

Working better together

Leicester Compact



16th January 2008

Foreword

The development of the Leicester Compact is a welcome step as it provides a firmer basis for the relationship between the public sector and the voluntary and community sector.

This important agreement makes clear the groundrules between the Council and the Voluntary Sector for a better way of working. As always this relationship will be challenging because it involves decisions about the procurement of services.

Over recent years the voluntary and community sector have had to come to terms with changes to their funding regime and continuing changes in both national and European law with regard to commissioning and procurement.

Through the Leicester Compact the City Council is committed to working with public, voluntary and community sectors to build capacity and to commissioning services from the voluntary and community sectors where it can contribute most effectively.

Ross Willmott
Leader of Leicester City Council

A lot of work has gone into putting this Compact together. It represents a strong starting point for what we intend to be an era of harmonious relations between public and voluntary sectors in our city.

As in any relationship, a high level of co-operation and mutual understanding cannot be taken for granted: it has to be worked at both by the public sector and by voluntary and community sector organisations. So I urge you all to be a part of the Compact: sign up, feed in to the work of the Leicester Compact Steering Group and, if in doubt, use the Compact. It will often have something helpful to say about your voluntary organisation's relationship with those in the public sector.

David Brazier
Chair of Voluntary Action Leicester

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1 What is the Leicester compact?

- a This compact is a written agreement that sets out how public and voluntary and community sector organisations in Leicester want to achieve more for local people by working better together. We will improve the relationships between ourselves by meeting the commitments set out in this document and by following clear procedures to tackle the issues we face.
- b This document looks to the future. It gives us the opportunity to work together fairly, to bring about positive change in Leicester. In five years time, we expect to have significantly improved relationships between the public, voluntary and community sectors in the city, and in particular to see:
- people's understanding of both sectors increase;
 - better communication between sectors;
 - better consultation processes and procedures;
 - the sectors planning and developing policies together;
 - improved funding arrangements and procedures;
 - each sector sharing information more efficiently; and
 - better services.
- c While this document has been edited in consultation with by Plain English Campaign, it has a number of terms which you may not be familiar with. These are explained in a glossary that you can find at the end of this document.
- d There is a national compact between the Government and the voluntary and community sector designed to improve how the sectors work together. Our compact reflects this goal, as we believe it will help create a better quality of life and better services for everybody in Leicester.
- f We recognise that to achieve this we will need to think and act in new ways. This compact is about developing a better way of working. This will only happen when people work together. We are committed to listening to each other and to the people we represent and serve. This compact aims to improve our consultation and decision-making processes. Over time, we will try to use the principles mentioned in this compact across the public and voluntary and community sectors in Leicester, as well as in local partnerships and multi-agency boards.
- g There are real benefits for organisations who sign up to this compact. For example, only those organisations that sign up to the compact will be able to use the procedure for sorting out disagreements that is set out later in this document. This compact offers real potential to develop more efficient and effective relationships, acting as a framework for taking action and reviewing these relationships. However, no voluntary-

or community-sector organisation's funding will depend on whether or not they have signed up to the compact. Any organisation that wants to define itself as being part of the city's voluntary and community sector can sign up to the compact. Details on signing up are available at www.leicestercompact.org.uk or contacting the Voluntary Action Leicester on 257 5028.

2 The background to the Compact

- a Leicester is fortunate in having a large, varied and successful voluntary and community sector. This reflects our position as one of Britain's most diverse cities, one that is known throughout the world for the strength of its community relationships. The relationships between local groups and organisations, and the people they represent and serve, can be much closer than those in the public sector. As a result, they can be in a better position to reach and speak up for some communities, particularly disadvantaged groups. They can also help public sector organisations to work with communities of interest.
- b More and more, the voluntary and community sector is being asked to deliver new and flexible services. However, it does more than just provide services. Local groups and organisations play an important role in communities within the city. Most groups and organisations draw on the time, skills and experience of volunteers, who make a vital contribution to life in Leicester. As well as building and maintaining relationships and skills, voluntary and community sector groups and organisations provide others with more effective support, helping people to sort out their own problems and take part in making decisions that affect their lives. Voluntary and community sector groups and organisations also help improve links between communities. As well as helping to build social capital, they help people and communities to tackle the issues they are concerned about. The sector has several strengths, including its ability to use volunteers and get access to wider sources of funding.
- c Voluntary and community organisations often feel passionately about improving the quality of life for specific sections in our society. This means that they may campaign for change – sometimes leading to disagreement with the organisations in the public sector. This compact recognises and respects this difficult, and sometimes challenging, role.
- d The Government has recognised the strengths of the voluntary and community sector. As part of their programme of reforming public services, they are committed to helping the voluntary and community sector to take on a greater role in delivering public services, primarily through commissioning. To achieve this, they are promoting greater stability in funding relationships between public sector and voluntary sector organisations, as well as encouraging the use of full cost recovery and considering the potential benefits of asset

