Local Compact Implementation Workbook

Winning the Deal by Paul Barasi
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This Workbook includes

- 250 thoughts and examples from over 100 local areas.
- 100 hints and prompts for implementing your Local Compact.
- 50 performance indicators for evaluating your Compact.
Implementing the Compact will be a long haul – Sir Kenneth Stowe, first national Compact Working Group Chair

A Local Compact isn’t just about talking but listening to each other too – Lincolnshire T-shirt

A resource for people involved in taking their Local Compact forward

If you are a Compact worker, champion or Compact Group member then using this workbook can help make your Compact work and deliver. It is neither guidance or prescriptive. If anything demonstrates one size doesn’t fit all and celebrates localism, it’s a Local Compact.

Meeting the challenge of implementation

Government set an April 2005 deadline for all areas to be covered by a Local Compact, with all public bodies signed up. Today, most are still under 3 years old. England’s local authority areas now face the challenge of implementing the world’s first Local Compacts. It hasn’t been done before and it hasn’t been going on for long. Answers on how to do it are still emerging. This workbook gives you a window on local experience across England. It can help you to focus on the right questions.

Getting the most from the workbook

The workbook isn’t meant to be read from cover to cover. It is not an exhaustive resource. You may find updates and more issues on the Compact website at www.thecompact.org.uk or otherwise ask the national Compact Working Group.

Drawing on experience and learning from other areas

People in other local areas are working under the same national policy agenda, with fairly similar processes and experiences of working together. Yet each area is different. So you need to learn from elsewhere and from your own experience.

Good practice examples

Examples are drawn from Local Compact documents – what these say shapes what happens but it doesn’t just happen by being written down. Outcomes from working together depend on processes – beware focusing simply on the what without agreeing on the how.

These boxes identify what is good practice and where it can be found. You may wish to contact the local CVS for more information. Some examples are actual successes – so ask “If they can do it will it work here too?”

Prompts

› Have those involved in taking our Compact forward got copies of this workbook?
› Does our Compact Group agree that the workbook can help expand expectations of what our Compact can achieve by giving us ideas for how to do it?
› Flick through this workbook and ask: what needs tackling first?
› What insights do we get from the quotes? How well do our partners understand what each other think, are we aware of our different perspectives and do good opportunities exist to share thinking as a way of shaping decisions together?

Hint

To improve implementation, the deal, and the results, use the Toolkit (policy audits and scorecards), prompts, hints, and performance indicators: 📧
2 Getting started – using the key implementation themes

The hard work starts now! – Conclusion of Norfolk Compact launch event

We need a Compact not just to make consultations more inclusive, policy-making more effective, and contracts fairer, but also to help build better communities. Relations are not always easy and real tensions exist on funding and consultation that a Compact cannot just wish away – Wandsworth Compact

Publishing a Local Compact is a milestone, not job done

Local Compacts have become a significant part of the local policy landscape but, as inspectorates recognise, there is more to making one work than simply publishing it. Yours can deliver great results if partners are committed to planning, resourcing and undertaking full implementation.

Good practice examples

Northamptons’s Compact launch event majored on joint discussion of implementation priorities.

Coventry Compact includes a do and don’t list – helpful as a reference prompt for getting engagement behaviour right from the start.

Keeping the key themes constantly in view

Some things are so crucial that they crop up across the range of Compact implementation issues and should always be in focus:

<table>
<thead>
<tr>
<th>Do</th>
<th>Don’t</th>
</tr>
</thead>
<tbody>
<tr>
<td>continue relationship building.</td>
<td>turn the Compact into a paper chase.</td>
</tr>
<tr>
<td>major on a Compact way of working together,</td>
<td>reduce your Compact to compliance or overdose on direct service delivery and funding.</td>
</tr>
<tr>
<td>including within partnerships.</td>
<td></td>
</tr>
<tr>
<td>maintain an active Compact Group and Champions.</td>
<td>marginalize process, ownership, involvement or communications.</td>
</tr>
<tr>
<td>include the whole sector’s needs and ensure</td>
<td>lose sight of what public bodies specifically want from the Compact.</td>
</tr>
<tr>
<td>engagement of BME and small groups.</td>
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</table>

Prompts on the key challenges of implementation

- How are we safeguarding against the risk of our Compact getting shelved or losing momentum?
- Will what we are doing right now get our Compact better known and used, deliver results for all partners or strengthen implementation? Should we adopt this as a test?
- Have we really sized-up the challenge of implementation?

Performance indicator

Change in the relationship between public local bodies and groups: year-on-year improvement.
Building relations for a purpose

Beware your Local Compact over-focusing on getting the paper right at the expense of continuing to build relations – Les Hems, UK Compact Research Programme

Successful Compact implementation is about new ways of working together. This means a culture change for everyone – David Rayner, Senior Policy Advisor, ODPM

Relations weren’t good before developing our Compact but have got better as a result of this process. It’s still a big job getting colleagues to understand. A change of culture in all our organisations is vital – Lavinia Sealy, former Surrey County Council Executive Member, Community Services

Improving relations for mutual advantage – what’s the point?

Mutual advantage comes from self-interest of partners signing the Compact. As well as shared aims, like working together better, each have their own specific reasons for signing up. It’s important to realise the vision of the founders:

- Each partner being clear why they want a Compact
- Specific reasons included in Compact documentation and communications
- Compact delivers on these reasons

Tracking change in the relationship

We seek to build the relationship for what we can get out of it. Relations improve when we see better outcomes and better processes for achieving them. An annual survey should tell us how and why relations are changing but don’t miss any chance to take soundings. In straw polls at most Local Compact events, participants vote on how they feel relations have changed and their future expectations.

Headline results (calculated by subtracting worse from better divided by number of forms) are usually up at least 20% and can be above 80%.

A high result helps build on confidence.

A lower one points to concerted action. Even a great Compact document backed with adequate resources and sound mechanisms still won’t work without building the relationship too.

Local Relations Polling Form

I am from:
- A public body
- A voluntary group

Has the relationship between local public bodies and voluntary groups improved during the last year?
- Yes
- It has stayed about the same (or I’m not sure)
- No

Assuming good Compact implementation, how would you expect relations to change in the coming year?
- Improve
- No change (or I’m not sure)
- Get worse

Prompt

- What investment is being made in relationship building, how is it being done and do partners share what makes or breaks their relationship?
4 Learning from implementation experience

There is a circular relationship between knowledge, use, credibility, and effect of the Compact
– William Plowden, national Compact Working Group member

Partners were clear from the start that our Compact must address local issues and concerns
– Walsall Compact (first edition)

No local area has adopted the national Compact but its greatest achievement is giving birth to independent Local Compacts in counties, cities and rural districts across England. Local Compacts originate from the commitment in the Compact to be rolled out locally and have inherited the emblems that distinguish the Compact as a brand:

<table>
<thead>
<tr>
<th>Brand features</th>
<th>The Aim</th>
<th>Improving relations for mutual advantage.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>The Deal</td>
<td>With agreed undertakings on both sides.</td>
</tr>
<tr>
<td></td>
<td>The Means</td>
<td>With mechanisms laid down to make it work – Resourcing, Dispute Resolution, Champions, Annual Review Meetings, etc.</td>
</tr>
</tbody>
</table>

Success hangs on effective implementation planning and management

Planning and management of Compact implementation has gone differently at national and local level. The national Compact and Local Compacts can learn equally from each other, according to the 2005 event Making your Local Compact Work and Deliver. Action points from the event are:

<table>
<thead>
<tr>
<th>Key challenge</th>
<th>Getting our Local Compact to work better and keeping its focus localised to address current issues for partners and communities.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Breadth</td>
<td>Don’t reduce the scope to just funding or public service delivery.</td>
</tr>
<tr>
<td>Balance and Inclusively</td>
<td>Ensure both public bodies and the sector implement the Compact and that it delivers for all partners including BME and small groups.</td>
</tr>
<tr>
<td>Leadership</td>
<td>Secure and retain top level commitment and involvement.</td>
</tr>
<tr>
<td>Monitoring</td>
<td>Extend beyond non-compliance and dispute resolution to cover use, relationship, action plan, wins and evidence of implementation.</td>
</tr>
<tr>
<td>Best learning sources</td>
<td>Draw on success and failure from similar areas.</td>
</tr>
<tr>
<td>National/local learning</td>
<td>Tackle concern that government doesn’t understand Local Compacts by telling their departments where yours fits their policy agenda.</td>
</tr>
</tbody>
</table>

Prompts and performance indicators

› Is learning a Compact Group standard agenda item? Do we identify, share and apply learning from our own Compact experience and from elsewhere?
› Do we agree with the action points for implementation? How many do we do? Can we use them as a template and monitoring tool for our action plan?
› Is our Local Compact documentation process getting in the way of delivery?

Understanding of the aim, deal and mechanisms of our Compact and its use throughout partner organisations is planned and managed explicitly.

Mass ownership of our Compact in the sector (including BME and small groups), public bodies and partnerships, with all-party political involvement and support.
When it all goes wrong

Things go wrong in all local areas. The real mistake is allowing inaction to drag on. Compacts can work everywhere, albeit often below expectations and full potential. As with any product, you need to find the fault in order to fix it. The most likely reason for a Compact not working properly is simply that this isn’t done.

Overcoming implementation barriers – prevention is better than cure

Use the solutions before trouble appears to reduce risk of your Compact not working.

Strategic security

Evaluation of the first year of major initiatives (including local public service agreements and local area agreement pilots) often finds sector involvement was too little, too late, and clear thinking on how the Local Compact would be used was missing.

The full Compact 8 shows how your Local Compact joins everything up but it is crucial that this is built from the core 15 and that there is working together from the start 9.

Prompts

- If commitment by partners to your Local Compact is weak, discuss the impact on their policy objectives and performance.
- Persevere with other partners and partnership boards if one public body pulls out.
- Councils have made a risk assessment when considering adoption of a Local Compact. It makes even more sense for them to do so on non-implementation.
None of our achievements with the sector would have happened without our Compact – Andrew Burt, Partnerships Manager, Hertfordshire County Council

We treat implementing the County Compact as a project in its own right. We aimed for not just quick wins but a big win like multi-year funding – Robert Walsh, Head of Policy and Public Relations, Stratford District Council

Successful implementation balances maintenance of the Compact mechanisms with the dynamics of getting the Compact used, securing wins and showcasing them. These building blocks are unpacked over the next few pages:

- Local Compact document that sets the Deal.
- The Full Compact mechanisms (with Compact Group and LSP/LAA at the core).  
- Champions cascading implementation in their organisations.  
- A locally defined Compact Way of Working that builds on local success.  
- Continuous delivery of wins that expand the deal for mutual advantage.

Local Compacts can deliver wins – does yours?
The deal in your Compact publication is a starting point: seek opportunistic wins for mutual advantage.

Implement  
Convert the deal in the Local Compact into wins (via action plan)  

Celebrate  
Everyone sees their Compact works and that the better the deal the more they win

Re-negotiate  
Upgrade the deal so that wins continue

Good learning and practice examples
Reading Compact Group hadn’t realised what their Compact had achieved until they went back through their minutes and logged the successes.

No Compact successes had been identified in Hastings until the sector listed all achievements since their Compact was published and then claimed those that were down to the Compact.

Ashford’s Compact miniguide lists their Compact successes for all to see and be inspired.

Kent has decided to record their Compact’s success on websites.

Merton deliberately achieved 15 quick wins within 6 months of their Compact launch because the sector said sustaining the Compact hangs on it making a difference.

Prompts and performance indicator
- Do all partners understand that the better the deal they offer the more they gain?
- Are partners committed to win-focused, evidenced implementation?
- Count up the potential wins in your Local Compact documentation. Are these adequate to motivate partners and would achieving these make enough difference?
- Logging Compact successes is crucial. Include a log on every Compact Group agenda. Make sure that Compact wins are attributed to the Local Compact.
- The gains that wouldn’t have been made without having a Local Compact.
Making our Compact tangible and real is the key challenge. So we put implementation at the top of the agenda. What motivates partners to take action is seeing how Surrey Compact matches up with the local authority strategic agenda and the shared interests in the sector – Sean Gillen, Compact and Partnerships Officer, Surrey County Council

Many Compacts say the process is as important as the outcome. Without mechanisms, a Compact will remain a piece of paper.

You must decide what is needed but if your Compact is not working effectively then perhaps something important hasn’t been designed in or is not operating, or expectations have been set far too low.

Key elements for a Compact that works

- + Mechanisms
- + Add-ons

- Compact Group
- Dispute Resolution Process
- Quarterly Monitoring
- Annual Survey
- Annual Review Event
- Annual Report
- Action Plan
- Evaluation
- Signing up all partners
- Codes of Practice
- Eventual Revised Compact

Having a Compact that can help manage future change

The change agenda will throw up more new structures and processes. Make sure you have a Compact legacy to pass on because key people will come and go, so may some public bodies, and even boundaries can change. There will still be a need to build in the Compact to new public bodies being created through reorganisation.

