consideration of three-year funding, where appropriate.
  - options around collaboration, which may give better outcomes, but will need to be considered when planning timelines.

- 1.4 Recognise that termination clauses may be included in funding agreements to accommodate changes in financial allocations or changed needs and priorities during the funding period termination clauses will ordinarily provide a minimum of six months notice.
- 1.5 Make details of new funding opportunities available through agreed channels e.g. infrastructure organisations, websites and the internet, networks, directories, newsletters and social marketing. Where competitive processes allow, a named contact will be available for organisations to discuss potential opportunities.
- 1.6 Provide appropriate opportunities for the involvement of third sector organisations in the design and evaluation of funding and contracting.
- 1.7 Recognise that third sector organisations can, subject to externally set limitations, include relevant overhead costs in funding applications, and have the right to hold reserves to meet legal obligations.
- 1.8 Encourage organisations to develop collaborative bids, recognising that they can present clear advantages such as value for money, sharing expertise and resources.
- 1.9 Reference the Compact Mediation and Dispute Resolution procedure in the terms and conditions of all funding agreements and contracts with third sector organisations. This route is for challenge about processes and practice that are not compliant with Compact principles, not decisions affecting individual organisations or contract management.

## 2. Service Delivery and Payment Terms

### Partners will:

- 2.1 Recognise the value of volunteers' time to projects as match funding, subject to the terms and conditions of the specific funding programme.
- 2.2 Work towards the use of quality assurance schemes that are appropriate to the service provided. Funders will recognise alternative schemes and quality marks as long as they meet the standards required.
- 2.3 Ensure that the supporting evidence required for financial claims or quality assurance is proportionate to the level of funding.
- 2.4 Recognise that funding may be time-limited or end as priorities change.
- 2.5 Recognise that there is a joint responsibility to ensure timely discussions before the end of a grant or contract period.
- 2.6 Enter into discussions when contract terms and conditions are breached, or where there are performance issues, allowing a reasonable time for remedial action, before a default notice is served.
- 2.7 Recognise their separate responsibilities towards beneficiaries when funding is discontinued or contracts are terminated.

## 3. Monitoring and Evaluation

### Partners will:

- 3.1 Implement effective monitoring focused on outputs and outcomes, and ensure it is proportionate to the level of funding and risk.
- 3.2 Ensure there is consistency in the effective protection of, and proper accountability for, public money.
- 3.3 Ensure that monitoring and evaluation provide a sufficient overview of performance and impact to inform future funding and help to identify good practice and service improvement opportunities
- 3.4 Ensure, where appropriate, that beneficiaries can be involved in any monitoring and evaluation processes.

## Principle 5: Building communities' and third sector capacity

**Creating a Leeds where partners work together to ensure that support is in place to help build communities, so that they can take action together and contribute to the development of the city.**

### **Context:**

*'Communities' can mean different things to different people. People can identify as members of a geographical community, or they may identify with others who share their identity, experience or interest. Community Development approaches and practice in communities can help individuals to develop confidence and capacity and to take more active roles as citizens, whilst communities build organisations and networks which can deliver more wide ranging community participation. Councillors, other civic leaders, community activists, involved citizens and professionals all have a role to play in building communities and delivering improved outcomes.*

*Some communities have benefited from community capacity building and support and now have strong infrastructure; others have had little or no support, which limits their ability and opportunity to influence, shape and contribute. To support and develop these groups and communities will be labour and resource intensive but will be necessary to ensure that all communities can be engaged and can take active roles in the city. An overall approach to community infrastructure development is needed.*

### **Partner Commitments:**

#### **1. Creating opportunities for all to participate**

##### **Partners will:**

- 1.1 Aim to ensure that all communities have the opportunity to engage in civic life and the shaping of their local community and the city.
- 1.2 Aim to ensure that those communities who face barriers to participating are appropriately supported and resourced to take active roles in developing their communities and the city.

#### **2. Connecting with communities**

##### **Partners will:**

- 2.1 Develop working arrangements where all partners share knowledge, contacts and routes into particular neighbourhoods and communities.
- 2.2 Use the existing contacts and groups in a particular neighbourhood or community to develop a better



understanding of the issues, priorities and dynamics and specifically what needs to be addressed locally and how best to do it.

- 2.3 Recognise that there is a clear, central role for elected members as community leaders within a strong local democracy.

### **3. Building stronger communities**

#### **Partners will:**

- 3.1 Identify where opportunities exist to build on existing work or to strengthen local groups so that they can take action for themselves.
- 3.2 Support local people to come together in groups to identify and communicate their local issues and, where appropriate, take action themselves.