management and ownership in the community. There is also a continued emphasis on value for money throughout the public sector.

- e Through major schemes such as local area agreements, the Government's priorities are shifting far more quickly in response to changing needs. This is affecting Leicester as well as other parts of the country, and means that that public services – however they are delivered – are likely to be set up, refocused or wound down more often than in the past, in a situation where there is competition for funding.
- f These changes could create major opportunities for the voluntary and community sector in Leicester. Leicester's Local Area Agreement (LAA) includes a commitment to increase the proportion of the main public services delivered by the voluntary and community sector. Public sector organisations in Leicester are in a better position to buy services from local organisations than in many other parts of the country, and there is a recognition of the value added by local organisations that understand the communities they serve.
- g However, along with these opportunities comes a significant challenge for both sectors. The Government's move towards greater public sector commissioning of services from organisations in the non-public sector could benefit larger voluntary sector organisations, such as national organisations, but not smaller, local groups and organisations. If this challenge is to be met, both the public and voluntary and community sectors in the city will need to continue to respond to major change in ways that encourage new ways of thinking and fresh approaches, taking account of the pace of the changes affecting the public sector. New skills and new ways of working will be needed.
- h It is within these changes that we are introducing Leicester's Compact. The compact emphasises these changes as well as tackling the concerns and meeting the needs of smaller voluntary and community groups and organisations who may not choose to be involved in delivering services.
- i The challenge is to respond to this new agenda in a way that benefits the people of Leicester. We will need to respond to changes as our city's population changes, as its economy continues to develop, and as the current major developments are completed. In Leicester, we will need to maintain and develop successful organisations based in the community that can get involved in the city's decision-making processes.
- j While formal relationships in the city are fairly well developed, there is the potential to develop stronger informal relationships. To succeed in the new environment, we will need relationships that are strong enough to manage areas of challenge and change positively, and relationships that are based on respect, trust and being open. The main aim of the

Leicester compact is to provide the framework to develop these relationships, so public and voluntary and community sector organisations can work better together.

3 Aims and principles

- a Our compact is based on a set of aims and principles supported by every group and organisation that has signed up to it. These are to:
- help improve people's quality of life;
 - aim to achieve the highest quality in everything that we do;
 - recognise and value the full range of voluntary and community organisations in the city, including local community groups, and the contributions they make;
 - work with other organisations to deliver responsive, co-ordinated and high quality services to all the people of Leicester, aiming to develop and improve them together and use the resources we have available as effectively as possible;
 - extend the way we work as set out in this compact to other strategies;
 - improve the way we work in partnership with other groups, including neighbourhood partnerships;
 - promote communication, co-operation, common understanding, trust and respect between different organisations and sectors;
 - promote equality, respect people's diversity, prevent discrimination and work to improve community spirit and get rid of inequalities;
 - make sure that public resources are used fairly and openly, so that those who provide services in the public sector and non-public sector are treated equitably, while recognising the needs of smaller organisations;
 - make the most of the resources that are available and work to get extra resources for the city;
 - support local groups so they can build their skills and abilities to improve their communities and deal with issues that affect them;
 - wherever possible, involve local people who use services in developing and managing activities and services; and
 - contribute towards the vision and priorities set out in the joint strategies for the city.