Prompts

- What elements of the Full Compact are we missing?
- What are we losing if our idea of all partners being signed up omits partnership boards, the private sector or town and parish councils?
- Do we also consider the need for national voluntary organisations based within or operating in our area to use our Local Compact?
- How does our Local Compact link with the Regional Compact?

Hint

When deciding whether to opt into Compact Plus, partners should weigh up the benefits as well as considering the terms and commitments.
All stakeholders need to work towards ‘thinking Compact’ in every area of working in partnership – Devon Compact revision process

When a Local Compact means a reference for how we do the business, a way of working together and a means of joining everything up and making sense of it all, then there is a firm foundation for getting the most out of it.

Compacts are for managing change, not for being overtaken or even lost by change. Make sure yours has flexibility to help partners manage a crowded policy agenda.

Plug and Play your Compact?
Well, no, it’s not that simple but following this table will certainly increase the chance of your Compact working properly:

<table>
<thead>
<tr>
<th>Drivers</th>
<th>Compact Group, champions, worker, success</th>
</tr>
</thead>
<tbody>
<tr>
<td>Power supply</td>
<td>Resources and political buy-in</td>
</tr>
<tr>
<td>Connections</td>
<td>Wire up Local Compact to the array of processes and partnerships</td>
</tr>
<tr>
<td>Settings</td>
<td>Compact way of working</td>
</tr>
<tr>
<td>Level 1 - basic</td>
<td>How is our Compact being used?</td>
</tr>
<tr>
<td>Level 2 - dynamic</td>
<td>How do we get organisations to use it better?</td>
</tr>
<tr>
<td>Level 3 - creative</td>
<td>How can we stretch what our Compact can do?</td>
</tr>
</tbody>
</table>

Prompts for the Compact Group (and LSP) and performance indicator
- Which links in the flower petal diagram does our Compact still have to make?
- What connections still have to be made? Are we using all three Plug and Play Levels in action planning, monitoring, evaluation, and review?
- How can we share with others a bigger picture of what our Compact can do?
- Use of Local Compact to build sector involvement in policy processes.
Compact way of working – The idea

This is a fundamental reference document and process for monitoring and evaluating the quality of relationships, partnerships and joint working at all levels – Epping Forest Compact

This document itself won’t change anything. Change depends on working in the spirit of the Compact – Gateshead Compact

The letter and the spirit of the Compact

Your Local Compact means more than just giving a reference that lays down what we expect each other to do. In working together: the spirit also counts. Getting people to understand the Compact includes their seeing that it isn’t one or the other, but both.

Compact document: the written down, negotiated deal

A reference
To be cited and followed but also used to hold each other to account, ensuring through compliance mechanisms that we stick to what we signed up to do.

A way of working
Recognising the Compact as a living document for building relations that change how partners behave, engage and work together at an individual, organisational and partnership level.

“Working together – Better together” is the theme

<table>
<thead>
<tr>
<th>The Goal</th>
<th>Improving joint working, including within partnership boards.</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Prospect</td>
<td>Unlocking the Compact’s meaning, purpose and energy to help us to do things together that make a difference by building on local success.</td>
</tr>
<tr>
<td>The Process</td>
<td>Using the Compact way of working process model when a public body is developing an idea, project, policy or consultation proposal.</td>
</tr>
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</table>

Compact way of working process model

Do it together with the sector from the start

Decide together how to do it

Focus together on getting a good outcome

Prompt and performance indicator

- At what stage is the sector usually informed and engaged – too late?
- There is an agreed local definition of a Compact way of working and its ingredients that draws on input from the LSP and partnership boards.
### Compact way of working – In practice

*Before we had a Compact, we just put things out for consultation. Now, we try to get community groups on board at the outset* – Ilhan Basharan, Policy Officer, Enfield Council

*A Compact way of working should be the normal way of doing the business* – Fiona Mactaggart, Home Office Minister

*It’s about changing attitudes, not a barely-read rulebook. We’ll know we’ve succeeded when people say: ‘That’s a Compact way of working,’ and we all know what they mean* – Coventry

#### Examples of a Compact way of working – building on local success

<table>
<thead>
<tr>
<th>Original objective</th>
<th>Better working together</th>
<th>Better outcomes</th>
<th>Confidence to do new things</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Enfield</strong> Council seek to cut red tape in grants process.</td>
<td>Planning of consultation with the sector leads to a Compact way of working together.</td>
<td>Saving time, more value for money, focus on outcomes.</td>
<td>More ambitious plans that build on success.</td>
</tr>
<tr>
<td><strong>Suffolk NHS and County Council</strong> seek to fund effectively.</td>
<td>Working with the sector, a single grants gateway is set up: shared criteria and joint decisions.</td>
<td>Communities benefit from co-ordinated approach and duplication tackled.</td>
<td>Joint development with the sector of procurement strategy.</td>
</tr>
</tbody>
</table>

#### Some other good practice examples of a Compact way of working

- **Durham** County Compact commits partners to exemplifying a Compact way of working and in some Compacts it is thematic (e.g. Hampshire) or a key objective (e.g. West Sussex).

- **Isle of Wight’s** leaflet on their successes through using a Compact way of working includes working together on setting up a new social care and housing trust.

- **Warwickshire** mental health, alcohol and drugs commissioning group has found success in doing its business from explicitly adopting a Compact way of working.

- **Merton**: sector involvement in all recruitment stages of relevant council posts.

#### Prompts

- What can we do to get organisations and individuals to make the change to a Compact way of working? (They will need to see how it benefits them).

- Are we covering a Compact way of working in induction and training? Encourage everyone to think “How can we use our Compact to do this with our partners,” so that all can say when asked what it has done for them.

- Do we explicitly use building on local success in action planning?
Championing and cascading a Compact way of working

Champions are the key to successful Compact implementation and driving it forward towards better partnership working – Charles Holmes, Warwickshire Compact Officer

I’ve just realised: this Compact will actually change the way our department works! – A Kensington and Chelsea council officer at a Compact development workshop

Who should have Compact Champions?

Every local public body and partnership board signed up to your Compact and voluntary organisations too (trustee or staff) but not small groups. The ideal council would appoint people with clout: a corporate champion, one in each department and from each of the party groups.

What should they do?

• Promote involvement through a Compact way of working together with the sector
• Ensure organisational compliance, get decisions Compact-proofed and lead implementation, cascading down to operational level where most engagement takes place:

  Departmental Compact Champions ask each team or section to use the Local Compact on whatever fits best with their upcoming work and the sector

  Promote and celebrate successes after 3 months. Keep repeating the process

  What success would look like
  • Everyone knows how to use their Compact from experience
  • Compact seen positively as a relevant tool that delivers better results
  • Loads of small wins adding up to a big impact every year.

What do champions need?

• Initial briefing or induction and then opportunities to exchange experience
• Time, authority and support (e.g. backup from someone at operational level).

Good practice examples

Kent County Council website invites people to become a Champion as a good way to raise awareness and sell Compact successes in their area of work by sharing examples of a Compact way of working and promoting their Compact wherever and whenever they can.

Warwickshire Compact Champions have their own role definition but don’t work alone. They have an annual Champions event.

Prompts and performance indicator

◦ Is championing officially part of the job and annually appraised?
◦ Is the sector involved in public bodies appointing champions?
◦ Supported Compact champions are in place with a clear role definition.
Partnership working the Compact way

Partnership is the essence of the Compact – Lewisham Compact

Partnership, where all partners are treated as equals, is central to the success of the relationship – West Berkshire Compact

It is important that power is not unfairly used to the detriment of some of those we work with. If that happens, we must put things right – Sefton Compact

A Compact way of working is agreed partnership values happening

Partnership working is the theme of most Local Compacts and many explicitly aim for a new approach. Good partnership working doesn’t just happen all by itself. So, it helps to remember what your Compact is for when planning the implementation.

Local Compact partnership values

Local Compacts have built well on the English Compact’s partnership values. Typical local values, in popularity order, are: openness, honesty, accountability, integrity, respect, trust and confidence, objectivity, understanding, transparency, common purpose, leadership, good communications and listening.

What Local Compacts say … and some do

Sheffield Compact’s code on partnership working translates values into practical application. It is used to test partnership working right across the city. It shows what makes partnerships succeed (commitment and ownership, accessibility, flexibility, power sharing) or fail (not fully involving all sections of the community, being saddled with the wrong membership or leaving inevitable tensions and conflicts unresolved).

Coventry Compact’s code on attitude is designed to avoid outmoded thinking and careless planning, writing off views conflicting with your line, or believing you have a monopoly on knowing what services people need.

Ipswich Compact boldly switches into Bill of Rights mode when it calls for not only jointly set agendas but also embracing freedom of speech, criticism, praise, support and censure.

Lewisham Compact requires benchmarking of community involvement in partnerships and evaluation of partnership working effectiveness to drive continuous improvement.

Prompts and performance indicator

- What characterises our ideal of the partnership relationship? How does this compare with the reality?
- Is your Compact helping to close the gap between people knowing how to work well in partnership and actually doing it?
- Is a specific code needed to make our Compact serve as a practical partnership tool?
- Does changing how we work together require change within sector networks too?
- Should public bodies apply agreed partnership values internally as well?
- How good is local partnership working: aggregate the results from partnerships using the scorecard Toolkit C to benchmark their performance. Evaluate annual change.
Being an effective partner includes supporting your partners in being effective – Uttlesford Compact

Government initiatives demand meaningful and mutually supportive relationships. The Council’s role has shifted beyond funder to being an enabler and partner – Nottingham Compact

Involving the sector in partnerships takes time and money. These costs must be reasonably funded so that the sector can contribute on equal terms – Exeter Compact

Investing in sector capacity to engage in partnerships

Partnership working is ever consuming more time and delivering more services. Having a local infrastructure plan doesn’t guarantee the sector’s capacity to meet partnership demand from public bodies. The Local Strategic Partnership should assess sector capacity annually.

Results will suffer if you skimp on investing in partnership building

Partnership working throws up many challenges and requires skills to be developed and refreshed. Investing in partnership relationships is crucial because these are more complex than one-to-one personal relationships.

<table>
<thead>
<tr>
<th>What Local Compacts say or do on supporting partnership</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Dover</strong> says public bodies mustn’t assume the sector is a free resource.</td>
</tr>
<tr>
<td><strong>Bradford</strong> says sector participation requires effective infrastructure and support including partnership payments.</td>
</tr>
<tr>
<td><strong>Ashford</strong> offers compensation and expenses for time spent in partnership for volunteer and paid sector staff.</td>
</tr>
<tr>
<td>To break down barriers, <strong>Durham</strong> threw a party for the sector’s new partnership representatives to meet councillors socially.</td>
</tr>
<tr>
<td><strong>Walsall</strong> put the Compact and sector at the heart of community planning and have developed a Shared Partnership Information Resource.</td>
</tr>
<tr>
<td>Under <strong>Enfield’s</strong> Compact, joint training on <em>Positive Partnerships and Building Bridges</em> was offered and the Compact is part of required <em>Effective Representation</em> training for all LSP reps.</td>
</tr>
<tr>
<td><strong>Bolton</strong> not only published a Compact partnership code but set up a joint group to drive it forward.</td>
</tr>
</tbody>
</table>

Prompts and performance indicator

- Does support include building a broad partnership skills base in the sector so more groups get a seat at the table and partnership overload for the few can be avoided?
- Has total spend on current support being identified? (% of the aggregate partnership budget?) What process exists for assessing partnership support needs?
- How can our Compact improve people’s partnership experience? What can sector representatives offer partnerships from their knowledge of good trustee governance?

![Board members have access to training and say their support needs are met.](image-url)
The LSP should make its Local Compact the brand for local partnership working at its best – Richard Catherall, former Chair of the Local Compact Developers Network

The LSP needs a driver to deal with relationships in all the local partnerships: that driver is the Local Compact – Gregg Hutchings, Partnership Co-ordinator, Southwark CVS

What should the LSP do?

- Sign up to the Local Compact and take ownership of it
- Encourage all partners and the other partnerships to sign up at board level
- Adopt, exemplify and promote a Compact way of working together, including in the LAA
- Designate a member as its Compact Champion
- Ensure that the Local Compact is resourced

LSP interactive public annual meeting (Compact Week is the ideal time)

This event allows board members of all partnerships, staff of partner bodies, voluntary and community groups and residents to come together to discuss:

- How partnership is working and how your Compact can improve it
- Sector and community capacity to engage in partnerships
- What the LSP and other partnerships are doing (by showcasing achievements).

Good practice examples

Plymouth exemplifies a strong and practical Compact/LSP link. Its Compact underpins how Plymouth 2020 Partnership works and links with the community network and the community.

Windsor & Maidenhead LSP Compact uses a title that makes the link unmissable.

Tamworth Compact underpins the LSP’s relationships and mechanisms, and provides the guiding principles by which it operates.

Hertsmere Compact is part of the LSP performance management framework.

St Helens Compact is linked to the community plan and has joint promises by LSP partners.

Telford and Wrekin commits public bodies to support and strengthen the sector and its ability to play a full and creative role in the LSP.

Hastings LSP is a good example of role sharing in having a revolving chair.

