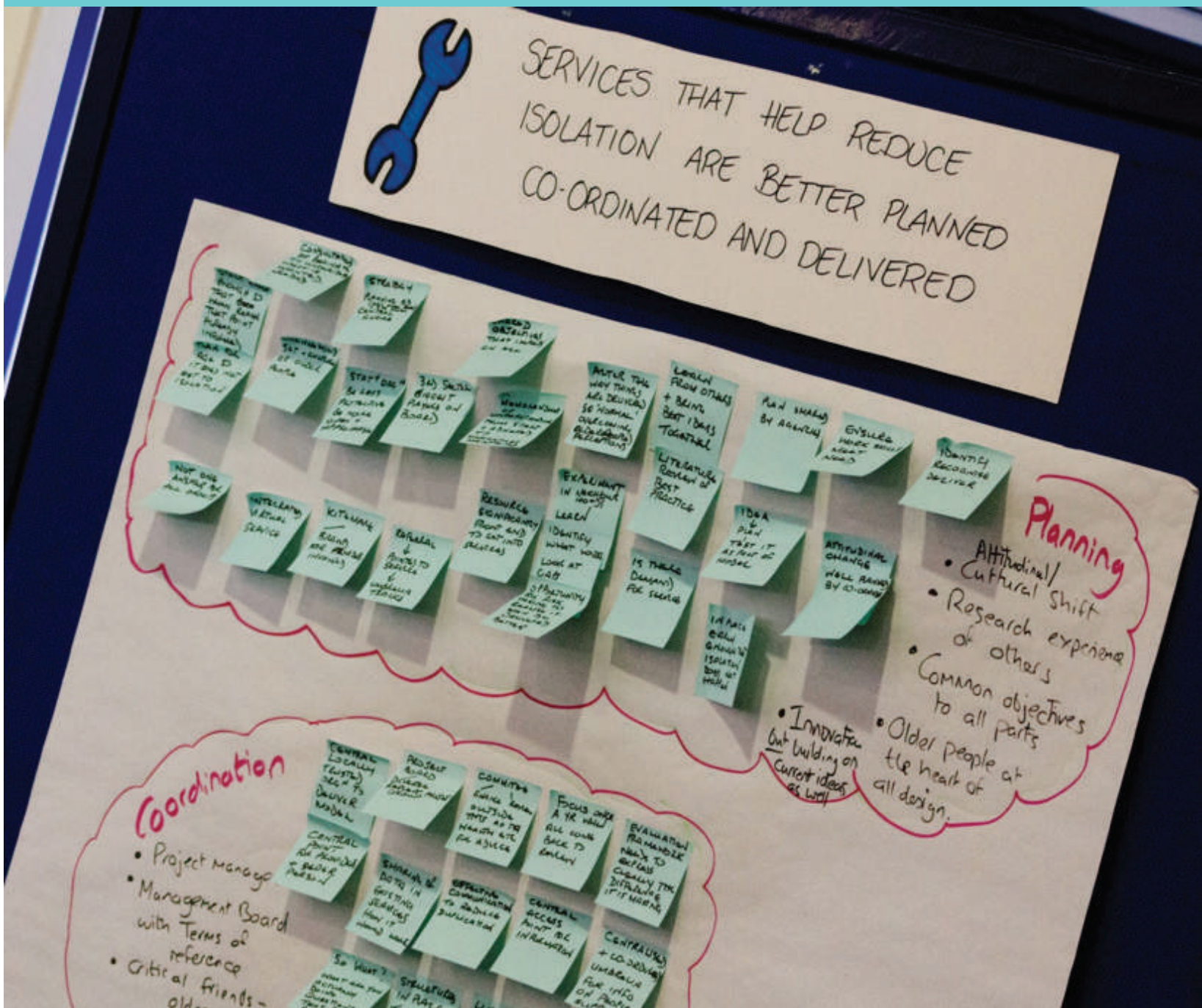


Our Local Compact for:

promoting a culture of mutual understanding, trust and empowerment between the sectors in Warrington



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A Local Compact for Warrington

Working in partnership to improve the quality of life of the people in Warrington

We are pleased to introduce you to the 'Local Compact' for Warrington. The Compact represents the collective commitment of the Warrington partnership and the third sector in Warrington to work together for the benefit of the citizens of Warrington.