4 Commitments

a The commitments in this compact are split into two parts, and apply to those organisations that have signed up to the compact. The commitments set out below relate to the relationship between public sector organisations and voluntary and community sector groups and organisations, whether or not there is a funding relationship between them i.e. the organisation receives funding from a public sector organisation. For public sector organisations and voluntary and community sector organisations that are in a funding relationship details are set out in the Annex on page 20.

b Shared commitments

All groups and organisations signing up to this compact will:

- work together to build positive relationships built on trust and respect;
- work together to listen to, understand and respond to the views of citizens and communities, creating opportunities for them to influence policies and practices;
- be honest and straightforward when communicating with each other, using plain language so everyone involved understands the information;
- work towards tackling social exclusion as far as they can (that is, when people cannot take part in society for whatever reason);
- work in an open way, with open and honest accounts that comply with financial rules and regulations;
- involve smaller groups in all compact processes, and try to work with groups that do not sign up to the compact;
- try to develop and improve services together, recognising that this encourages learning and builds stronger relationships and services that are more likely to meet people's different needs;
- follow best practice in involving volunteers, providing access to training and support;
- develop their skills in understanding the views of other organisations and working better together, exploring opportunities to train people, including joint training sessions across organisations, where appropriate;

- work to make sure that where legally possible the principles of the compact are followed in all their areas of activity, including any partnerships or multi-agency boards they are involved in, whether these operate across the city or in neighbourhoods;
- promote and raise awareness of the compact within organisations we work with throughout the Leicester; and
- contribute to reviewing the compact every year.

c **Voluntary and community sector commitments**

As well as the above shared commitments, all voluntary and community sector groups and organisations signing up to this compact, whether or not they receive funding from the public sector, will also:

- make sure their policies reflect the views and needs of their users and members;
- contribute, at an early stage, to developing public policy and designing and planning services, as far as they are able to;
- contribute to developing the sector as a whole, as far as they are able to;
- be open in their relationships with other organisations in the voluntary and community sector; and
- raise awareness of the work of the voluntary and community sector, the knowledge and expertise within it, and the voluntary and community sector's knowledge of the local community.

d **Public-sector commitments**

As well as the shared commitments, public sector organisations signing up to this compact will also:

- recognise and engage with the voluntary- and community-sector organisations as widely as possible, including small community organisations, social enterprises, and black and ethnic-minority organisations;
- recognise how important infrastructure support is to voluntary- and community sector groups and organisations, especially during their earliest stages of development;
- involve the voluntary and community sector at an early stage in developing public policy and designing and planning services where these are relevant to the sector, recognising that smaller organisations in particular have limited capacity for such

involvement, and that private sector providers generally may be involved, too;

- develop a way to assess new policies and procedures to identify possible effects on the voluntary and community sector;
- recognise that voluntary and community sector organisations are separate and have legal responsibilities which mean they must make their own decisions;
- observe the principle of equal treatment in procedures involving both their own internal service providers and those external to their organisations, but subject to any applicable law;
- (within the confines of any restriction imposed by law) respect the independence of the voluntary and community sector, including its right within the law to campaign and to challenge policies; and
- where a decision is likely to have a significant effect on the voluntary and community sector, consult widely and early enough to make a difference, allowing at least 12 weeks' consultation (where legally possible) and giving feedback on the outcomes.

5 Sorting out serious disagreements between partners

- a We want the compact to work. Sometimes, organisations will strongly disagree with each other and cannot sort the problem out. These types of disagreements can be expensive, create publicity that could damage the organisations' reputation and damage working relationships. For the compact to work, there must be a way of sorting these disagreements out. This section sets out the process for sorting disagreements out and how we can learn from them so that we can make things better.
- b Not all disagreements will be about the compact. Some will relate to a contract or contracts between organisations and we will deal with these under the terms and conditions of the contracts, not through the process set out in this section. Other disagreements will be best dealt with through an organisation's complaints procedure, where they have one.
- c If a disagreement relates to the compact, organisations should use the following procedure. Such a disagreement could happen when a public-, voluntary- or community- sector organisation disagrees with another organisation about something that has happened and believes that they have not kept to the agreements set out in the compact. Both organisations must have signed the compact to use this procedure. You can get more detailed guidance notes about this procedure from Voluntary Action Leicester and the Partnership Executive Team, the

compact support team. Their details can be found at the front of this document.