Performance indicators for the LSP

- The Local Compact is used effectively in supporting the key processes (local area agreement, local public service agreements and community planning).
- All sectors being able to input effectively into the LSP (based on Plymouth’s indicator).
A Local Area Agreement is a great idea for putting money in one place, deciding locally how best to spend it and making it more simple – just as long as you manage to avoid it becoming far more complicated! – Alan Mills, first manager of the Our Partnership Website

Local Compacts, LSPs and LAAs are fundamental to achieving service delivery reform and the engaging communities agenda – Phil Woolas, Minister for Local Government

The LAA should enable the sector to help deliver the vision through making partnership working and engagement more effective – Ann Janz, Director of Stevenage CVS

The greatest asset going is the community – Stephen Blann, former Lambeth Compact Officer

Keeping it together

The Local Compact supports the Local Strategic Partnership and Local Area Agreement by guiding how to do it. Getting the core to work effectively should also mean your Local Compact and partner relations can survive reorganisation of public sector structures through retaining the focus for working together locally.

<table>
<thead>
<tr>
<th>Setting the vision</th>
<th>Supporting the process</th>
<th>Delivering the vision</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Strategic Partnership via the sustainable community strategy</td>
<td>Local Compact by improving partnership governance</td>
<td>Local Area Agreement by co-ordinating service delivery</td>
</tr>
</tbody>
</table>

Keep these 3 together and everything else can follow (including community engagement – for real)

Good practice examples

Cornwall – mass sector awareness raising of LAA through the Compact Group.

Hertfordshire – demonstration model quality arrangements for briefing, liaison and engagement through using the county Compact. This is designed to ensure the sector’s contribution to LAA outcomes via involvement in governance, service delivery and building social capital.

Leeds – Compact-proofing of LAA.

Sheffield – Local Compact principles applied in LAA projects.

Isle of Wight – Local Compact compliance required of all LAA partners and their providers.

Prompts

- Ensure sector capacity and infrastructure is adequate to support ongoing involvement in the LAA and consider boosting investment in the local infrastructure development plan.
- Expect government offices to be robust in scrutinising and challenging the adequacy of arrangements for sector involvement as an LAA policy and delivery partner.
- Include a budget line in the LAA statement of community involvement to underwrite the costs of community engagement and sector involvement.
- Ensure full cost recovery is built into your LAA.
- Focus on sector benefits from and contribution to the LAA across the blocks, including the targets set (such as increasing the proportion of sector-delivered services) and in distribution of rewards.
- In reviewing annually how the LAA process is going, make sure this includes the Compact’s role.
- Keep focused on the community and expanding the role of and support for small groups.
It is crucial to have a Compact Group that is representative, well attended and meets regularly to drive the Local Compact process – Christopher Kelly, Chair of the national Compact Working Group

Local Compact Steering Groups usually change their name after publication (yours may be called a working, management, implementation or monitoring group). It is normal for the LSP to establish structural links and good communications with the Compact Group.

What should the Compact Group do?

- Steer continuous effective Compact development and be a Compact exemplar
- Monitor progress including logging breaches and successes
- Check how the LSP, partners and partnerships use and comply with the Local Compact
- Facilitate Compact-proofing of new initiatives, processes and policy publications
- Oversee Compact mechanisms and processes, agree and monitor the action plan, issue the annual report, run the annual review event, prepare for external audits.

Prompts and performance indicator for Compact Group

- Are there functions shown here that our Compact Group needs to take on?
- How is the Compact Group’s membership reviewed?
- Do Compact Group members work with their Compact champions to keep their own organisations, partnerships and sector networks updated on our Compact?
- Are the views of the sector and public bodies actually being represented within our Compact Group?

The Compact Group meets regularly enough to achieve effective implementation.

Hints

Tackle partners that keep changing their representative. If a public sector body hasn’t been attending, try asking their representative or Compact Champion to present their view of what the Compact offers them and how they are implementing it. Invite public bodies yet to sign up to make presentations too (inform the LSP in case of difficulty).
A Compact is only as good as the support it is given – Neil Jackson, Director, Brent CVS

The Compact requires dedicated resources to progress implementation, review and evaluation and ideally, a Compact Development Officer post – Plymouth Compact

Getting the relationship right between Local Compacts, LSPs and LAAs is the way to make sure that the resourcing formula in the Compact Funding and Procurement Code is implemented – Phil Woolas, Minister for Local Government

Cash-strapped Compacts
The Local Compact Developers Network’s 2005 membership survey identified inadequate resourcing as the biggest barrier to implementation. The Compact Working Group’s 2004 annual sector survey found that 9 in 10 areas lacked dedicated funding for pre-publication or implementation work and its 2003 infrastructure survey revealed overstretched capacity of 4 in 5 local sectors.

The official formula
Appendix C of the Compact Funding and Procurement Code contains this resourcing formula for Local Compacts (negotiated between the Network, LGA and ODPM).

<table>
<thead>
<tr>
<th>The Local Strategic Partnership</th>
<th>To ensure that the Local Compact resourcing formula happens</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Public Bodies</td>
<td>To share the cost of Local Compact development and partnership building.</td>
</tr>
<tr>
<td>Partnership Boards</td>
<td>To include contributions in spending plans and government funding programme bids.</td>
</tr>
<tr>
<td>The Sector</td>
<td>To provide a package of support in kind, e.g. time, expertise, use of networks and community links.</td>
</tr>
</tbody>
</table>

Good and bad practice examples

Dorset’s 1999 world first Local Compact was put on ice by its Compact Group in 2004 until partners found resources to implement it but hopefully a new strategy review will rekindle it.

Basildon produced a delivery-ready Compact with great contents and clear action points but not resourcing it has proved an implementation blocker (a secondment from the county council to the sector and district council may help get things moving).

Workers are normally best employed by sector infrastructure bodies. Some, including Lambeth’s, were lost because funding was not secure for the long term.

Good practice also includes Surrey’s worker being independently managed and Islington’s being seconded part-time to the council. Warwickshire is a model example of what can be achieved when Compact Champions join forces with the support of a Compact worker.

Performance indicators

- The LSP has adopted the official resourcing formula and included it in the LAA.
- There is a dedicated Local Compact budget for a worker (in counties and cities) and operational costs (in all areas) which is adequate and has long-term security.
Communicating your Compact

If we want our Compact to work then our Council’s receptionists need to know about it!
– Watford Compact Conference
Compact communications need to get everyone seeing what’s in it for them – Caryl Agard, national Compact BME Sub-Group Chair

Communications are crucial to meeting the challenge of implementation
Relationships and a new way of working need to be built on a massive scale so that your Local Compact becomes a mass movement and part of daily experience.

<table>
<thead>
<tr>
<th>Aims</th>
<th>Building awareness, involvement, use, ownership and accountability.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Audience</td>
<td>All staff in all public bodies, partnerships, and a large, diverse sector.</td>
</tr>
<tr>
<td>Specific Targets</td>
<td>BME, small and new groups, new staff, procurement officers, councillors, management committee and partnership board members, networks and non-Compact events.</td>
</tr>
<tr>
<td>Qualities</td>
<td>Regular, Relevant, Practical, Imaginative, Enthusiastic, Fun.</td>
</tr>
</tbody>
</table>

Borrowing ideas to raise your Local Compact’s profile
Norfolk has a short and easy to read summary leaflet of the county Compact and is one of many areas facilitating website access to county Compact information.

Hertfordshire Compact has produced their own pledge card, poster and mini-version.

Leicestershire include inside their Compact a poster listing the key principles.

Lincolnshire Compact is promoted on CD ROM, mouse mats, pens, banner and carrier bags.

Surrey County Council put Compact briefing in with payslips: simple and effective.

Redbridge is among several areas producing a Compact newsletter.

Bolton uses art and drama in outreach to get across their Compact to groups.

Bracknell’s joint Compact training used a participative decision-making theatre game.

Buckinghamshire’s mock retrospective 2010 TV news feature on what their Compact has achieved in the last decade was roadshowed around the county.

West Berkshire use Compact information packs for new staff and new groups.

Prompts
- Is the Compact Group involved in deciding what the key messages should be?
- Have we got a communications team to get the message out effectively?
- Is the council’s press officer one of our Compact champions?
- Whose expertise can advise on marketing our Compact (LSP business member)?
- Do we use national Compact Working Group materials, including posters?

Hints
Always recap the basics of what the Compact is in communications and at both Compact and other events. Nothing motivates implementation like showing what your Compact has done.
Using publications produced by public bodies and the sector is more effective than relying on local press and radio. Don’t forget to plan early for Compact Week at the beginning of November!
Too often, groups feel excluded from the policy-making process; that decisions have already been made; that consultations are last minute, coming at the end of a process not at the beginning; and that decisions are not fed back appropriately – Wandsworth Compact

This isn’t good enough! We want to commit to assessing the impact of each consultation and then evaluating practice annually – Public body representatives at a Broxbourne’s draft Compact event.

Concerns and issues

The sector puts good communication at a premium. It is still common for local sectors to be critical of how public bodies consult. Groups often have good solutions, which need to be heard and explored, but they may not fully appreciate what they can do themselves to help consultation be more successful. Local Compacts often include commitments on assessing implications of proposals for the sector but this does not necessarily secure systematic Compact-proofing.

Compact-proofing examples

- **Stratford** Compact action plan includes reports considering the impact of recommendations on the sector.
- **Dacorum** Compact requires the council to first appraise all new policies and procedures for sector impact.
- Both **Hartlepool** and **North Tyneside** explicitly recognise that council policy can impact negatively on the sector but that their Compacts will help to make the impact positive.
- **Oldham** Council Compact-proofs Cabinet reports.

Good Local Compact commitments on consultation

- **Liverpool** Council commits to consult the sector early at the developmental stage.
- **Barnet** Compact commits groups to consult public bodies on changes which may impact on their services.
- **Northamptonshire**: consultation equality between funded and unfunded groups.
- **Craven**: making it easy for new groups to have a say in any consultation.
- **Ealing**: co-ordination of consultation and communication exercises between departments to avoid overload on local groups.
- **Buckinghamshire** Compact action plan includes producing a consultation calendar.
- **Ashford**: evaluate consultations jointly with a view to developing and sharing best practice.

Prompts and performance indicators

- If there is no minimum period for consultation yet then negotiate one soon. (Many Local Compacts specify 12 weeks, some without equivocation)
- Is there an accessible consultation learning database for partners to share knowledge?
- The proportion of local consultations complying with the timescale standard set by our Compact.
- Publications and decision-seeking papers meaningfully citing the Local Compact and assessing the impact on the sector.
20

Boosting involvement as service partners

Delivering quality services to the community is the priority. That’s why we value our voluntary groups and our Compact – Peter Clarke, former Gloucestershire County Council Leader

The Sector’s public service delivery role and building social capital through community group support must be kept in balance – Carl Allen, Chair of the Local Compact Developers Network

Local Compacts help groups make best use of external funding and the whole community can benefit from their involvement in best value and community planning – Thomas Lewis, Assistant Director, CIPFA

Local Compacts mean: better relations – better planning – better services

Local Compacts typically commit partners to working together on identifying gaps, avoiding duplication, using resources effectively and providing better services. Boosting involvement of groups in service planning, design, delivery, review and improvement increases their influence while enabling public bodies to draw on their knowledge. But it can’t happen without groups knowing what processes exist, how to get involved or what support they would get.

What Local Compacts say or do

Reading – The sector’s independence is valued for triggering much innovation and cost-effective delivery, which shouldn’t then be threatened by treating the sector as a cheap option.

Macclesfield – Commitment to looking creatively at options for how to increase sector participation in service delivery.

Durham County – Commitment to develop toolkit for involving community groups in community strategies, LSPs, best value reviews and CPAs.


Sefton – Council will show impact of involving the sector in service planning and review.

Stockport have translated their Compact into a tool kit designed to help groups with the practicalities of joint service delivery, funding schemes and partnership working.

Haringey and Enfield Compacts can build on the legacy of the Trade Local project.

Prompts and performance indicators

- Has there been a communications re-think on explaining to groups what Overview and Scrutiny, Best Value, and Community Planning are about?
- Groups need to know that lobbying within the scrutiny process is welcome.
- Scrutiny processes can be used on voluntary groups delivering public services.

Explicit and practical links have been made between the Local Compact, procurement strategy, community strategy and how the local area agreement process should work. There is effective joint working on all of these.

Groups say that they have a real voice on service delivery.

Services are improving as a result of sector involvement in processes and more working together (based on Charnwood and NW Leicestershire’s indicators).

The number and value of services transferred to the sector under best value and service reviews and identification of any blocks.
I like the Compact because anything that helps me make sense of how the Council does the funding is brilliant – Tom Harding, community education musician, at Surrey Compact launch event

The Norfolk Compact was very helpful in our discussions with the Borough Council when we were negotiating our core funding – Carol Casey, Chair of West Norfolk Age Concern

Local Compacts need across the board commitment to make them work, not cheaper services but better outcomes and stronger communities, which reduce the need for expenditure in the longer term – David Evans, former LGA Policy Officer

Most Local Compacts aim to sustain a strong and vibrant sector through fair funding, advance payment and infrastructure resourcing. But the key funders, like LSCs, can be suddenly required to cut budgets. Health trusts, having to bring budgets into balance, limit sector contracts to one year. So, implementing full cost recovery, bringing contracts explicitly within Compacts and multi-year funding are bigger challenges than at national level.