This is the third version of Warrington's Local Compact, which builds on existing partnerships and previous agreements between public authorities and the third sector, and has been refreshed to reflect the changing environment.

What is a Local Compact?

The government continues to encourage public and third sector groups and organisations to work in partnership for the benefit of their communities. It is recognised that partnership working can lead to improved efficiency, a better understanding of each other's needs and operational limitations and, in many cases results in adding value. The Local Compact for Warrington acknowledges the working relations between partner agencies, and defines the principles for the management of that relationship.



The Third Sector

The 'Third Sector' is a term for organisations that provide social or environmental benefit and operate on a 'non-profit basis'. The term covers voluntary and community organisations, volunteering bodies, charities, social enterprises* as well as some co-operatives and mutuals. Many may also be registered as a charity and/or a limited company.

Many organisations are active on a local or community level, usually small, modestly funded and largely dependent on volunteers. These groups can be seen as distinct from the larger, professionally staffed agencies which are often most visible in voluntary sector profiles and more often commissioned by statutory bodies to deliver a service.

*A social enterprise may make a profit. However, any profit is invested in the local community and not returned to shareholders in the form of dividend.

Example of a Third Sector Organisation

Footsteps is a charity working across Warrington and St Helens and like many others is funded through a mixture of contracts and grants. They offer listening, information and support to anyone affected by someone else's drug or alcohol use. The charity was founded in 2000 by family members of drug and alcohol users who were struggling to cope with drug and alcohol problems in their own families and is run by paid staff and volunteers.

The public sector

Public sector organisations have a statutory responsibility to provide services using public resources i.e. government at national and regional level, the local authority, police, fire service and clinical commissioning group.

Example of a public sector organisation

Cheshire Constabulary is a statutory organisation whose core purpose is to make people safe and feel safe. Operational policing is the core business for Cheshire Constabulary who is there to preserve life and property, uphold the law, prevent crime, bring offenders to justice, keep the peace, help and reassure their communities.





Purpose of the Local Compact

The purpose of the Local Compact for Warrington is to:

- Promote a culture of mutual understanding, trust and empowerment between the sectors
- Provide a framework to enhance collaboration and improve working relationships between the sectors.
- Acknowledge the culture, diversity and independent status of the different groups and organisations that make up the sector.
- Encourage integrated ways of working.

The Compact defines the relationship between the sectors in order to improve the way they work together. In addition to this it offers a means of supporting the development of the third sector's capacity so that independent accountable third sector groups and organisations can do more to meet their own aims and the shared goals of partners, thereby enhancing their contribution to the community.

The Compact supports consultation, participation and community working whilst supporting the ongoing development of the Warrington Partnership, ensuring links and relationships are maintained. The Local Compact supports the building of a genuinely inclusive and therefore more effective Warrington Partnership.

Key Links for the Local Compact in Warrington



Shared Principles

Organisations who have signed up to the Local Compact will:

1. Work together for the benefit of Warrington residents.
2. Recognise that voluntary activity is essential and it is a response to community need lying at the heart of a healthy society.
3. Recognise that to nurture a society that will thrive and work well, it needs to have active independent voluntary organisations offering wide variety and choice, from all communities.
4. Recognise that third sector groups and organisations have different roles, but acknowledge that there is more to be gained from working towards common aims together, rather than working separately.
5. Recognise the importance of equality of opportunity for everyone regardless of race, ethnicity, gender, sexual orientation, disability, socio-economic status, age, religious belief, political beliefs, or other ideologies and cultural differences.
6. Understand that by consulting people in third sector organisations, involving them in decisions and helping them take part in the planning and delivery of services, long-term relationships and partnerships between sectors are built.
7. Recognise that third sector groups and organisations make a valuable contribution to the social, economic and environmental wellbeing of Warrington.
8. Understand that all sectors have different ways of evidencing that they are working well and have different parties who they report to but all share the need for:
 - Openness
 - Honesty
 - Objectivity
 - Consistency
 - Responsiveness
 - Integrity
 - Leadership
 - Equality
 - Accountability
9. Campaigning and advocacy on behalf of beneficiary interest is a key role for third sector groups and organisations. Recognition of this should avoid conflict and disputes arising, but if they do, signatories will agree on an appropriate dispute resolution procedure.
10. Recognise that the public sector needs to allocate resources to third sector groups and organisations. These resources include funding, advice and capacity building and are an important part of their relationship.
11. Agree that the third sector should endeavor to develop new and innovative ways of working, to fill gaps in service provision to meet the needs of Warrington's community.