There may be more than two partners who are party to the same disagreement. The following procedure should be read accordingly.

d Stage one: Informal – putting the disagreement in writing

- 1 If both organisations have tried and not been able to sort out a disagreement, either or both of them should put the disagreement in writing and send it to the Dispute Resolution Subgroup of the Compact Steering Group (“the subgroup”). They should say what steps they have already taken to sort out the disagreement and why those steps have not worked. They should also identify what outcome they are looking for, including which of the stages in this procedure would be useful (for example, mediation (see section e2 below)). They should put their concerns in writing within five days of not being able to sort out the disagreement informally.
- 2 The chair of the subgroup will tell both sides usually within 10 working days of the disagreement being put in writing to the subgroup (and in any event as soon as practicable thereafter) which stage of the procedure should be used next and, where possible and appropriate, offer guidance and advice about how the matter might be sorted out.
- 3 If it is not possible or appropriate to use this procedure (because the compact does not cover the situation), the chair of the subgroup will explain why, in writing, within 10 working days of receiving the details of the disagreement. The decision of the chair of the subgroup is final.

e Stage two: Formal – using mediation

- 1 The subgroup may feel that mediation would be useful, particularly if one or both sides have asked for it. Both sides must first agree that mediation will be used and should communicate their agreement or otherwise to each other and the chair within five working days of the receipt of the chair’s communication under paragraph d.2 (above).
- 2 Mediation is where both sides work out a solution that they are both happy with, and is supported by an unbiased mediator. Both organisations would need to agree on a suitable person to be the mediator and would need to agree how the mediators fees will be paid.
- 3 What will happen as part of mediation?
 - Everyone involved will receive relevant information.

- Representatives from each organisation will meet face-to-face to discuss the disagreement confidentially with the mediator.
 - The mediator facilitates the process and makes it smoother, but the two organisations are responsible for the outcome.
- 4 If mediation is to be successful, both organisations will have a shared, written agreement about what is going to happen next. The mediation process should take 15 working days, although it may take longer if both organisations agree to delay using mediation to try to sort out the matter in other ways or if the terms of the mediators' appointment specify other time scales.
- f **Stage 3: Appeal – recommendations from the subgroup**
- 1 Organisations should use this stage if mediation has not been successful or it was not appropriate for the disagreement, each side bearing their own costs.
- 2 Both sides should put all the relevant information in writing and send it to each other and the chair of the subgroup. This may be done by one party compiling a bundle of all relevant information and the bundle being agreed by the other party. They should do this within 10 working days of receiving written notice that stage 3 will now be used. They must include the following:
- Why mediation was not successful (if they used it)
 - What outcome they are hoping for
- 3 Both organisations and the subgroup should receive all the relevant information 10 working days before the subgroup's meeting, including (if available) a separate report from the mediator if mediation was used. Both organisations should make written comments on any information within a further four working days of receiving it. Each organisation must let the subgroup and the other organisation see any written information they have about the disagreement.
- 4 The subgroup will meet to make its findings and will usually do so within 15 working days of the final exchange of information. The subgroup meeting should not include representatives from either of the sides involved.
- 5 The subgroup may make its findings based on the information provided to it or it may decide to hold a meeting with both sides to give each of them an opportunity of presenting its case before it reaches its findings.
- 6 The subgroup need not give reasons unless one or both sides require this.

7 Under normal circumstances, there are five possible findings.

The subgroup will find that:

- neither organisation has broken the conditions of the compact;
- an organisation has been acting outside the conditions of the compact;
- the compact should be rewritten because it is not clear;
- the disagreement raises new issues which the whole compact steering group must discuss and then agree what to do next; or
- another organisation should deal with the matter and recommend how that should happen.

8 The subgroup's findings will be final and will be made public. A brief statement of the nature of the disagreement between the parties will accompany the public announcement.

9 The subgroup and the chair are (to the extent that the law allows) excepted from any liability (whether in contract or negligence or otherwise) to the parties arising out of this procedure except on the grounds of bad faith. No party who is not a party to this procedure is intended to benefit from it.