Funders should publish an annual account of their spending on the sector

The National Audit Office has called on government to identify total spend on the sector. When Dorset asked a few county councils in 2004 to tell them their figure, they drew too many blanks. (Using a V in computer codes should identify the sector’s funding.) Also, it’s how you fund that counts.

<table>
<thead>
<tr>
<th>Great Local Compact funding promises and… successes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Durham County, Fylde and Wyre, Islington and Stockport are among Compacts that commit to publishing who gets what funding.</td>
</tr>
<tr>
<td>Coventry’s unacceptable behaviour list includes funders applying harsher costing principles for providers than they allow themselves or not recognising core costs must be met.</td>
</tr>
<tr>
<td>Lewisham requires targets for grants and contracts to be agreed through negotiation.</td>
</tr>
<tr>
<td>Oxfordshire commits to simplifying processes and covers start up, ongoing and exit costs.</td>
</tr>
<tr>
<td>Hammersmith and Fulham requires ongoing sector involvement in external funding bids, pressing for realistic bidding deadlines, and removing barriers to groups winning contracts.</td>
</tr>
<tr>
<td>A thorough grants review and single gateway for small grants in Hastings.</td>
</tr>
<tr>
<td>Full cost recovery – first local adoption of the ACEVO template in Hampshire along with discarding non-legal service level agreements – leaving funding as a grant or a contract.</td>
</tr>
</tbody>
</table>

Prompt and performance indicators

- How and when will you reform practice and update your Compact documentation to reflect the revised national Compact Funding and Procurement Code?
- Balance between grants and procured contracts.
- Adequately resourced sector infrastructure and capacity to participate and deliver.
- Local Compact is linked with local infrastructure plan under ChangeUp with resourcing of sector infrastructure by local public bodies on a fair share basis.
- Joint development with the sector of procurement strategies and progress towards common values or one shared strategy between local public bodies.
Safeguarding sector stability

How cuts are handled can damage relations and undermine work to drive Local Compacts forward. Drawing on expertise of local groups can aid more effective budget making – Richard Catherall, former Chair of the Local Compact Developers Network

Working together on budgets (Model text)

When a public body is planning service cuts, early discussion with the sector should take place. This should cover: impact on the sector and the community (boosting the sector’s funding may be a cost-effective way of minimising community impact), the wording of any public consultation, priorities, alternatives and implementation issues.

Safeguarding relations (Model text)

If a public body is planning to cut funding for groups, discussion with the sector covering the same ground should be held at once. The impact on groups of even modest cuts can be considerable and disproportionate. Flat % cuts should be avoided. Jointly agreed funding conditions should specify the minimum notice that must be given and the covering of winding down costs.

A cut above the rest?

Local Compact successes include North Lincolnshire council’s own scrutiny committee challenging grants cuts. Relationship rebuilding was needed after conflicts in two cities:

- **Leicester** groups, without a Local Compact in 2004, won a court case against council grant cuts lacking proper consultation but the same decisions were then re-run through due process.
- **Nottingham** Compact enabled the sector to challenge the council’s proposed 2004/5 funding cuts, got these halved and secured formal consultation on future budgets.

Best security deals from funders under Local Compacts

- **Chemsford**: will avoid funded groups needing to issue protective redundancy notices.
- **Hillingdon**: 1 year’s notice of cuts (National Compact sets a minimum of 3 months).
- **Brighton and Hove**: 6 months notice of changes, feedback to unsuccessful applicants.
- **Stockport**: notice of intention to cut to allow prior consultation and challenge.
- **Sefton**: why any funding changes are needed will be explained and sudden changes avoided.
- **Merton**: assessment of impact on group before any decision to cut or withdraw funding. However, mindful that the Local Compact had been agreed, the council announced a no grants budget cuts guarantee with inflation protected for 2005, despite their own departments having made cuts (extended to 2006 as well).
- **Coventry**: arbitrary, non-negotiated cutting of funding whilst expecting the same level of outputs to be achieved is unacceptable.
- **Hammersmith and Fulham**: advice and support offered if funding is reduced or withdrawn.
- **Reading**: pick up agreements/rescue support packages for expired external funding.

Performance indicators

- Agreeing the model process for handling cuts – and then not breaching it.
- Change in the level of sector funding and support.
Availability of affordable premises is key to a thriving sector – Wolverhampton Compact

A crucial local issue and a Compact success story
The contribution public bodies make to the sector through a wide and imaginative variety of non-financial support is especially important for small groups. 80% of Local Compacts address sector premises needs. Half cover other non-financial help.

Sustainable non-financial support – including from businesses
Some areas may need to do more to develop corporate support for the sector, including pro bono help, secondments, and active staff volunteering policies. Businesses share a common interest in healthy communities, including because a good operating environment benefits them and they also wish to demonstrate social responsibility. Shareholders will expect investing in the sector to be making a sustained impact.

Great Local Compact deals on sector support

Warrington and Reading encourage groups to take full advantage of discretionary rate relief.

Ashford: encouraging businesses (via the LSP) to give sector support, including in-kind.

Sheffield Compact Property Subgroup looks at community benefit in deciding eligibility for discounted value for Council property sales. Groups are helped to think through key considerations before renting, leasing or buying, thanks to a premises pack that includes an application form, guidance for buying Council property and how decisions are made.

Herts Compact has probably led to the best local funding practice development anywhere and this includes an external resources network, funding fair, and a funding and support prospectus.

Prompt

› Sustain a well-resourced community empowerment network (whether or not there was one established through neighbourhood renewal).

Hints

Value the policy contribution small groups can make (e.g. in West Berkshire they were ahead of public bodies in identifying suicide and demographic trends).

Public bodies must beware that if they give small groups the run-around then they are unlikely to be there for them when their involvement is sought.

Performance indicators

’en Fair access to support in-kind and that its notional value is known.

’en Progress towards 100% business rate relief on all sector-occupied premises.
Local Compacts are about making commitments, calling partners to account and resolving differences – Fiona Mactaggart, Home Office Minister

In the unlikely event that there is a difference of opinion or dispute – Westminster Compact

The Compact way of working is new – we should expect disagreements or disputes as part of this learning experience – Surrey Compact

The mark of a good Compact is what happens when things go wrong – Hampshire Compact

The higher the number of resolved disputes: the more our Compact is working! – Lambeth Compact Group

Local Compacts give groups enforceable rights. Public law runs parallel to Compacts. Cases can go to the local or health ombudsman and for judicial review. If yours has replicated the error in the national Compact by saying the agreement is not legally binding, then do cross out those words in all copies. (Ask the Compact Working Group if you need more briefing on this point.)

Why Local Compact breaches happen

<table>
<thead>
<tr>
<th>Unavoidable</th>
<th>If government sets public bodies a short deadline they should support the sector in using national Compact dispute mechanisms.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crisis or external factors overrode Compact compliance (should be explained).</td>
<td></td>
</tr>
<tr>
<td>Mistake</td>
<td>This is likely to be rectified (if that is possible) but there may be a need to look at induction, briefing, and training.</td>
</tr>
<tr>
<td>Lack of awareness or understanding of the Local Compact principles or spirit.</td>
<td></td>
</tr>
<tr>
<td>Management implementation failure</td>
<td>Internal systems may need to catch up through the Compact Champion initiating change. If no champion for this area: get one appointed.</td>
</tr>
<tr>
<td>Non-compliance with commitments or agreed procedures/processes not followed.</td>
<td></td>
</tr>
<tr>
<td>Deliberate</td>
<td>This will be rare and requires serious attention to the whole relationship, maybe some help through an external facilitator.</td>
</tr>
<tr>
<td>Manipulation, control, political expediency or exploitation of inequality in relationship.</td>
<td></td>
</tr>
</tbody>
</table>

Good Local Compact documentation – but the procedures need to be actually used

One in three Local Compacts mention mediation, few the Ombudsmen or Charity Commission, and hardly any that NCVO’s Compact Advocacy Programme supports groups on Local Compact breaches (as this became available more recently). Communications, new codes, dispute resolution procedures, and Local Compact revisions should all do so, along with a link with the Compact Commissioner.

Enfield, Gloucestershire, Leeds, Manchester, N E Lincolnshire, Redbridge and Sheffield are among areas with clear dispute resolution procedures, typically with a 3-stage process.

Surrey’s Positive Dispute Resolution Process is a well-explained and practical toolkit for securing redress through a 3-stage fact-based, non-judgemental process with set timescales.

Hull Compact was used to resolve the dispute over the Arctic Corsair museum contract (with campaigning and negotiating support from the Compact Advocacy Programme).

Prompts

- Identify which breaches were unavoidable, mistakes, implementation failures or deliberate.
- Use the Breaches Table as a tool for analysis, monitoring or follow up.
- Set a healthy attitude on disputes and address why groups don’t use procedures (e.g. they don’t know about them, believe they won’t work, fear retribution…?).
We will achieve far more together than we can by working separately – Cllr James Ashton, Northamptonshire County Council

Two-way feedback between the County and district Compacts is essential to implementation – Kent Compact

The usual configuration

Most counties have Countywide Compacts: signing up district bodies that don’t develop their own. Where a Compact started as a county level agreement and then goes countywide, simply signing up district-level organisations is not enough. It needs diplomatic dialogue, sensitivity to what “local” means, and appropriate Compact documentation revision.

Good practice examples

County and District configuration

Hertfordshire County Council’s imaginative response to district-level Compacts is marked by understanding the mutual advantage of giving committed support (including resources)

Kent County Council supports co-ordination between district Compacts, including conducting an implementation survey and promoting consistency between funding codes.

Lancashire Compact commits the county council to facilitating dialogue to ensure common principles across the county. So when Fylde and Weir districts agreed a joint Compact, local partners took care to ensure that it would play with the county Compact.

In Leicestershire, county and district development was linked from the start, in Staffordshire work in parallel aimed for 9 district Compacts complementing the County one, but Cheshire County Council has signed all the district Compacts instead of having a county Compact.

Countywide configuration

Hampshire County Council has facilitated the transition to One Compact for Hampshire.

Surrey Compact has built up towards becoming countywide by achieving critical mass.

District councils such as Stratford upon Avon and North Norfolk have been determined to make the Countywide Compact have local impact by refreshing their strategic approach.

In Devon each district LSP has two Compact Champions (from a public body and the sector) who are also members of the countywide Compact group.

Prompts for Countywide Compact Groups and performance indicators

- Do we regularly check on how we are delivering the advantages of a Countywide Compact that were identified as the reasons for having one in the first place?
- Is our Compact used to share district-level practice, level up practice and resolve issues? Do organisations working across districts see improvement?
- What further scope exists for using the Compact to improve funding and other support for the sector and link with the subregional sector infrastructure plan?

- District plans feed into and draw from the Countywide Compact action plan. Evidence of ownership, delivery and impact of Compact at district level.
- The Compact is enabling county-level organisations to engage better at grass-roots level including with and through town and parish councils.
I would encourage all local political parties to embrace a Local Compact for the ultimate benefit of the community – John Baron MP, Conservative Shadow Health Minister

**Member involvement and championing**

Councillors should be involved in Compact development, kept regularly briefed (especially newly elected members) and each main party group should have a seat on the Compact Group. Compact Champions should also be appointed at member level, including non-executive mayors to promote the Compact when visiting local groups.

**Sensibly managing the political dimension**

- Councillors should accept that Local Compacts have all-party support nationally and locally and are agreements with organisations, not political administrations.
- Councillors must understand that the sector is independent and that withdrawing from a Compact isn’t cost free but is likely to impact on service quality, inspection ratings, relationships, partnership effectiveness, and attracting external resources.
- Local Compact documentation can usefully include a commitment to engage in joint discussion and consultation on how new political priorities are reflected in any proposals for changing funding policies.
- Councillors should be briefed on the Leicester judgement and ombudsman cases about due process on consultation and notice on sector funding changes.

**Examples of Council excellence in Compact work across the political spectrum**

**Conservative** – Can claim the only councils to have won Compact Annual Meeting Commendations three years running: Hertfordshire (district support; communications; policy development) and Enfield (review process; partnership and consultation) and also significant (like Watford, below) for implementing a Compact agreed by the council under different political control.

**Labour** – County Durham: consistently achieves the biggest Compact events and can cite a classic case for the Compact making a difference (to village halls). Hull (with minority control) is a model for the Compact development process.

**Liberal Democrat** – Islington Council signed up to an excellent Compact publication; Windsor and Maidenhead produced the first LSP Compact; and Watford’s elected Mayor gives full backing to driving their Compact forward.

**Prompts for elected members and performance indicator**

- Scrutiny members should define their role in relation to their Compact, e.g. when considering proposals and involvement in the Compact’s evaluation.
- Compact champions and Compact Groups may wish to ask members of public bodies about the Compact as part of awareness-raising, training, or monitoring, evaluation and review. Here are some possible questions for them:
  - Are you adequately briefed and updated on the Local Compact?
  - How much difference is the Compact making within the organisation?
  - Is the impact on the sector made clear before taking decisions?