### **4. Working together**

#### **Partners will:**

- 4.1 Ensure that there is strategic and operational commitment to the principle and practice of community development and third sector capacity building.
- 4.2 Work together with other partners at strategic and operational level to ensure that Community Development support is in place to enable communities to take active roles.
- 4.3 Coordinate resources and other support for third sector led community capacity building and community development work.
- 4.4 Identify opportunities for joint work on Community Development with public, third sector and community partners and where appropriate, identify a lead group for work with particular neighbourhoods or communities.
- 4.5 Coordinate Community Development work between partners in neighbourhoods and communities.

### **5. Building on what works**

#### **Partners will:**

- 5.1 Ensure that appropriate monitoring arrangements are in place to track and analyse reach, participation, targeting and impact for communities.

## Principle 6: Promoting Volunteering

**Creating a Leeds where partners work together to ensure that formal and informal volunteering is encouraged, promoted, valued and recognised.**

**Context:**

*The term volunteering includes formal activity undertaken through public, private and voluntary organisations as well as informal community activity. Volunteer must be a choice freely made by each individual and should be a choice that is open to all.*

*The value of the contribution of volunteers should be recognised and both the organisation involving volunteers and the volunteers themselves should benefit from the relationship. Organisations who use volunteers should operate in a way that ensures the volunteering experience is positive and adds value to an organisation.*

**The following commitments focus on formal volunteering activities.**

### Partner Commitments:

#### 1. Volunteering is open to everyone

**Partners understand that:**

- 1.1 Everyone has the right to choose to become a volunteer.

#### 2. Organisations who use volunteers aim to deliver a good quality volunteering experience

**Partners will:**

- 2.1 Monitor and evaluate the volunteer and the organisations experiences and identify where improvements can be made.
- 2.2 Make sure that they are aware of and work towards implementing good practice.
- 2.3 Have an awareness of the wider volunteering opportunities and networks within the city.
- 2.4 Recognise that delivering a good quality volunteering experience requires commitment and resources.

#### 3. Recruitment of volunteers is fair and accessible

**Partners will:**

- 3.1 Have in place a variety of methods for recruiting volunteers from all areas and communities.

- 3.2 Have a standard recruitment and interview process.
- 3.3 Make sure that all volunteers receive a role description and appropriate training and induction so they understand what is expected of them.
- 3.4 Make sure that volunteers are not out of pocket after giving their time freely.

## **4. Organisations have appropriate policies for managing volunteers**

### **Partners will:**

- 4.1 Have a distinct Volunteering Policy in place or where there are only a small number of volunteers, other policies should make specific reference and distinctions about volunteers. Policies should follow legal requirements in distinguishing volunteers from paid workers.
- 4.2 Ensure policies are written in plain English and are available to all.

## **5. Volunteers are supported and supervised within their role**

### **Partners will:**

- 5.1 Ensure all volunteers have a named member of staff as their point of contact and for support and supervision.
- 5.2 Recognise the support needs of individual volunteers will differ and the support offered should be appropriate to the role and the individual.

## **6. Volunteering programmes provide the training and information volunteers need to carry out their role**

### **Partners will:**

- 6.1 Provide appropriate training and induction.
- 6.2 Promote training as a way to help volunteers develop new skills and learning and give them an opportunity to gain new experiences.
- 6.3 Understand that training helps motivate volunteers and makes them feel valued.

## **7. Insurance, health and safety, safeguarding and other legal requirements are met**

### **Partners will:**

- 7.1 Ensure that all appropriate arrangements are in place to protect volunteers and others.
- 7.2 Ensure that volunteers are covered by the organisation's employers' liability and public liability insurance and additional insurance is put in place where appropriate.
- 7.3 Ensure Health and safety procedures are followed.
- 7.4 Ensure all relevant legislative requirements, checks and appropriate practices are in place.

## Principle 7: Promoting Equality, Fairness and Good Community Relations

**Creating a Leeds where partners work together to ensure that equality and fairness are at the heart of all decision making and where conditions are created for good community relations in all parts of the city and across all communities.**

**Context:**

*All partners should ensure that, through all our work, we seek to eliminate the causes of unfairness, including discrimination on the grounds of: age, disability, faith or religion, gender, race, sexual orientation, caring responsibilities, socio economic status and any other areas of inequality.*

*All of these aspects of people's lives should be taken into account when making decisions, as should the recognition that, for some people, reducing discrimination in only one area of their life is not sufficient to prevent them from suffering inequality.*

*By supporting and encouraging equal life chances for all, partners can ensure that everyone has the opportunity to; be included, take up a service or contribute to decisions that affect their lives.*

*By acting together partners can guarantee that our collective impact on communities promotes inclusion and creates conditions in which good relations can thrive.*

### Partners Commitments:

#### 1. Use legal duties as a starting point

**All partners will:**

- 1.1 Abide by legal duties to promote equality of opportunity both in work places and in the commissioning and delivery of services in the statutory and third sectors.
- 1.2 Seek and promote opportunities beyond minimum legal requirements wherever possible to promote equal life chances.