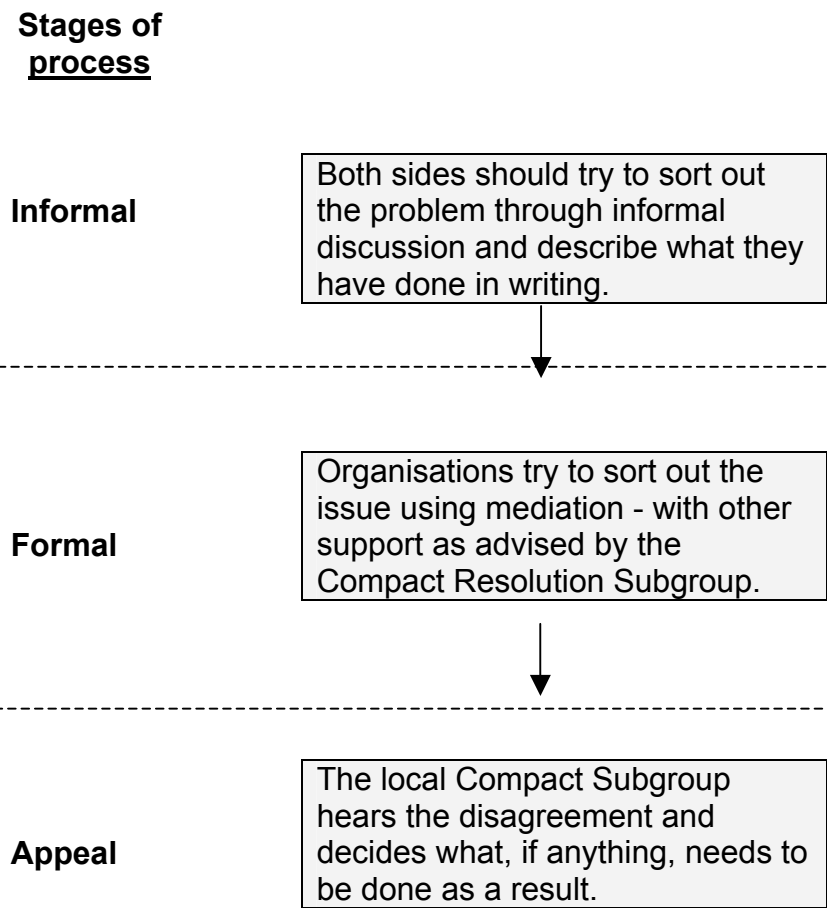
10 The parties to a disagreement may, by written agreement copied to the chair to the subgroup, withdraw their disagreement from this process at anytime.

g What Next

1 If a voluntary and community organisation is unhappy with the final outcome regarding their disagreement they can contact the following agencies for advice:

Compact Advocacy Programme	020 7520 2561
Local Government Ombudsman	0845 602 1983

Process for sorting out compact-related disagreements



6 Taking the compact forward

- a This compact document is a starting point, not a conclusion. It will only succeed if the commitments set out in it are put into practice by the organisations that sign up to it.
- b The main way the compact will be taken forward is through a three-year action plan, which will be revised and agreed every year. This will identify priority actions arising from the commitments, together with other schemes to take the compact process forward, spread learning, and encourage and develop best practice. We will monitor progress on the action plan regularly.
- c All the organisations signing up to the compact want to see the following outcomes.
- people's understanding of both sectors increase;
 - better communication between sectors;
 - better consultation processes and procedures;
 - the sectors planning and developing policies together;
 - improved funding arrangements and procedures;
 - each sector sharing information more efficiently; and
 - better services.
- d Progress on these outcomes will be discussed at the compact annual meeting, to which all organisations that have signed up to the compact will be invited. As well as noting any cases where the compact has been broken and agreeing the action plan for the coming year, the meeting will review and recommend revisions of the compact document in the light of changing circumstances. It will also provide an opportunity to build networks, promote better relationships and increase mutual understanding.
- e The annual meeting will also elect the Compact Steering Group which will manage the compact day-to-day. This group will be elected to provide equal representation from the public, voluntary and community sectors. Policy and administrative support for its work will come jointly from Voluntary Action Leicester and the Partnership Executive Team that supports the Leicester Partnership. The steering group will have to answer to the compact annual meeting, and will also give the organisations involved regular, up-to-date information on its work.
- f The members of the group include:
- an independent chair;
 - an independent deputy chair (who also chairs the compact dispute resolution group);