The Compact has member-level champions and cross-party support.
The Compact helps put us on the ground and supports our working together with the sector in a professional way – Adrian Booth, Leeds Primary Care Trust

Local Compact involvement builds on the wealth of expertise and commitment in the sector to improving patients’ journeys and lives – Catherine Ferguson, Public Involvement & Relations Manager, Westcountry Ambulance Service

We need partnership with the sector to share skills, draw in expertise and give us a gateway to real community engagement. We need the Local Compact to take our partnership agenda forward.
– Nigel Woodcock, Chief Executive of North Cumbria Primary Care Trusts

Few Local Compacts include headline health priorities. Understanding of the sector and its health role may be low across the NHS and funding practices unreformed. This may reflect a failure to give and get from the NHS the full Compact deal.

Good practice examples

All PCTs that follow the NatPact competency framework in relation to Local Compacts.

South West Peninsular Strategic Health Authority has increased Compact delivery of NHS strategic objectives via a performance management rating system (red, amber, green) for health trusts on their Local Compact activity.

North West London SHA’s PPI Strategy recognises Local Compacts as an enabling tool for all the local NHS to work with the sector and community on service delivery improvement, including by negotiating new ways of working to monitor, review and implement changes. The SHA initiates joint reviews to measure the current and potential health role and contribution of community groups and then considers budget and programme support.

Under North Cumbria’s PPI action plan, demonstrating a strategic partnership approach to planning and implementing PPI includes use of their Local Compact.

Hammersmith and Fulham PCT plays a broad leadership role on Compact implementation, including developing a health and social care forum for groups to raise issues with providers.

Prompts and performance indicator

› Without the volunteer contribution, hospitals would probably stop but many trusts are uncertain about how they fit into a Local Compact. Does the PCT accept leadership responsibility for engaging for real the whole NHS in our Compact?
› How are the Patient Advice and Liaison Service and the Patient and Public Involvement Forum involved in and using our Compact?
› Explore using our Compact to develop practical working together (e.g. health groups having sessions at surgeries or neighbourhood groups giving key messages to their community such as keeping hospital appointments).

Annual improvement in health trust involvement as benchmarked for Compact and service planning and delivery, and sector partnership and support, using the policy audit >> Toolkit D.
The voluntary and community sector is vital to the LSC’s mission to meet the education and training needs of individuals, communities and employers – Mark Haysom, Chief Executive, national Learning and Skills Council

The LSC and the sector – Working together

The LSC should be demonstrating priority for and knowledge of working with the sector as a result of recent national publications (the Widening Participation report and the Working Together in Practice Toolkit). Partners should expect to share the LSC’s change agenda (e.g. Working Smarter).

The LSC becoming a major Compact player

The LSC may need to catch up on relationship building and Compact understanding if they signed up to your Local Compact after local government and health trusts.

Good practice examples

The South East Regional Compact on Learning and Skills (EDuce, 2004, commissioned by Raise with SEEDA funding) informs Local LSCs on achieving better results through Local Compact involvement, and presents these aims:

- enhancing the sector’s organisational effectiveness, including as service delivery partners.
- opening up sector access to mainstream LSC funding blocks.
- project funding of innovative, cutting edge development ahead of mainstream provision.
- targeting the skills development needs of staff, volunteers and trustees in the sector.
- better use of the sector’s ability to reach disadvantaged people who aren’t part of learning at formal institutions and of sector expertise in meeting needs of particular client groups.

Leicestershire LSC funded a Compact development programme: Making Partnerships Work.

Stoke Compact makes a joint commitment to support a learning community where people and groups gain knowledge, skills and confidence through community activity.

Prompts for Compact Groups and performance indicators for LSCs

- Is the LSC signed up with buy-in from the board through to practitioner level?
- Does our Compact action plan help take forward the common agenda with the LSC?
- Are colleges and the sector learning partners or rivals? How can the LSC help them use our Compact to improve working together?

Recognition of skills and performance improvement as an important dimension of Compact implementation, with evidence of related achievement.

Annual improvement in LSC involvement (as benchmarked for Compact and service planning and delivery; and partnership and support, including for the sector as employer), using the policy audit Toolkit D.

Hints

Always make sure that the LSC see how they benefit from expanding sector business and support. The LSC may need prompting to exercise their lead role on improving partnership working.
Training – Identifying and meeting the needs with the LSC

The Local Compact needs to be an on-going part of the business planning process, not a one-off – Pam Bramidge, Head of Strategic Relations London Central Learning and Skills Council,

Setting the pace through developing Compact skills
Learning and Skills Councils can make a crucial contribution to Local Compact development by supporting joint workforce training that covers the Compact and partnership skills. Partnership boards should be funding partnership building too.

Compact sector skills development programme
Every LSC should be funding a programme covering: basic learning Toolkit F; how to use the Local Compact; understanding the working of public bodies and how to engage and negotiate with them effectively; leadership; communications and marketing; organisational governance; and contracting.

What Local Compacts say on training
Many Local Compacts say nothing meaningful on training and skills development whilst some limit the scope to specific learning needs within the sector (such as human resources, volunteers’ skills development, health and safety, equalities, building management).

The Mutual advantage of joint training
- Learning together helps us work better together – Sefton
- Combining training resources helps partners to relate to each other – Leeds

Good practice on training commitments and approaches
- Wigan takes a learning from action approach, including training on quality programmes.
- Windsor and Maidenhead address shared training on public and voluntary and community sector structures, processes and responsibilities and on partnership working.
- Islington provides for training on the Compact, including identifying the training, support and outreach work necessary to ensure informed and effective participation by all.

Prompts For Compact Groups and performance indicators
- Is there agreement between the LSC and other partners on where the sector needs to raise its game? When can a Compact sector skills support programme start?
- What is the need for workforce development systems within voluntary groups?

- Increase in number of organisations with people knowing how to use the Local Compact, achieved through delivery of Compact training.
- Joint access to training is offered by partners, with increasing take up.
- Sector infrastructure bodies have Compact-proofed their training programmes and ensured that their trainers cite the Local Compact in their courses.
We tore up our action plan because it was just about our Compact and replaced it with one connected to the big things coming up – Martin Howie, Director, Voluntary Action Lewisham

Ashford Compact has brought extensive sector involvement in Thames Gateway planning and in the Growth Area big projects – Richard Eason, Chief Executive of Ashford YMCA

Scope – including the biggest challenges

The action plan should address headline issues so that your Compact links specifically and meaningfully with your community strategy, delivers significant concrete results and is recognised as relevant across public bodies and the sector.

Including what the sector wants most – not just public bodies

A common shortlist for the sector includes: capacity funding, stability and longer term financial planning being eased by multi-year funding, full cost recovery, premises, information technology, extending the range of in-kind support, and reducing regulation – including through funders adopting common practices.

Your Local Compact – once you know how: the possibilities are endless

Here are examples of major challenges and priorities that could have been in Local Compacts and can be picked up in the action plan:

Reducing vandalism in Dover.

Boosting access to health services in Reading.

A safer community with healthier lifestyles in Hastings.

**Good practice examples**

Working together to realise regeneration ambitions in Doncaster.

Crewe & Nantwich Compact has a joint commitment on tackling crime and disorder.

Hints

- Every local sector will have its own priorities but may share those of its public sector partners.
- Where the major challenge facing a public body is its budget, it makes sense to work together, including on improving effective resource use.

Performance indicator

The Local Compact is linked explicitly with the top priorities and challenges of the public body partners and the sector and with the Community Strategy.
Action Plan – The key to implementation

Whatever we put on paper will only work if everyone is committed to make sure it does. Our Compact is not just another piece of paper. It is a working document. It represents not simply aspiration, but a process of turning that aspiration into reality. So its emphasis on an action plan and on monitoring and review is particularly important – Sefton Compact

Getting the done deal to happen

An action plan is essential because it directs implementation and opens up scope to agree further gains. It is a key tool for monitoring process. It is a vital input for evaluating how well the process has gone and what this has achieved.

Good practice examples

Hammersmith and Fulham, Islington, Leeds and Southwark Compacts are packed with action points, which give a head start in making the transition to action planning.

Some Local Compacts come bundled with action plans: Macclesfield has clear outcomes (but doesn’t set targets) for communication, participation, partnerships, and service delivery.

Chelmsford includes organisations having Local Compact information in their annual reports to help embed it into day-to-day working.

West Sussex includes conducting an annual survey and planning Compact Week activities.

Leeds Compact first action plan included: awareness-raising via communications and training; reviewing Compact resourcing; developing robust compliance and evaluation mechanisms.

Stockton Compact dates from 2001 and has lacked implementation but the document has still been capable of being converted into an action plan relevant to needs in 2006.

Stratford includes achievements to date at the start of the Compact action plan.

Windsor and Maidenhead attribute success to their action plan driving implementation.

Congleton regularly monitor partner implementation plans, which are linked to their codes, as well by providing training on implementing the codes to help ensure these plans deliver.

Prompts

- As the starting minimum, have a short action plan with a few quick wins in the coming half-year and which includes agreeing a proper action plan.
- Consider having an ambitious 3-year rolling action plan and include what success will look like to ease subsequent evaluation.
We should assess and take stock: it still feels like day one – Bedfordshire and Luton Local Compact: Local Action, Review Event Report 2005

An annual review should ensure you have monitoring information available for evaluation that will take place less frequently (maybe every three years).

An annual review event

Holding this event (preferably in Compact Week) will help sustain broad engagement. It also aids the accountability of the Compact Group for its work, its review findings and for renewing its representative mandate (including by electing representatives).

Participants should also contribute their views on both the review and action planning. Their opinions on the effectiveness of implementation and on whether expectations are being met are especially important. They will also be able to take better account of Compact performance when voting in the local relationships poll.

Good reviews reveal both successes and how far there is still to go

Hertfordshire’s penetrating review

Hertfordshire’s penetrating review confirmed successes in funding, commissioning, relationship building and joint working. This leading Compact’s review proves critical review and building sector capacity are crucial to implementation. Findings included a serious need for:

- widening Compact participation, through a proper marketing and communication strategy for getting the Compact message across public bodies and the sector.
- connecting up the county Compact to real decisions, issues and community planning.
- raising the sector’s service quality; creating a new culture of strong leadership, social enterprise, greater autonomy and confidence.

The findings were fully followed up, including by developing a partnership protocol to link the Compact with big strategic issues and introducing a sector strategic leadership contract.

Review findings of the Gloucestershire Compact event (2005)

Gloucestershire Compact also claimed a range of successes: a conflict resolution procedure, mediation skills training, an awareness-raising strategy, and achieving more joined up counties/districts working; and improved consultation.

Progress review findings included that the countywide Compact had made a positive impact on relations and working together. Commitment of public bodies was strong but they had still to publish their organisational implementation plans. They needed more Compact champions to cascade knowledge down departments, whilst small groups needed practical support from the Sector’s champions. Among the many action points called for by the event was having real concrete examples of how their Compact had been used and what it had achieved.

Prompts

- Present a draft report to the review event, which is updated with contributions made on the day, and produce a final report or bulletin (like Durham County).
- Link the Compact review with the Council’s overview and scrutiny process.
Evaluation and performance indicators

Ongoing feedback of problems and success stories is essential to telling how our Compact impacts on relationships. Monitoring will be for planning not policing – Nottingham Compact

We’ve made winning a Compact Annual Meeting commendation one of our performance indicators – Andrew Burt, Partnerships Manager, Hertfordshire County Council

Seek headline results across all three levels of evaluation

Evaluation needs to give top-level answers to:

- Is our Compact working, how well, and are partners satisfied with it? (Do outcomes match, exceed or disappoint expectations set in the action plan?)
- What is the evidence that all partners are effectively implementing our Compact?
- What difference has it made and what is it capable of achieving?
- How and why relationships have changed? (Establishing a baseline.)

Funders finding improvement in the sector's governance or groups finding communication is better and that they are making a greater impact on policy would be important evaluation findings but rank as third level. Use of your Compact is a typical second level indicator (how much it is used, whether it is useful, how it is being used, whether people know how).

Performance indicators in Local Compact documents

- Consultation processes and procedures are improving (Harborough).
- Real examples of when the Compact has steered the process (Chelmsford).
- Partners working in the spirit of the Compact (Gateshead).
- Demonstrable evidence of Compact implementation and successful partnership working.
- Marginalized groups feel more included and supported.

The last two are part of Plymouth's theme-based set of critical success factors.

Good practice examples

Norfolk learned from experience that quarterly monitoring is vital to maintaining momentum, as leaving it just to annual review allows implementation to drag.

Warwickshire has developed an implementation assessment tool for partner reviews of evidenced implementation to motivate public bodies towards continuous improvement.

Rotherham (with Government Office support) have developed an Impact Assessment Template for their five Compact codes.

Hints on picking your performance indicators

Make sure questions in the Compact annual survey relate to performance indicators. Your Compact may include some (otherwise, standards or commitments can be press-ganged). Performance indicators are spread throughout the workbook (flick through the pages to pick some out to get a good mix of qualitative and quantitative ones).