CASE STUDY

Ageing Better

The Warrington Ageing Better partnership demonstrates good practice in delivering effective consortia across the third, statutory and private sector. Initially, the partnership became established in response to the Big Lottery Ageing Better funding initiative. The aim of the initiative is to reduce social isolation amongst older people, giving them greater power to make choices that affect themselves. The Lottery invited Warrington Borough Council to work in partnership with local providers of older people's services and submit an expression of interest for potential funding over a five year period.

A major role for the third sector in the partnership was to engage with Warrington's older residents in a meaningful and effective consultation exercise to inform the vision.

Although the bid was unsuccessful, the partnership have pledged their commitment to continuing working towards the shared vision of reducing isolation amongst older people.



A key element of the cross sector partnership has been the shared vision to integrate services for the benefit of older people, developing ideas for service delivery that could be established with or without funding through effective collaboration, by sharing resources, information and providing a holistic approach to service delivery. This shared vision means that partners around the table are not there for the sole purpose of funding, but to work in meaningful partnership to achieve a sustainable vision and strategy to help meet local priorities.

Recognising difference

Third sector groups and organisations are very different from the public sector. Public sector bodies may have large budgets and more staff. They have statutory responsibilities and are answerable to both national government and local people for a wide range of activities.

Third sector organisations, in contrast, often have smaller budgets and staff teams. They answer to funders, a 'board' or committee of voluntary 'trustees' or 'directors' and follow charity and/or company law. They often rely upon the commitment or enthusiasm of their volunteers and members to survive.

It is therefore a big commitment for third sector groups and organisations to get involved in consultation, participation and partnerships; the time and resources required may limit how involved they can be. The success of the Local Compact for Warrington recognises this.

The organisations involved in the Local Compact will have different relationships with each other at different times. Sometimes they may work together as partners, at other times they will work separately.



CASE STUDY

NAVIGATE

NAVIGATE is the name used by Cheshire Constabulary for its Integrated Offender Management scheme. The scheme's strength is the combined partnership work and information sharing undertaken by numerous different agencies.

NAVIGATE work with a cohort of offenders to address nationally recognised pathways in relation to health, education, training and employment, accommodation, drugs, alcohol, finance, benefits and debt, children and families and attitudes, thinking and behavior. The aim of the scheme is to prevent and reduce offending by addressing the factors that cause offenders to re-offend alongside robust enforcement.

The below case study illustrates the type of in depth work and diversionary activities that are carried out by the NAVIGATE partners.

A 15 year old young offender received a 12 month Detention and Training Order on 23 May 2012 for burglary x two, breach of bail and possession of an offensive weapon. He was remanded to Redbank Community Home and was released on licence on 22 October 2012.

He was initially assessed as being a medium risk of re-offending and a medium risk of serious harm. Due to his offending in the community prior to his custodial sentence, he was referred and accepted onto the Integrated Offender Management (IOM) scheme in Warrington. He has engaged fully with the police and his Youth Offending Team YOT sessions have been excellent. He is motivated to complete his YOT Order and has completed work focusing on victim empathy/awareness, consequential thinking and substance misuse.

On his release, he returned to New Horizons School for four days per week and one day at Warrington Collegiate on a bricklaying course but found that the work was not enough to

occupy him since being educated at Redbank Community Home. He asked to be educated at a mainstream school and wrote to the Head of Bridgewater High for consideration. He was accepted and has been taking extra study sessions in order to take his GCSEs. He has been supported by the YOS to help him develop his education options and to liaise with Bridgewater High to enhance his study options. Both YOS and Warrington Careers Service have supported him in applying for college places in September. He hopes to attend Appleton College to study Art and Design in September. A piece of his artwork has been entered into the Koestler Awards (artwork for offenders).