- two ex-officio vice-chairs, one from Voluntary Action Leicester and one from the public sector;
 - a secretary (non-voting ex-officio) – Leicester Partnership Director of Partnership, Performance and Policy;
 - six members as nominated by those public-sector organisations that have signed up to the compact (at least one member from each organisation); and
 - six members elected from those voluntary and community sector organisations that have signed up to the compact, as follows.
 - Two members from organisations that receive public funding
 - Two members from unfunded groups and organisations
 - One member from black and ethnic-minority groups and organisations
 - One member from one equality and diversity group or organisation
- g If the number of public-sector organisations that sign up to the compact increases beyond six, we will ask the public sector to appoint extra members and ask the voluntary and community sector to elect an equal number of additional members. All members of the group (except for the ex-officio members) must come from groups and organisations that have signed up to the compact.
- h Organisations can sign up to the compact or withdraw from it at any point by writing to the chair of the Compact Steering Group.

7 Glossary

Asset management – a structured process adopted by a local authority or other public body in order to get best value for money from its land and buildings

Asset ownership – possession of the freehold or a leasehold stake in a building or piece of land

Capacity building – making sure that individuals, groups and communities have access to the knowledge, skills and resources they need to take action or work efficiently and effectively.

Commissioning – a formal system used within the public sector for planning and buying services.

Community cohesion – the continuing process of developing a community of shared values, shared challenges, and equal opportunity, based on a sense of trust and hope.

Community group and community organisation – an informal group, or it can be a more formal organisation of people. Community groups are formed to meet a shared need or campaign for a common cause. Most are run entirely by volunteers, and will be run by their members or a committee elected from members.

Communities of interest – a group of people who share a common identity of interest, rather than a geographical community such as a local neighbourhood.

Compact – a written but not legally binding agreement between public-, voluntary- and community-sector organisations that says how they will work together.

Consultation – the process of getting information and advice from individuals or groups.

Contract – an agreement between two or more organisations, especially one that is written and can be enforced by law.

Ex-officio – members of a steering group, committee or board who are there because of the particular office or position they hold.

Financial sustainability – an organisation making sure it will have enough funds to meet all its financial and contractual responsibilities including making appropriate arrangements to be able to manage its risks effectively.

Full-cost recovery – where an organisation recovers the full costs of a project or service it provides on behalf of the organisation that has

given the funding. This includes running costs and a proportion of its overheads, e.g. managerial costs, admin costs and the loss in value on such items as motor vehicles.

Governance – the way an organisation is managed, including its powers, responsibilities and decision-making processes. This is often set out in an organisation's constitution (set of rules).

Infrastructure organisations – Organisations that offer infrastructure support to voluntary and community organisations. They do this in a number of ways: offering advice on funding, setting up voluntary groups, giving information and representing such organisations in a particular area, e.g. policy development with local authority organisations.

Local Area Agreement (LAA) – an agreement between the Government and the city council (on behalf of the Leicester Partnership) setting out national and local priority outcomes, performance standards and targets. The LAA also brings together a number of government funds that use to be separate.

Leicester Partnership – Leicester's Local Strategic Partnership, which brings together a range of important local stakeholders from the public, private, voluntary and community sectors to develop a joint strategy and priorities, and drive the delivery of the Local Area Agreement.

Mediation – a way of solving disagreements where an unbiased third party (the mediator) helps people who disagree to find an acceptable solution.

Overhead costs – the general costs of running an organisation, such as rent, maintenance, water and electricity.

Procurement – when a public-sector organisation pays for goods, work and services to help it to deliver services to the people in its area.

Public sector – this generally means organisations created through acts of parliament. The law sets out what they do.

Risk management – the process of defining and analysing risks, and then deciding on the appropriate course of action to reduce these risks, while still achieving the goals of an organisation, contract or agreement.

Service agreement – this is a formal negotiated agreement setting out the essential parts of the services to be provided and related payments.

Social capital – social networks and factors such as trust between people and commitment to helping each other that help communities work together more effectively to achieve shared aims.

Social enterprises – these are organisations with aims that benefit the community (for example, recycling). They reinvest any extra money to achieve these aims, or invest it in the community rather than distribute it as profit to shareholders and owners.