Targets will need to be set for each performance indicator chosen, prior to conducting an evaluation (e.g. 70% of consultations run for 12 weeks). Use the Workbook’s toolkit of scorecards and policy audits as inputs for evaluating your Compact.
External audit and inspection

We can demonstrate through Kent Compact our commitment to partnership working in CPA, and the work involved with PSA 2 and the LAA, with potential for boosting the prospects of external funders investing in Kent and government rewarding the way we work with the sector
– Kent County Council website

Our Compact achievements need to be properly recognised by the Healthcare Commission
– Health Trust reps at the Healthy Local Compacts event, May 2004

Inspectors, regulators and auditors should ensure that they apply a consistent and robust framework for checking that all public bodies know what they are spending on the sector and publish annually a complete, informative and accessible account – Durham County Compact

Being prepared

Compact Groups should monitor what audit and inspection reports say about their Compacts and prepare Champions and sector representativeness by maintaining a folder.

<table>
<thead>
<tr>
<th>Monitoring folder maintained by Compact Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual schedule of upcoming external audits and inspections.</td>
</tr>
<tr>
<td>List of Compact questions that inspectors can ask others.</td>
</tr>
<tr>
<td>List your own local Compact’s performance indicators.</td>
</tr>
</tbody>
</table>

The Evidence

Partnerships using Compact as a partnership improvement tool ➤ Toolkit C.

LSP leading a Compact way of working.

Local Compact recognised as partnership benchmark.

Annual Review, Survey Results and Evaluation Report.

Compact outcomes and use as a reference.

A good practice example of partner support from Lincolnshire

A critical audit commission report on the county council’s governance identified for improvement: consultation, community focus, effective partnerships and handling cross-cutting issues. Though these are Compact issues, the inspection team ignored the sector’s role. Nevertheless, the sector responded immediately by committing to more working together with the council to deliver their common agenda of quality services to the community.

Prompts

› Good inspectors will be impressed if we have developed and use our own Local Compact performance indicators and will take account of the results. (Tell the national Compact Working Group or Compact Commission if they don’t want to know.)

› Inspection is a positive and honest process supporting performance improvement. (This is undermined by the odd council threatening the sector with reprisals for criticisms. Again, this should be reported to the national level.)

› Challenge the competence of any inspection whose report ignores the Local Compact or rates as excellent a public body lacking evidence of pursuing effective Local Compact implementation.
Negotiating an Upgraded Deal

This is a negotiated, working document – Rotherham Compact

Before the Wiltshire Compact: it was them and us. Now, it’s just us – Trevor Hazlegrove, Chief Executive, Salisbury CVS

Repairing weak Compacts secures mutual advantage

A Compact weak on commitments and which can’t make a difference is pointless. Neither the sector nor public bodies should have signed up if it doesn’t give them what they want. What the sector offers is pretty uniform across Local Compacts but in return public bodies have put up a lot or a little.

Negotiating a Compact isn’t like employers and unions

<table>
<thead>
<tr>
<th>Negotiating features</th>
<th>Traditional – unilateral interests</th>
<th>Compact – common interests</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Confrontational/adversarial, threats/inducements, trade-offs, minimal concessions, settling.</td>
<td>Co-operative/supportive, enabling, fair, mutually advantageous goals, maximum deal, ongoing development of deal.</td>
</tr>
</tbody>
</table>

Is your deal capable of achieving what your Compact aims to do?

Effective partnership working, building a thriving sector and communities, improving the quality of life, better services – one if not more is the aim of most Compacts. It’s just about the whole ball game but can the deal deliver it?

Great expectations

**Barnet Compact** sets this test for every service: does it challenge discrimination, promote equality and encourage social inclusion?

**Chorley and South Ribble** Compact invites groups to challenge policies of public bodies.

**Sefton** Compact commits public bodies to avoid imposing charges groups can’t afford.

**Stevenage** Compact accepts that support and involvement of BME groups in partnerships are mainstream issues for public bodies and the sector.

**Oxfordshire** Compact partners jointly promise to be generous in sharing information.

**Kent** Compact has a joint undertaking to lobby government for realistic consultation timescales (otherwise, public bodies can’t then give local groups 12 weeks).

**Wolverhampton** Compact partners jointly commit to Nolan Standards of Public Life.

Prompts and performance indicator

› How well do the sector and public bodies articulate what they want?
› What can our Compact deliver on partners’ top priorities and biggest challenges?
› Expand your deal by picking out from the workbook and negotiating further commitments and seeking wins (e.g. resourcing our Compact, joint procurement work, rate relief, full cost delivery, multi-year funding premises…).
› What does a weak Compact signal to external funders and inspectors?

Local Compact documentation contains minimum standards – which are met.
Our commitment to continuous improvement needs your input. Please give us your comments on this document, so that its effectiveness can be increased year on year – Gateshead’s published Compact

The ongoing process of implementing our Compact and the spirit behind it are as important as the written content – Lichfield Compact; Warwickshire Compact (good plagiarism!)

Do you really need to spend time now on revising your Compact?

Compacts usually claim to be the starting point. It is successful implementation that matters. If yours works and delivers wins then revising it could be a time waster. If it doesn’t, you need to check out why rather than assume the original text is to blame.

Looking at other Compacts – improving on what you borrow

Features of good Compacts include a positive, challenging, imaginative buzz; a well-painted local scene reflecting a sense of place; flagged up concerns; successes and good practice examples; clear commitments; and robust mechanisms. The weakest are copycats of a feeble original.

Selecting material from a range of Compacts is best. Raiders should not miss the Ashford, Basildon, Coventry, Hammersmith and Fulham, Kent, Leeds, Macclesfield and Sefton Compacts.

A living document or lost in translation?

Westminster Compact (2005) is the worst for weasel words spoiling the publication and posing a risk to credibility and implementation. The test is what partners manage to do with it.

Birmingham Compact (2005) is more of a strategic policy planning paper than a deal or a partnership tool: the test is whether practical codes can now be produced and implemented. They are well placed to do so, having funded a Compact Champion to work in the sector.

Devon decided in 2004 to revise their 5 year old Compact to (1) embed a Compact way of working; (2) draw on learning from elsewhere; (3) strengthen the Compact’s mechanisms; (4) engage new groups and newer public bodies and (5) reinvigorate awareness-raising.

The 2002 Warwickshire Compact was hailed as a tremendous achievement for improving joint working between the sector and the full range of public bodies. Eager for further gains, partners agreed a second edition in 2005, which came bundled with codes.

West Sussex Compact was revised to support consistency across district Compacts and consolidate codes into one document. Using a new consultation tool, The People’s Court, they identified the kind of things that can go wrong and checked that these could be resolved under the new Compact.

Prompts

› Have good reasons for revising your Compact been confirmed by review and evaluation? Can we bolster it with a good action plan and codes instead?
› How far does our Compact fall short? What does a new one need to get right? Use the How Good is your Local Compact document? Scorecard to find out Toolkit G.
› Consider as an alternative to producing a new edition, including an update sheet as a supplement to your existing Compact.
› Avoid simply updating without consolidating wins and improving the deal.
Developing codes of practice

Codes of practice are the means through which our Local Compact will become operational – Angela Verghese, External Funding and Sector Development Manager, Braintree Council

We need to embed the Compact way of working into everyday business through Codes of Practice being agreed – Leeds Compact Implementation Group’s initial workplan

Without codes, there would be nothing to implement – Charles Holmes, Warwickshire Compact Officer

Local Compact documents don’t form a straight starting line

172 Local Compacts were specially analysed for this workbook. The vast majority either include codes or promise to produce them. Some seem deliberately thin and generalised because they simply pave the way to detailed codes. Others don’t admit this but are in desperate need of being bolstered by codes. There are also Local Compacts packed with commitments and covering issues comprehensively – these appear capable of supporting effective implementation for some years without any codes.

Getting the timing right for producing codes

It’s not whether to produce codes but when. Without implementation and pursuit of wins following on from publishing a Compact there is a risk of losing the sector and public bodies. Without a time gap between the Compact and codes, there is no room for learning from practice or for negotiating a stronger deal.

Which codes?

Many areas go with the 5 national code themes but some expand the titles or add to the series (e.g. support in kind; premises; partnership working).

Key Codes: BME and Community Groups

The majority of Local Compacts that already include codes or list which will be produced name these two. Rarely, a BME code is displaced by one on diversity or social inclusion. Doing this is likely to be a mistake in cities or where the BME sector wants its own code. BME and community groups are the majority stakeholders in the sector. Public bodies need to work with them but it is these groups that are often not sufficiently engaged in the Local Compact process. Developing BME and Community Groups codes gives a second chance of securing their involvement (especially sports, arts, youth, faith, residents and environmental groups).

Hint

How can developing codes make good shortcomings in our Compact?
Support for Local Compact Implementation

Compact Voice: making the Compact work for you

Compact Voice is the independent body representing the voluntary and community sector on taking forward the Compact. Our Board comprises an autonomous alliance of leading sector infrastructure organisations with national, regional and local reach, as well as people working directly on the ground. We play a representational role on Compact issues through engaging with public bodies. Compact Voice staff work alongside the Compact Advocacy Programme within the Compact Team. As the voice of the sector on the Compact, we offer practical help and advice on how to get the Compact working effectively for your organisation and in your local area, including –

- providing strategic leadership on the sector’s relationship with local public bodies
- giving voice to the sector’s concerns and priorities; representing your views to public bodies
- representing the sector at meetings with government, including the Compact Annual Meeting
- supplying information, resources and support to the sector
- Making presentations at conferences and events across the country
- Running the Local Comacts Annual Conference
- Helping to recruit Local Compact Champions and offering help to supplement local support
- Supporting Compact Week events.

Website and discussion forum

Our website – www.compactvoice.org.uk - is our showcase for a range of news, resources and event information to help keep you up to date with issues and developments in areas across the sector. It should be your first port of call online for general briefings. Access our free online forum at lcvforum.ning.com - open to the sector, government and public bodies, this is the place to discuss Compact issues, share ideas and find solutions.

Membership

Compact Voice has over 1,000 members across the sector, from small frontline groups to large national charities. Members participate in the online forum and receive regular email updates. Compact Voice also has regional leaders to give extra support to members within their region, and a speaker service for your Compact events.

Publications

A range of publications can be downloaded or hard copies ordered from our website. This workbook forms part of a suite along with a Miniguide and Poster. Additional tools can be found on our website in the Local Compact Electronic Toolkit, which covers an updated relationship poll form; Independence scorecard; Compact Way of Working scorecard; Compact Group / LSP template; Compact LAA scorecard; and Thriving Sector scorecard. More at www.compactvoice.org.uk/publications.
Using the Toolkit – A key resource of the workbook

Don’t mistake it for a collection of appendices to be ignored!
Don’t panic if scorecard results are poor: they are designed to improve performance.

A Lessons from national and local comparison
No Compact has had greater and longer implementation experience than England's. Local Compacts have done it better, except on policy impact. The analysis takes the best of Local Compact implementation rather than performance across them all. Few set out explicitly to improve on national implementation. Not all that outperform the national Compact have managed this across all 6 areas. But you can pull that off by explicitly aiming to draw on the learning on process and timescale, codes of practice, using the Compact, ownership, relationship and policy impact.

B Troubleshooting Tool – Use it!

C How well does your partnership board work? (Scorecard)
Partnership experience still disappoints expectations of sector and public bodies. Improvement comes from putting values into practice. But to do this properly, we first need a shared view on how well partnership boards are working.

D Policy audit for Health Trusts
One of the biggest and most vital areas of joint working is between the NHS and the sector and yet so many opportunities go missing because the joint strategic vision is limited and generalised. It is crucial that health has a bigger profile within Local Compact documentation and that headline priorities are made explicit, not least in meeting the challenge of new structures and policy.

E Policy audit for Learning and Skills Councils
Learning is a key issue for the sector, which has so much more to offer as a partner. This policy audit isn’t intended to replace existing guidance on LSCs working with the sector but brings it all together on one page so that LSCs (and Compact Groups) can be clear on key considerations and action.

F Model programme for a basic learning course
This is based on a course in Hastings for participants with little Compact knowledge. It is a wake up call on what training can do in helping people to understand how to use their Compact. The brainstorming session came up with: enabling good practice; giving groups a way into public bodies; improving communication so that information is shared; consultation and involvement to tap sector expertise; making funding clear, fair and used effectively; clarifying how to work together; making services more responsive to users; supporting external funding bids and inspections.

G How good is your Local Compact document? (Scorecard)
What your Compact contains, omits and how it deals with issues impacts on success.

H Implementation checklist – Use it!
With 70% of the sector being local groups plus many national voluntary organisations also working at local level, the national Compact’s success hangs on how well Local Compacts are implemented. It is a different and more challenging job (closer relationships, broader engagement, more public body partners and sometimes private sector too).