On release from custody, he was given the opportunity to meet with a mentor from Staysafe on a weekly basis. He has engaged fully and this is to continue following the completion of his Order. He attends the gym, boxing sessions and the golf driving range and values these positive activities.



Shared commitments by organisations adopting the Local Compact

The Local Compact for Warrington has been developed by partners through mutual understanding, co-operation and commitment.

It operates within the regulatory and statutory framework which includes legal, financial and contractual obligations. It follows government guidance, national policies and models of best practice and also ensures that other relevant guidance is taken into account, including tackling disadvantage and discrimination.

All partners support the Local Compact process and undertake to attend regular meetings to monitor, evaluate and review it. In addition a kite mark has been developed for organisations who have signed up to the Local Compact in recognition of their promotion and adherence to the Compact way of working.

Partners share good practice, and whenever possible, promote the adoption of the Local Compact for Warrington by ensuring that individuals within organisations are aware of the Local Compact and the benefits that such a commitment can bring.

The agreement between the public sector and the third sector includes the following:

Consultation and Partnership

Partners work together to continually promote the Local Compact and to ensure that agreements are reached which take into account the obligations and constraints that can affect the organisations involved. It aims to foster and promote good working relationships and best practice, and to involve partners at the earliest possible stage of any development. Furthermore, partnership extends to joint implantation and monitoring of operational activities and review of the Compact.

All consultation is in accordance with relevant strategies and all parties aim to adopt models of best practice. Consultation methods are reviewed regularly by the Third Sector Policy Group and efforts are made to develop new and creative formats.

By engaging in effective and meaningful consultation the third sector is able to support the delivery of services to residents in Warrington.

The public sector:

- Endeavours to work within agreed methods and time-scales when undertaking consultation and partnership work with the third sector.
- Ensures individuals/groups are involved in the consultation process as early as possible.
- Ensures reasonable resources/expenses are agreed before the consultation process starts. (This includes physical assistance and individual requirements).

The third sector:

- Supports the efforts of public bodies to consult effectively and work in partnership by working with service users, volunteers and staff to ensure they are involved.
- Ensures that public funding is used according to contractual and other agreements with the public sector.
- Clearly evidences the success of work undertaken and maintains adequate records of expenditure and operational activities to enable accurate monitoring.

Promoting Equality and Diversity

We promote fair and equal treatment for everyone in everything we do and we will value diversity and ensure social inclusion.

- Equality – equality of opportunity regardless of race, ethnicity, gender, sexual orientation, disability, socio-economic status, age, religious beliefs, political beliefs, or other ideologies and cultural differences.
- Diversity – understanding that each individual is unique and recognising our individual differences. The concept of diversity encompasses acceptance and respect.
- Recognise that minority groups, including faith groups and black and minority ethnic voluntary organisations contribute to social inclusion.

Funding and Accountability

Funding is part of an ongoing relationship, which needs to be based on mutual respect and understanding. Partners need to communicate openly in their relationship, and be honest about their aims, even where these differ.

Funding should support the infrastructure of the sectors and all funding should take account of the full cost of providing the service. Funding may be long term strategic or core funding, usually within a formal agreement which may be a grant or contract, whilst funding to provide a specific service under a formal agreement, needs to define outcomes, activity, quality, price and value for money.

By funders agreeing to a joint approach to funding where it adds value, and the use of similar and simple application forms and feedback requirements, greater consistency and co-operation between funders can be achieved.

To commit to an effective funding framework, all organisations must commit to the following principles:

Funding the third sector should be a way of adding value by:

- Identifying new needs and better ways of meeting existing needs.
- Building bridges between the public sector and communities.
- Fostering, supporting and empowering service users, volunteers and communities.
- Supporting and developing community cohesion.
- Promoting equality and diversity, reducing poverty and homelessness.