Stakeholders – these are people who have an interest in an organisation, its activities and its achievements.

Strategy for Leicester – this combines the community strategy and neighbourhood renewal strategy for Leicester, and is monitored by the Leicester Partnership. The community strategy sets out a vision for Leicester to 2025 and will be revised from time to time. Progress on the strategy is monitored through the local area agreement.

Transparency – being open and frank with all relevant stakeholders.

Umbrella body – this is an organisation that supports other organisations working in a particular area.

Voluntary organisation – this is a formal non-profit-making organisation, usually set up as a charity, which aims to provide a service or meet a need that will benefit the public. Voluntary organisations often have paid employees.

Voluntary and community sector – also known as ‘the third sector’, this is the term for all of the voluntary organisations, community organisations and community groups in Leicester or an area that covers Leicester, including all the organisations that cannot be described as public or private. These are sometimes registered charities and include religious organisations involved in community work, and organisations that only make profits to support growth such as social enterprises.

Leicester compact commitments for public-sector organisations and voluntary and community sector organisations that are in a funding relationship

A Voluntary and community-sector commitments for organisations that receive funding from the public sector

As well as the shared commitments and the commitments for all voluntary and community-sector organisations, those voluntary and community sector organisations that receive funding from the public sector that have signed up to this compact will also:

- a recognise the need to adapt to the changing needs and priorities of the city;
- b always involve people who use their services in shaping them;
- c recognise that no public sector organisation can ever guarantee funding;
- d have a thorough understanding of all the money coming into their organisations and all the money they spend, and full cost recovery;
- e work with high standards of governance, openness and financial management, providing appropriate evidence of their financial position when bidding for contracts and accounting for how they use public funds;
- f accept, manage and make provision for reasonable risks in delivering services on behalf of public sector organisations;
- g identify evidence and needs, and share information and learning with their funder, to influence the way policies are developed;
- h recognise that where new needs are identified, they need to be presented with evidence through formal policy development processes; and
- i reach prior agreement with existing funders where accessing broader funding opportunities would result in an additional financial commitment for those funders.

B Public sector commitments when funding voluntary and community-sector organisations

As well as the shared commitments, in relation to those voluntary and community organisations that they fund, public sector organisations signing up to this compact will also:

- a work with the voluntary and community sector organisations that they fund to help plan services;
- b only pass on reasonable risks in proportion to the value of the contract and the ability of the voluntary and community sector organisation to manage it;
- c recognise the value and purpose of infrastructure organisations which co-ordinate and support activity in the voluntary and community sector, making sure that an appropriate level of support is provided; and
- d make sure that different parts of their organisation act consistently when dealing with the voluntary and community sector.

Funding

Public sector organisations must do the following in terms of funding.

- e Have fair and open processes for making funding decisions about voluntary and community sector organisations.
 - Be open, clear and consistent, both about the financial and policy restrictions that will shape funding decisions and about how voluntary and community sector organisations can access public sector procurement and commissioning processes and other funding opportunities.
 - Before making any funding decisions, formally deciding on a clear, objective approach on how they will be made that reflects the financial and policy considerations mentioned above;
 - Making sure that all funding decisions are in line with this approach.
- f Work individually and together to reduce bureaucracy throughout the funding processes, making each stage as simple

as possible, using clear, consistent guidance, monitoring and audit arrangements.

- g Aim to join up commissioning, contracting and funding arrangements as far as is possible across the local public sector;
- h Aim to join up application, monitoring and audit arrangements between different funding organisations where joint funding arrangements exist, reflecting the local area agreement.
- i Use more stable funding models where the length of funding is tied to the objective for which the funding is given
- j Giving enough notice of funding decisions and making payments on time, and offering payments to organisations in advance of spending wherever possible.
- k Through infrastructure organisations, help voluntary and community organisations to develop broad funding bases, sharing funding information such as needs and sources at an early stage and involving partners in developing funding strategies.
- l Not restrict voluntary and community sector organisations accessing broader funding, except when this would result in additional financial commitments for them as a funder, when prior agreement would be necessary;
- m Consult the voluntary and community sector in good time on any significant changes to funding arrangements.
- n Make sure that grants also include some funding for overhead costs.
- o Use the type of funding system most appropriate to the type of activity that would be carried out by a voluntary and community organisation, including subsidy, sponsorship and grants.
- p Provide funding that supports the skills, knowledge, structures and resources of the voluntary and community sector, including improving how well organisations can bid or tender for public services.
- q Confirm the amount of funding two months before the start of projects, if possible.
- r Recognise and value the services and activities carried out by funded organisations that are not financed from public money.