### Implementation of the national Compact

<table>
<thead>
<tr>
<th>Process and Timescale</th>
<th>It took just one year from agreeing to have a Compact to publishing it in 1998 but developing the codes wasn’t completed until 2004. Delays in negotiating codes arose from government reluctance to expand the deal.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Codes of Practice</td>
<td>Focus on implementing the Compact hijacked by developing codes. Long codes with too many undertakings make the Compact hard to implement.</td>
</tr>
<tr>
<td>Using the Compact</td>
<td>Departments miss the Compact also being a way of working and a tool for delivering their policy agenda. The 2005 Annual Sector Survey results rated government as poor on citing and complying with the Compact and on working with the sector. Lack of evaluation or learning from local level or other Compact nations. National voluntary organisations poor at promoting it or using the mechanisms.</td>
</tr>
<tr>
<td>Ownership</td>
<td>Political capital invested by Ministers in Compact but not in codes. Some departments view the Compact as the Home Office’s and have yet to produce departmental implementation plans. National sector failure to share a broad leadership of the Compact or appoint Champions in voluntary organisations.</td>
</tr>
<tr>
<td>Relationship</td>
<td>With more and better working together, the government/sector relationship has improved each year.</td>
</tr>
<tr>
<td>Policy Impact</td>
<td>Better consultation and funding processes, 2002 review of Sector’s service delivery role, futurebuilders, Changeful, Think Smart – Think Voluntary Sector, Making Partnership Work (health), etc., represent a new culture of change in how government supports and develops policy with the sector.</td>
</tr>
</tbody>
</table>

Local Compacts have performed better than the national Compact on improving relations, retaining political engagement in the Compact process, developing broad ownership across public bodies and the sector, use beyond compliance as a way of working, putting implementation before code production, and attributing wins to the Compact.

### Examples of how some local areas have avoided the pitfalls

<table>
<thead>
<tr>
<th>Process and Timescale</th>
<th>By drawing on the national documentation and other Local Compacts some areas cut this phase from 6 years for the English Compact to under 2 years.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Codes of Practice</td>
<td>In some areas Local Compacts incorporate codes as a single exercise. <em>Merton</em> Compact wasn’t hung up on codes but hit the ground running. <em>Watford</em> postponed code production to focus on implementation.</td>
</tr>
<tr>
<td>Using the Compact</td>
<td><em>The Isle of Wight</em> use their Compact as the basis for a new way of working. <em>Hertfordshire</em> Compact drives cultural change to deliver wins.</td>
</tr>
<tr>
<td>Ownership</td>
<td>Councillors kept involved after Local Compact publication in many areas. <em>Warwickshire’s</em> champions build departmental ownership within councils. <em>Stratford</em> district quickly agreed a countywide Compact local delivery plan. Many local sectors lead on implementation thanks to a dedicated worker.</td>
</tr>
</tbody>
</table>

Wins insufficiently attributed to Compact.
## Troubleshooting tool

<table>
<thead>
<tr>
<th>Design fault</th>
<th>Documentation isn’t everything but check if yours passes the scorecard for <em>How good is your Local Compact document?</em> Have you got the <em>Full Compact?</em></th>
</tr>
</thead>
<tbody>
<tr>
<td>User error</td>
<td>Check that your Compact is wired up to processes and partnerships for the <em>Full Compact in operation</em> and that people know how to use your Compact. Awareness, commitment understanding, skills, and confidence to use mechanisms may be training issues.</td>
</tr>
<tr>
<td>Flawed process</td>
<td>The Compact is a relationship building process before and after publication: has your planning included initiatives designed to improve relations? Are you measuring the change in the relationship at least annually?</td>
</tr>
<tr>
<td>Low awareness</td>
<td>Do you have a <em>communications strategy?</em> Discuss how to explain your Compact’s relevance and make it more visible. Try explicit awareness building (e.g. target procurement staff, councillors, BME groups) if understanding of what your Compact can do is limited, re-focus on achieving and showcasing wins.</td>
</tr>
<tr>
<td>Lack of momentum</td>
<td>Is there an agreed <em>action plan?</em> It should make organisations clear on what they need to do. Have specific wins to achieve this year been identified? Do partners need reminding why they signed the Compact? If partner organisations have been diverted by new challenges, have you discussed how Compact implementation can help meet these?</td>
</tr>
<tr>
<td>Action plan not actioned</td>
<td>Is the plan clear on who does what? Does it shout mutual advantage to ensure buy-in? Does the LSP receive regular monitoring reports?</td>
</tr>
<tr>
<td>Stalled</td>
<td>Is the Compact Group meeting often enough? Are <em>resources</em> available (including for a dedicated worker) to drive your Compact forward?</td>
</tr>
<tr>
<td>By-passed</td>
<td>Do your public bodies <em>Compact-proof</em> their decisions? Are major initiatives affecting the sector referred to the <em>Compact Group</em>?</td>
</tr>
<tr>
<td>Ignored in sector</td>
<td>Is an effective action plan and communications strategy being implemented? Is your Compact discussed in networks, events and management committees?</td>
</tr>
<tr>
<td>Ignored in partnerships</td>
<td>Ask LSP to agree proposals for engaging partnerships, including defining a <em>Compact way of working</em> and partnerships appointing champions. Check documentation is usable as a partnership tool. Develop a partnership code.</td>
</tr>
<tr>
<td>Ignored in public bodies</td>
<td>Individuals with implementation responsibilities may not have been identified. Have you got Champions with support, training and clear remits? Are they using the <em>cascading model</em>? (If time is a major constraint on implementation then getting many people to do one thing is an answer).</td>
</tr>
<tr>
<td>Shelved by council</td>
<td><em>Change in council’s political control:</em> discuss reclaiming ownership, including Compact’s all-party support both nationally and elsewhere locally. <em>Officer-level withdrawal:</em> discuss impact (on opportunities for achieving objectives together, inspections, and external funding loss). If re-engaging leadership fails: inform national Compact Working Group.</td>
</tr>
<tr>
<td>Doesn’t work or no delivery</td>
<td>Check you have the <em>Full Compact</em> with the right Plug and Play settings. Are wins explicitly sought, logged, claimed, celebrated and publicised?</td>
</tr>
<tr>
<td>Behaviour unchanged</td>
<td>If the same things keep going wrong after publishing a Compact, review whether concerns are presented appropriately and dealt with effectively. Consider: training, dissemination of learning and a do and don’ts list.</td>
</tr>
<tr>
<td>Relationship crisis</td>
<td>Secure commitment on both sides to rebuild relations. Reconciliation may require accepting an apology along with the learning. Is external facilitation needed?</td>
</tr>
<tr>
<td>Major incident</td>
<td>If your Compact’s dispute resolution mechanisms exist then these should be used. The LSP and government office should be informed. Ask NCVO’s Compact Advocacy Programme for help.</td>
</tr>
</tbody>
</table>

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Local Compact Implementation Workbook
How well does your partnership work? (Score card)

<table>
<thead>
<tr>
<th>✔</th>
<th>Good practice</th>
<th>✘</th>
<th>Bad practice</th>
</tr>
</thead>
<tbody>
<tr>
<td>The board is signed up to Local Compact, uses it as a partnership tool and informs Compact Group on how to make it more useful.</td>
<td>Local Compact is not (or isn’t seen as being) relevant and useful to partnership working. (Maybe its development by-passed the board.)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A Local Compact way of working, based on applying agreed partnership values, has been discussed, agreed and is applied.</td>
<td>How partners behaviour and engage is outmoded and unproductive.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The board has its own Compact Champion.</td>
<td>No board member is responsible for helping the partnership to apply Compact principles.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The partnership’s objectives are clear and agreed and outcomes are being delivered.</td>
<td>Motivation, ownership and commitment is being lost because of slow or poor outcomes.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Council is enabling and supportive and so are the partnership processes. There is shared understanding of what the council’s community leadership role means and how it is exercised.</td>
<td>Council viewed by sector (maybe other partners too) as controlling and difficult to work with. (Maybe too, partner views on their relationship are not jointly explored).</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Good governance that sets partnership rules together. Partners recognise how well they work together impacts on the outcomes. The board reviews how it is working. Good internal communications.</td>
<td>Sector reps wonder why they are there, why the business is done this way and don’t enjoy it. Concerns about meeting dates being changed or not agreed by partners, late agenda, and bulky papers put round the table.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Good understanding of each other’s priorities and constraints. Differences are discussed and conflict is managed positively.</td>
<td>Concerns raised by partners are not resolved. Chair seldom or never asks partners about how the meeting was for them.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Partnership roles shared out (maybe rotating the chair). The Chair encourages good listening and partners valuing each other’s contributions. Regulations are interpreted flexibly and groups encouraged to run projects.</td>
<td>Vetoes, unilateral decisions, agreed action not implemented. Partner concerns about agenda-setting or how power is used or shared are not discussed or resolved. Needless legal or accountancy barriers.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adequate and supported representation of the voluntary and community sector. Good community accountability. Members and staff of partner organisations kept informed.</td>
<td>Sector reps handpicked, not elected or accountable. BME and community groups excluded. Sector’s capacity for partnership involvement and support needs not addressed.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions to Local Compact development and partnership building included when applying for government programme funding.</td>
<td>No partnership building. Board members have not had partnership skills training. No joint learning on working together in partnership.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

This scorecard draws on the national Compact revised *Funding and Procurement Code* and the *Miniguide for Partnerships* (Compact Working Group 2004).

To work out your score: add 1 point for each ✔ and deduct 1 point for each ✘. It should be revealing and productive to ask board members to score the partnership individually first, before discussing different perspectives and attempting to agree on the scoring. Partnership boards disappointed with their result can use the scorecard to improve their score.

**Scores**

- **Below 5** – may suggest that your partnership needs a jointly planned away day without delay.
- **8 or above** – indicates a sound partnership.
<table>
<thead>
<tr>
<th>Compact Planning and delivery</th>
<th>Audit</th>
<th>Possible action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are we working together with partners on Local Compact implementation?</td>
<td>Review Trust’s role and commitments on this.</td>
<td></td>
</tr>
<tr>
<td>Are we contributing financially under the official Local Compact resourcing formula?</td>
<td>Discuss Local Compact resourcing with LSP.</td>
<td></td>
</tr>
<tr>
<td>Do we participate fully in the Compact Group and LSP to ensure Compact priorities are shared across the whole local system?</td>
<td>PCT leads liaison across local NHS on Compact implementation.</td>
<td></td>
</tr>
<tr>
<td>Do we adhere to the Local Compact? Compact-proof board papers and publications.</td>
<td>Monitor compliance.</td>
<td></td>
</tr>
<tr>
<td>Do we promote our Compact internally and externally, including local NHS publications?</td>
<td>Regular Compact briefing of PPI network/PALs.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Working with the sector</th>
<th>Audit</th>
<th>Possible action</th>
</tr>
</thead>
<tbody>
<tr>
<td>How good is NHS staff awareness of the principles and benefits of working with voluntary and community groups?</td>
<td>Review training and briefing, appoint Compact champions (in all trusts).</td>
<td></td>
</tr>
<tr>
<td>Do we have a relationship with the whole sector, not just service providers and groups with a specific healthcare remit?</td>
<td>Run a joint event on the sector’s health role. Offer the access to our training.</td>
<td></td>
</tr>
<tr>
<td>Do we recognise how much the local NHS depends on volunteers and the sector?</td>
<td>Map all provision: evaluate sector’s contribution.</td>
<td></td>
</tr>
<tr>
<td>Have barriers to effective joint working been jointly identified and tackled?</td>
<td>Review how well we draw on the sector’s knowledge and expertise.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Partners in service planning and delivery</th>
<th>Audit</th>
<th>Possible action</th>
</tr>
</thead>
<tbody>
<tr>
<td>How are we demonstrating commitment to boosting the sector’s role in health planning, promotion, needs assessment, care, access and redressing inequalities, healthy lifestyle promotion and illness prevention priorities, patient choice and involvement, lobbying and advocacy?</td>
<td>Review mechanisms for policy liaison with sector and working with neighbourhood groups.</td>
<td></td>
</tr>
<tr>
<td>Have we an agreed shared strategic agenda for health service development? Are local delivery plans validated and health inequalities addressed via working with the LSP and sector through the Local Compact?</td>
<td>Assess how far the sector’s health provision has been mainstreamed.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ensure headline health priorities are explicitly written into Local Compact documentation.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Funding and Procurement</th>
<th>Audit</th>
<th>Possible action</th>
</tr>
</thead>
<tbody>
<tr>
<td>What is our assessment of the sector’s capacity to meet increasing demand?</td>
<td>Identify the blocks including micromanaging and funding clawback. Consider national Compact Funding &amp; Procurement Code Chapter 2 and related Treasury Guidance to Funders.</td>
<td></td>
</tr>
<tr>
<td>Progress on unlocking sector capacity: are we funding its infrastructure adequately, have we adopted full cost recovery and multi-year funding and do we work with the sector on procurement strategy?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