Good regulation and effective use of public money and the need to protect, and account for public money:

- Public money needs to be administered and used appropriately.
- Volunteer and user/carer involvement in the development of service provision should be encouraged.
- Wherever possible, funding should be paid in advance, and all payments made promptly on agreed dates. Equally, groups need to report on spending promptly, and be prepared to return any under spend.
- Appropriate sharing of risk should be undertaken by both sectors.

Feedback and monitoring:

- There should be a clear and agreed system for reporting the achieved outcomes of the third sector and where possible there should be a joint approach to monitoring and evaluation.

The public sector will:

- Support third sector groups and organisations where the aims of those organisations correspond with priorities of the public bodies.
- Negotiate agreements which specify the amount and kind of support together with the timetable of provision and the level of service required.
- May provide support that could include funding, support for capacity building and other assistance in kind.
- Work towards achieving the realistic cost of providing a service in accordance with government expectations.
- Respect and understand the third sector's independence and its right to campaign, irrespective of any funding relationship that may exist, ensuring that any future funding arrangements are not affected.
- Wherever possible, subject to budget constraints, respond to the need for greater financial stability, sustainability and longer term planning.
- Wherever possible, engage in early dialogue and ensure appropriate changes and variations to funding arrangements are notified 12 weeks in advance, to enable groups to make alternative arrangements.
- Work with third sector organisations to prepare an appropriate exit strategy for all funding streams.
- Funding may be long term strategic or core funding, usually within a formal agreement which may be a grant or contract.
- Provide funding for a specific service under a formal agreement, which needs to define outcomes, activity, quality, price and value for money.
- Publicise information about the availability of funding as widely as possible.
- Provide accessible information in everyday language about criteria for funding including application processes, a named contact, the funding available and timescales.
- Provide clear and objective application processes and give feedback to applicants.
- Where tender processes are employed, help with commissioning, tendering and completion of application forms ensuring recognition of the added value of the third sector.





The third sector will:

- Ensure that public funding is used according to contractual and other agreements.
- Provide high quality services that are complementary or additional to public services.
- Encourage integrated working and pool resources with other organisations where appropriate.
- Use clear and effective employment policies, management arrangements/procedures and financial controls including compliance with the Charities Commission accounting framework and other guidance where appropriate.
- Establish robust systems for work programming, monitoring and evaluation, quality assurance and performance measures, together with mechanisms to ensure accountability to service users.
- Meet specific and relevant statutory and legislative requirements such as Health & Safety, Safeguarding, Data Protection and Confidentiality, etc.
- Provide services that are inclusive.
- Take full advantage of funding opportunities and cost reductions available to them such as rate relief, VAT relief, Gift Aid, etc.
- The third sector will respect the statutory requirements, limitations and financial restraints on public bodies and will fully acknowledge and publicise funding received.

A successful Compact

By widening third sector access to decision making processes and creating meaningful opportunities for greater involvement in consultation and participation work between all sectors, the aims of the Local Compact for Warrington will be achieved.

Building on relationships and improving communication and the flow of information between all sectors and the community will help to avoid duplication and improve integrated working.

By continuing to evaluate the success of the work undertaken, by tackling poor performance and responding promptly and fairly to any complaints we will unlock the meaning of the Local Compact giving us the purpose and energy to work in partnership and really make a difference to the quality of life and health and wellbeing of the residents of Warrington.