Contracts for Services with voluntary and community sector organisations

Public sector organisations recognise and agree the following principles:

- s That the costs of providing a service, under a contract or service agreement, reflect the full cost of delivery (including any relevant part of the overhead costs).
- t When buying services from the voluntary and community sector, that services delivered by local organisations may provide added value because of their community base and ability to build community capacity.
- u That the involvement of voluntary and community sector organisations in delivering public services is made clear in public sector procurement strategies

Independent Advice and Support

Commission for the Compact

The commission work with key partners to take the Compact forward including Compact Voice, who represent the views of the voluntary and community sector in England on the Compact, and the Office of the Third Sector who ensure that the Commission and government work closely together on Compact issues.

Key to the aims of the commission is the effective implementation of the Compact and greater benefit for people and communities through excellent policies, programmes and services.

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F: 0121 233 2120

E: info@thecompact.org.uk

W: <http://www.thecompact.org.uk>

Compact Voice

Represents the voluntary and community sector in England on taking the national Compact forward.

They also support Local Compact Voice in helping to make more effective use of Local Compacts with local public bodies.

Together they work directly with Government and the Commission for the Compact to improve the relationship between the sector, government and local public bodies for mutual advantage and community gain.

Paul Barasi
Compact Voice Officer

E: paul.barasi@ncvo-vol.org.uk

E: compact@ncvo-vol.org.uk

T: 020 7520 2453

W: www.compactvoice.org.uk

Compact Advocacy Programme

The Compact Advocacy Programme was set up, and is run, by the voluntary and community sector for the sector. Based at the National Council for Voluntary Organisations (NCVO), it provides practical support and wider campaigning to the sector in cases where the Government has breached the Compact.

Since 2002, the Compact Advocacy Programme has been instrumental in ensuring compliance with the Compact at a national and local level through advocacy, campaigning and lobbying statutory bodies on behalf of the sector.

Regent's Wharf
8 All Saints Street
London
N1 9RL

T: 020 7520 2561

W: <http://www.ncvo-vol.org.uk/compactadvocacy>

Local Government Ombudsman

The Local Government Ombudsman investigate complaints about councils and certain other bodies. They investigate complaints about most council matters including housing, planning, education and social services.

Local Government Ombudsman
10th Floor
Millbank Tower
Millbank
London SW1P 4QP

T: 020 7217 4620 or 0845 602 1983 (Advice line)

F: 020 7217 4621

W: <http://www.lgo.org.uk>

Other

Cabinet Office – Office of the Third Sector

Information on Compacts can also be sought from the Office of the Third Sector whose main aim is to develop an environment that enables the third sector to thrive, grow in its contribution to Britain's society, economy and environment. A key part of their role is promoting the Compact.

Office of the Third Sector
35 Great Smith Street
London SW1P 3BQ

T: 020 7276 6400

W: www.cabinetoffice.gov.uk

Working Better Together – Leicester Compact

Our Pledge

The Leicester Compact is an agreement between the public sector and the voluntary and community sector to improve their relationship for mutual advantage and community gain. This will be achieved by meeting the commitments set out in the Compact and by following its procedures. The document provides the opportunity for these sectors to work together fairly and to bring about positive change for the people of Leicester.

For and on behalf of * I
accept a commitment to abide by the ethos and commitments set out in the Leicester Compact and to work with the public sector and voluntary and community sector to improve our relationship for mutual advantage and community gain.

Name:
(Print Name)

.....
(Signature)

Position:

Date:

* Insert the full name of your organisation

(This information will be shared with the public, voluntary and community sectors and made public via the Leicester Compact website. No amendments or qualifications will be accepted)

Once completed return to:

Leicester Compact
Voluntary Action Leicester
FREEPOST
9 Newarke Street
Leicester
LE1 5SN