#### 2. Assess the impact of decisions or actions on different groups:

**All partners will:**

- 2.1 Put in place effective monitoring systems which will enable them to understand the individuals and communities they are reaching and serving and to analyse and track the impact and outcomes of decisions and actions on particular groups and communities.



- 2.2 Take into account the possibility of disproportionate or negative impact on groups or communities defined by gender, age, disability, sexuality, race or ethnicity, religion or belief or gender identity. And to take into account in this process the potentially different needs of people in terms of health, marital/partnership status, legal, economic or nationality status as well as issues associated with socio economic class and where people live.
- 2.3 Analyse the common experiences of excluded or under-represented groups and seek to eliminate the barriers to inclusion or access.
- 2.4 Undertake appropriate Equalities Impact Assessments on key decisions or actions and address gaps and weaknesses in evidence, engagement, services or outcomes n.b. see Compact Implementation Aid #3

### 3. Working together

#### **Partners will:**

- 3.1 Ensure that, wherever possible, they promote good relationships between different communities.
- 3.2 Work together in communities so their work fosters inclusion and creates the conditions for good relations to thrive.
- 3.3 Share information and working practices, wherever possible, in neighbourhoods and localities to avoid any potential conflict between groups about the allocation of resources.
- 3.4 Share good practice and routes to specific communities.
- 3.5 Ensure decisions relating to funding of single-identity groups, or specialised services will be open, transparent and clearly linked to needs and outcomes and wherever possible, any specialised or ring fenced funding streams will signpost and make reference to mainstream or other funding opportunities.

### 4. Embedding good community relations in all activities

#### **Partners will:**

- 4.1 Ensure that the foundations for good community relations are embedded in the work we undertake.
- 4.2 Embed empowerment, engagement and volunteering opportunities in neighbourhood and locality activities where possible.
- 4.3 Encourage economic, ethnic and wider demographic diversity in neighbourhoods and work places.
- 4.4 Provide opportunities for different groups in communities to come together to make decisions about their shared places, spaces and services.
- 4.5 Provide opportunities for safe spaces for dialogue between different parts of communities when decisions are being made that affect them.

# PUTTING THE COMPACT FOR LEEDS INTO PRACTICE

## Strategic ownership and accountability

Overall responsibility for the Compact for Leeds rests with the VCFS Partnership Group, which reports to the Leeds Initiative Narrowing the Gap Board.

Public Sector signatories to the Compact will be invited to identify a lead person from within their organisation with responsibility for Compact.

Third Sector Leeds will lead and promote implementation within the third sector.

## How Partners will be encouraged to adopt and put the Compact into practice:

Whilst Partners are expected to work together at all times within the spirit of the Compact, Compact leads will work within their respective organisation or sector to:

- use appropriate approaches and opportunities to assess compliance
- identify development priorities and agree a set of specific actions which their organisation will aim to implement within an annual plan
- integrate specific and relevant principles and commitments into existing performance, audit and assessment arrangements.
- develop appropriate mechanisms for promoting the Compact, including integrating Compact awareness into staff induction

An annual cycle of reporting on Compact implementation to the VCFS Partnership Group is proposed, which will include organisations / sectors action plans, their developments and challenges.

## Support to make Compact work:

Simple Compact Self Assessment tools will be developed and made available for all partners.

Practical tools and guidance will be developed to aid delivery e.g. the Volunteer Management Toolkit

Colleagues will be encouraged to share and cascade their experience and effective practice.

Information about the Compact for Leeds and the resources will be available on a website

[www.leedsinitiative.org.uk / compact for leeds](http://www.leedsinitiative.org.uk / compact for leeds)

## A new approach to Compact:

There has been much enthusiasm for the potential of the Compact, but concern that its profile and 'leverage' are weak. A pragmatic approach to Compact implementation has been agreed. The objective is for the Compact to take account of:

the frequently changing policy context;

the differing and rapidly changing operating context of partners;

the regular turnover in personnel who need to be aware of the Compact;

partners existing performance management and quality assurance requirements and other audit and reporting arrangements.

## Compact Mediation

There is the potential for differences of understanding or opinion about the implementation of the Compact. Disagreements over meeting the Compact commitments should ideally be resolved, amicably and informally, between partners through open dialogue and negotiation.

The VCFS Partnership Group will develop arrangements for mediating and moderating conflicts, that cannot be resolved informally.

The Compact Mediation and Dispute Resolution procedure exists to support the positive resolution of issues between the Statutory partners and Third Sector.

Compact mediation should ideally be referenced in the terms and conditions of agreements and contracts with third sector organisations. This route supports resolution where partners have not complied with Compact processes and practice that they have undertaken to implement.

## Glossary

The Compact Glossary is intended to be a guide – it is an evolving tool.  
(see [www.leedsinitiative.org / compact for leeds](http://www.leedsinitiative.org / compact for leeds)).



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**compact for leeds**  
public and third sector  
working together for the people of leeds