Implementation, Monitoring and Evaluation

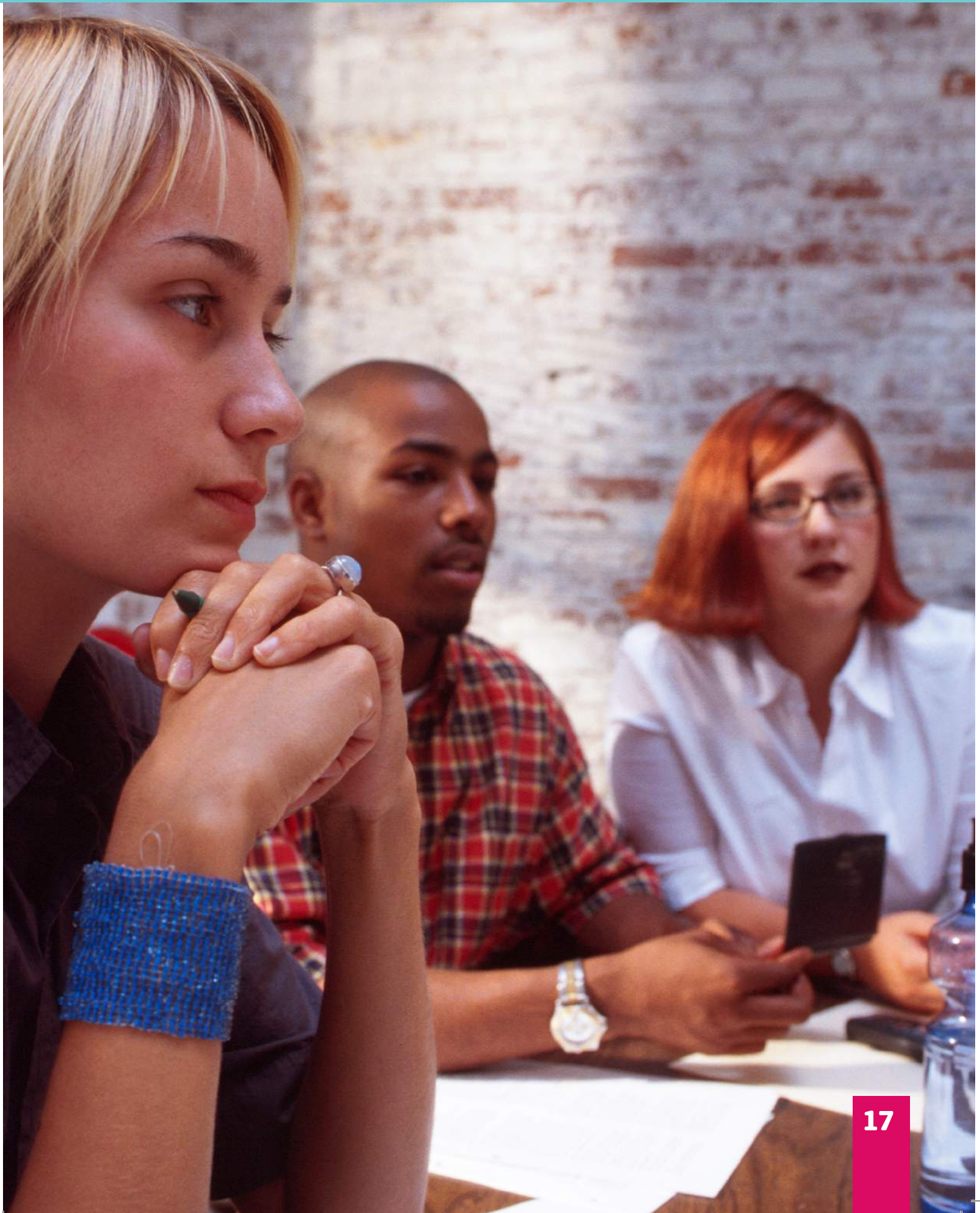
All sectors are invited to adopt the Local Compact for Warrington and take an appropriate share in its implementation and continuing development.

The Third Sector Policy Group is responsible for:

- Promoting, implementing and developing the Compact.
- Developing the process for individuals and organisations signing up to the Compact.
- Monitoring progress and highlighting good examples.
- Identifying best practice in other local authority areas.
- Reviewing any developments in the National Compact.
- Producing an Annual Report and holding an Annual Meeting where suggestions for improvement will be discussed.

Resolution

All organisations signing up to and adopting the Local Compact for Warrington have agreed to work within the principles of the Compact. If problems or disputes occur, the Local Compact for Warrington will be used as a model of good practice. As far as possible, disputes should be resolved by discussion between the parties involved. However, if this does not resolve the problem, parties can use the complaints procedure of the body involved, or ask a neutral partner to provide mediation. As a last resort parties can use the Compact Dispute Resolution Policy to achieve a result, details of which can be found on the partnership page at www.warringtonva.org.uk





Contact information

The Compact Implementation Group is a sub-group of the Third Sector Policy Group and oversees the Local Compact. The group is made up of members from the third sector and statutory sector including the local authority, fire, police and health.

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