This policy audit draws on: *Making Partnership Work* (Department of Health) and *PCT Competency Framework: Community, Patient & Public Involvement* (Natpact/ECLN 2005).
<table>
<thead>
<tr>
<th>Issue</th>
<th>Audit</th>
<th>Possible action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compact planning and delivery</td>
<td>Have we considered the Local Compact’s potential for helping to deliver our objectives so that we are clear what we want from it? Are our partners clear and is this specifically reflected in the Compact Group’s action plan? Are we clear about what we are getting from the Local Compact? Are we benchmarking Compact performance? Is this feeding into joint evaluation? Have we identified a senior contact for the sector who doubles as a Compact Champion? How much time and money are we investing in the Local Compact – enough? Are we supporting a Compact learning programme?</td>
<td>Refer to LSC board. Discuss at Compact Group. Press for an action plan. Monitor progress, use benchmarking, participate in evaluation or press for its introduction if not yet done. Ask LSC board to appoint one. Review and make budget allocation.</td>
</tr>
<tr>
<td>Working with the sector and other partners</td>
<td>Are we recognising the voluntary sector as a key partner and if so, in what ways? Have we reviewed what characterises the style of our relationship with the sector? How are we playing our partnership improvement leadership role? How are we using the <em>Working Together in Practice toolkit</em>? Are we fair and flexible funders of the sector? Are targets set jointly with realistic timescales for funded groups to achieve outcomes? How are we progressing ChangeUp? Have we introduced <em>Working Smarter</em> and promoted it to partnerships and public bodies?</td>
<td>Find out the sector’s view when reviewing this. Discuss with sector how to build the relationship. Discuss with LSP. Are the key actions being developed? What impact? Agree full cost recovery and mainstream funding access. Ensure we allocate sector capacity-building resources. Assess what benefits this can and does bring us.</td>
</tr>
<tr>
<td>Partners in service planning and delivery</td>
<td>How is the sector’s role as an education and training provider being developed? Are we making the most of the sector’s expert advice and ability to reach the community?</td>
<td>Explore scope for more networking, developing and articulating the common learning agenda and direct provision by the sector.</td>
</tr>
<tr>
<td>The sector as employer</td>
<td>How do we recognise the sector as a large employer with workforce skills needs? What priority do we give to performance improvement and how adequate are skills development opportunities for the sector?</td>
<td>Ensure sector staff and trustee skills needs are met by plans. Push performance improvement with partners.</td>
</tr>
</tbody>
</table>

This policy audit draws on the three key sources for local LSCs:
*Working Together in Practice Toolkit* (2005 LSC/NIACE)
*Mutual Advantage* (EDuce Ltd, 2001, commissioned by Hampshire TEC/DFES)
**Model programme for a basic learning course**

*(Ideally for both sector trustees and staff and public sector participants)*

<table>
<thead>
<tr>
<th>Local Compact Basic Learning Course Programme</th>
<th>Course Leader also to facilitate:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1</strong> Introducing the Local Compact</td>
<td>A quick warm up exercise</td>
</tr>
<tr>
<td><em>(Note: The 3 Questions in the final column should also be on the course application form.)</em></td>
<td>Pairs: How and when did you first hear of the Compact?</td>
</tr>
<tr>
<td></td>
<td><strong>Whole Group discussion:</strong></td>
</tr>
<tr>
<td></td>
<td>• Compact awareness</td>
</tr>
<tr>
<td></td>
<td>• Amount of knowledge</td>
</tr>
<tr>
<td></td>
<td>• Attitude/opinion of Compact</td>
</tr>
<tr>
<td>What is the Local Compact?</td>
<td><strong>Leader input</strong></td>
</tr>
<tr>
<td>– Leader input</td>
<td>Pairs: How would I describe the Local Compact to someone from (a) a large voluntary group (b) a small community group (c) the council?</td>
</tr>
<tr>
<td></td>
<td><strong>Exercise in Breakout Groups:</strong></td>
</tr>
<tr>
<td></td>
<td>What reasons could a local group have for not using the process to resolve a dispute? How could their concerns be overcome?</td>
</tr>
<tr>
<td></td>
<td>In the plenary, ask participants to compare <em>the ways they found out</em> about the LC. Say when work started and LC was launched and ask <em>when they found out.</em> Prompt them if they don’t spot communications are vital to raising awareness. Invite all to say <em>how much they know about the LC</em> and record on flipchart what they think of it (e.g. “toothless,” “makes rules clear”). Say why the LC is needed and what it aims to do. Give them the LC with a hand out of 5 top commitments each by public bodies and the sector. After re-grouping, ask for just a couple of answers for a, b, c. This exercise checks they have got it but also if they realise it means different things to different organisations. Discuss this point. Invite general questions.</td>
</tr>
<tr>
<td><strong>2</strong> How it works</td>
<td><strong>How to use the Local Compact</strong></td>
</tr>
<tr>
<td></td>
<td>The Compact processes</td>
</tr>
<tr>
<td>– Leader input</td>
<td>To come up with loads of ways to use the Local Compact – including how a trustee, councillor or a hospital can use it.</td>
</tr>
<tr>
<td></td>
<td><strong>Exercise in Breakout Groups:</strong></td>
</tr>
<tr>
<td></td>
<td>What good and bad things have happened in partnerships or dealings between public bodies and local groups?</td>
</tr>
<tr>
<td></td>
<td><strong>Draw out:</strong> using it to guide consultation, setting the funding framework and involving groups in joint service planning and review.</td>
</tr>
<tr>
<td></td>
<td><strong>Follow up and review of learning</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Whole Group final session:</strong></td>
</tr>
<tr>
<td></td>
<td>All to suggest one message they will take back to their organisation and one thing they will do.</td>
</tr>
<tr>
<td></td>
<td><strong>Ask right at the end: what opinion they now have of the LC – and compare with flipchart from session 1 to show their changed opinion and understanding.</strong></td>
</tr>
<tr>
<td><strong>3</strong> Working Together – Better Together</td>
<td><strong>Partnership working</strong></td>
</tr>
<tr>
<td>– Leader input</td>
<td><strong>Exercise in Breakout Groups</strong></td>
</tr>
<tr>
<td></td>
<td>What good and bad things have happened in partnerships or dealings between public bodies and local groups?</td>
</tr>
<tr>
<td></td>
<td><strong>Talk about how the Compact builds relationships, the mutual advantages of joint work, the LC’s partnership values, the LC as a partnership tool.</strong></td>
</tr>
<tr>
<td></td>
<td><strong>When participants come together again, ask what should be the ingredients for a Compact way of working?</strong></td>
</tr>
<tr>
<td><strong>4</strong> How to use the Local Compact</td>
<td><strong>Whole Group brainstorm:</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Whole Group final session:</strong></td>
</tr>
<tr>
<td></td>
<td>All to suggest one message they will take back to their organisation and one thing they will do.</td>
</tr>
<tr>
<td></td>
<td><strong>Ask right at the end: what opinion they now have of the LC – and compare with flipchart from session 1 to show their changed opinion and understanding.</strong></td>
</tr>
</tbody>
</table>
### How good is your Local Compact document?

A Score Card to use when revising it

<table>
<thead>
<tr>
<th>✔</th>
<th>It should</th>
<th>✘</th>
<th>It shouldn’t</th>
</tr>
</thead>
<tbody>
<tr>
<td>✔</td>
<td>make clear, specific and measurable undertakings that are capable of being cited and making a real difference.</td>
<td>✘</td>
<td>say that it is not legally binding, create an undertakings overload or have text that makes difficult transition to an action plan.</td>
</tr>
<tr>
<td>✘</td>
<td>include public bodies supporting the voluntary and community sector’s independence, committing to full cost recovery and giving a minimum consultation period (e.g. 12 weeks).</td>
<td>✔</td>
<td>sidestep issues that can break the relationship (like how cuts are handled), or leave procured contracts uncovered or fail to address the adequacy of sector infrastructure resourcing.</td>
</tr>
<tr>
<td>✗</td>
<td>Include joint commitments, especially on involving groups in service planning, design, delivery, review and improvement and on civil renewal including building social capital.</td>
<td>✔</td>
<td>forget that the sector needs to make commitments too, especially on good governance and accountability or that groups need capacity to get involved.</td>
</tr>
<tr>
<td>✔</td>
<td>include what each public body most wants to achieve for your local area and the sector’s role in helping to achieve this together.</td>
<td>✗</td>
<td>leave out what each main part of the sector offers and wants (BME, faith, sports, youth, health, small groups, etc).</td>
</tr>
<tr>
<td>✗</td>
<td>make key links explicit (e.g. community planning, Changeup, CPA, LSP, LAA).</td>
<td>✔</td>
<td>focus on the “what” at the expense of “how” to work together effectively</td>
</tr>
<tr>
<td>✗</td>
<td>ensure it can be used as a partnership tool and includes a definition of what a Compact way of working means locally.</td>
<td>✔</td>
<td>overlook the need for consultation on your draft Compact to draw input from the LSP and partnership boards.</td>
</tr>
<tr>
<td>✔</td>
<td>include some do and don’ts, action prompts and examples of successful local joint working so that it is of practical use.</td>
<td>✗</td>
<td>only make it relevant at an organisational level rather than for individuals to use too.</td>
</tr>
<tr>
<td>✗</td>
<td>explain how implementing the Compact will be resourced (Workbook p17 or see the national Funding and Procurement Code, Appendix C).</td>
<td>✔</td>
<td>ignore that public bodies and the sector need to have or develop capacity (time, skills etc) to implement your Compact.</td>
</tr>
<tr>
<td>✔</td>
<td>include mechanisms to make it work, especially Compact Champions, proofing, training, regular Compact Group meetings, action plan, dispute resolution, monitoring, evaluation and review.</td>
<td>✗</td>
<td>fail to secure buy-in and ownership from councillors across the political parties, and from management boards of public bodies.</td>
</tr>
<tr>
<td>✗</td>
<td>check with some small community groups that the final draft makes sense to them. Make clear what it is by having “Local Compact” and the Compact logo on the cover, even if using another title too.</td>
<td>✔</td>
<td>let it read like a council report, make it too long or give the impression that publishing it is job done rather than the milestone in the relationship building process.</td>
</tr>
</tbody>
</table>

To work out your score: add 1 point for each ✔ and deduct 1 point for each ✗.

**Scores**

**Below 5** – may suggest that you need to revise your Local Compact, especially if it hasn’t been delivering.

**Between 5 and 7** – you can probably cover unaddressed points when developing codes and the action plan, and can probably get more mileage out of your Compact without redrafting it for now (especially if it isn’t that old).

**8 or above** – redrafting your Compact is unlikely to be a priority until it is 6 years old.
Awareness – raising your Compact’s profile

☐ Log, publicise and showcase your Compact successes.
☐ Lead local activity in Compact Week (first week in November).
☐ Target black and minority ethnic and small community groups.
☐ Distribute nationally and locally produced Compact materials (posters, miniguides, Compact Quarterly).
☐ Include regular Compact updates in newsletters.
☐ Brief trustees, councillors, staff in public bodies and voluntary groups, partnerships and small groups.
☐ Refer to and display your Local Compact at events.
☐ Have a Compact section on local websites that includes your document, explains it and shows how it is being taken forward (and link it to www.thecompact.org.uk).
☐ Ensure your Compact is on the National Register (on the national Compact Website).

Resources & Responsibility – who does what and how you will pay for it

☐ Hold regular Compact Group meetings and list its members in communications.
☐ Recruit Compact Champions (with defined roles) in public bodies, partnership boards and voluntary groups.
☐ Have a contact for more information or on problems when using your Compact.
☐ Adopt the official resourcing formula, share costs between partners and programme bids and fund a Local Compact worker in `the sector.

Application & Use – a Compact way of working as the normal way of doing the business

☐ Adopt a Compact way of working together for partnership governance.
☐ Link the Compact to the Local Strategic Partnership and sign up the partners.
☐ Ask all partnerships to consider how they are using the Local Compact.
☐ Agree to seeking wins from your Compact.
☐ Include Compact information in recruitment packs and induction programmes.
☐ Cover your Compact in training courses and provide joint training on it.
☐ Boost involvement of local groups in service planning, design, delivery, review and improvement.
☐ Boost involvement in processes (local area agreement, community strategy, scrutiny).
☐ Compact-proof the community strategy, local area agreement, other policy publications and decision-making papers.
☐ Develop local codes (possibly on the themes of the five national codes).

Compliance – robust mechanisms for making sure everyone keeps to the Compact

☐ Have a system in place for the voluntary and community sector to fulfil undertakings.
☐ Establish a dispute resolution process.
☐ Log Local Compact breaches and analyse causes. Signpost to Health and Local Ombudsman and Compact Commission.

Evaluation – demonstrating what works (and what doesn’t)

☐ Have an evaluation system for measuring how the Local Compact is working.
☐ Use relationship polls at events and conduct an annual Local Compact survey.
☐ Hold a Joint Annual Review Meeting and distribute the report.
☐ Draw up a Joint Annual Action Plan, which includes what success would look like.
☐ Commit to revising the Compact document after a maximum of 6 years.

Local Compact Plus

☐ Implement the national Compact headline commitments (e.g. full cost recovery, 12 week consultations) and additional local commitments as the Compact Commission may set for opting in.
For free bulk orders of this workbook (for people involved in implementation, not for general briefing)
Telephone: 020 7520 2454
email: compact@ncvo-vol.org.uk
A copy of this workbook is on the Compact website – thecompact.org.uk

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