

The Hackney Compact



an agreement between
public agencies and the
third sector



Foreword

from Jules Pipe - Mayor of Hackney

Over the last few years, I believe that a stronger partnership has developed in Hackney between public agencies (such as the Council, health service and police), community and voluntary organisations and wider third sector bodies such as housing associations. We all recognise that by working in partnership towards common aims and objectives we can deliver more for the people of Hackney than we could alone.

In order to recognise and strengthen this successful partnership, Team Hackney, the borough's local strategic partnership, has developed this Hackney Compact. A local Compact is a written agreement between the sectors on the way we will work together in order to benefit local people and deliver the objectives of Hackney's *Sustainable Community Strategy*.

To make a difference, the Compact needs to be much more than this document – it is all about improving the way we work together on a day to day basis. That's why the Compact is supported by a comprehensive work plan that will be delivered by the Council, Hackney Council for Voluntary Service (HCVS) and the Compact Implementation Group. It includes awareness raising and training, reviewing policies and procedures to ensure they follow Compact principles, and dealing with disputes between organisations about applying the Compact.

But we need your help too (see pledge form on back page). We want every statutory and third sector organisation in Hackney to sign the Compact Pledge. Please make sure your Board members and your staff know about it and use the Compact principles to help you build stronger partnerships with other organisations for the benefit of local people.

The Compact has been developed by a working group of voluntary, community and statutory sector representatives and incorporated the results of a wider consultation with both sectors. It was approved by the Team Hackney Board and the Local Authority's Cabinet in Autumn 2008. I would like to thank all of those who gave their time and ideas and I hope you agree that the final text is a good basis for working together in successful partnership.

A handwritten signature in black ink that reads "Jules Pipe". The signature is written in a cursive, flowing style.

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List of main Commitments

Main public sector commitments

Public sector agencies in Hackney who have signed the Compact agree to:

- Work to involve fully third sector organisations in the Team Hackney partnership and the development of the Sustainable Community Strategy *(Page 11)*
- Undertake 12 weeks consultation on decisions likely to have a significant impact on the role of the sector *(Page 11)*
- Respect the right of third sector organisations to campaign within the law irrespective of funding relationships *(Page 11)*
- Involve third sector representatives in designing commissioning and grants programmes *(Page 14)*
- Provide multi-year funding wherever appropriate and work to join up different funding streams *(Page 14)*
- Operate clear, simple and fair funding processes *(Page 14)*
- Give 3 months notice at the start and end of contracts *(Page 15)*
- Make payments promptly and in advance of expenditure *(Page 15)*
- Agree clear and simple outcome-related monitoring requirements *(Page 15)*
- Try to support under-performing projects to improve before withdrawing funding *(Page 15)*
- Work towards a more transparent, fair and accountable allocations process for premises subject to consultation with the sector *(Page 17)*
- Develop clear policies on the community

management of public assets in the light of the Quirk Review *(Page 17)*

- Work with the third sector to develop opportunities for shared use of premises, potentially including the development of serviced offices *(Page 17)*
- Recognise in funding agreements that volunteer costs are a legitimate expense *(Page 19)*
- Encourage and support their staff to volunteer and get involved in the local community *(Page 19)*

Main third sector commitments

Third sector organisations in Hackney who have signed the Compact agree to:

- Work in constructive partnership with the public sector to meet the needs of local communities and deliver the Sustainable Community Strategy objectives *(Page 11)*
- Accept that funding will be oriented towards achieving Sustainable Community Strategy objectives and historical funding relationships may not fit with this *(Page 15)*
- Meet reasonable reporting and accountability obligations to funders and users and be aware that funding can be withdrawn if outcomes are not delivered *(Page 15)*
- Accept that improving properties and implementing a fairer allocations system will require some organisations to move premises, some to have to share and some to lose their premises *(Page 17)*
- Make best use of limited space by being willing to share premises and activities space with other organisations and activities *(Page 17)*

Main shared commitments

Both sectors agree to work together to:

- Undertake effective community engagement to ensure we are meeting the changing needs of local communities *(Page 11)*
- Work together to develop a Compact Code of Practice on Full Cost Recovery to support a sustainable third sector *(Page 13)*
- Promote and celebrate the value of volunteering and active citizenship to the community *(Page 19)*
- Improve standards of volunteer recruitment, management, training and support, including working towards the Investing in Volunteers Standard *(Page 19)*
- Operate open recruitment procedures for volunteer positions including registering all volunteering opportunities with the local Volunteer Centre *(Page 19)*



1. Introduction

This Compact and the Sustainable Community Strategy

This document, the Hackney Compact, is an agreement between public agencies and the third sector in Hackney on the way we will work together in order to benefit local people.

The third sector includes the voluntary and community sector but also other non-governmental organisations such as faith organisations, social enterprises, co-operatives, mutuals and housing associations.

The Compact supports the objectives of the Hackney Sustainable Community Strategy. The Sustainable Community Strategy is the overarching strategy for the borough, which sets out our shared vision and objectives for Hackney. It is owned and developed through the Team Hackney Partnership, our local strategic partnership which brings together the different parts of the public, private and third sectors. The Sustainable Community Strategy vision and objectives are delivered through:

- The Local Area Agreement (LAA) which sets out the detailed outcomes the partnership aims to achieve.
- The Local Development Framework (LDF) which sets out agreed policies for land use and the built environment.
- The strategies and plans of individual agencies within the partnership.

Team Hackney values the contribution of the third sector in meeting the needs and aspirations of local communities and believes that partnership working with a thriving third sector is essential to deliver the outcomes of the Sustainable Community Strategy and the LAA. The partnership is committed to supporting the development of:

- A strong local environment for a thriving third sector.
- A 'fit for purpose' third sector in terms of supporting delivery of the Sustainable Community Strategy and LAA.

The Local Area Agreement will include measurable targets to ensure that we are achieving this. In particular, Team Hackney will support a Hackney third sector that:

- Delivers a range of services to local people where they can bring added value.
- Continues to respond to and stimulate activity in local communities that enables more people to get involved as active citizens.
- Has strong umbrella organisation(s) that provide a coherent leadership function for the sector.

This Compact has an important role to play in achieving these outcomes by ensuring both sectors are signed up to a set of clear principles for how we are going to work together to benefit the people of Hackney.

About the Compact partners

Team Hackney

Team Hackney has overall responsibility for developing and implementing the Hackney Compact. Team Hackney is a partnership dedicated to improving the quality of life for everyone in the borough. It is our local strategic partnership which brings the different parts of the public, private and third sectors together to achieve this aim. All involved recognise that no partner can do this on their own and it is only by local people and local organisations working together that we can really bring about lasting change.

Public sector agencies

The main public sector agencies in Hackney to which this Compact is relevant are Hackney Council, Hackney Homes, the Learning Trust, City and Hackney Primary Care Trust, Homerton University Hospital, Hackney Metropolitan Police and Jobcentre Plus. We also expect regional bodies such as the Greater London Authority and its agencies and the Learning and Skills Council London East to adhere to Compact principles when dealing with Hackney's third sector. National public sector agencies are covered by the national Compact.

Third sector

This document uses the term 'third sector' to describe non-governmental organisations which are value-driven and which principally reinvest their surpluses to further social, environmental or cultural objectives. Third sector organisations include community groups, voluntary

organisations, faith and equalities groups, charities, social enterprises, co-operatives, mutuals and housing associations.

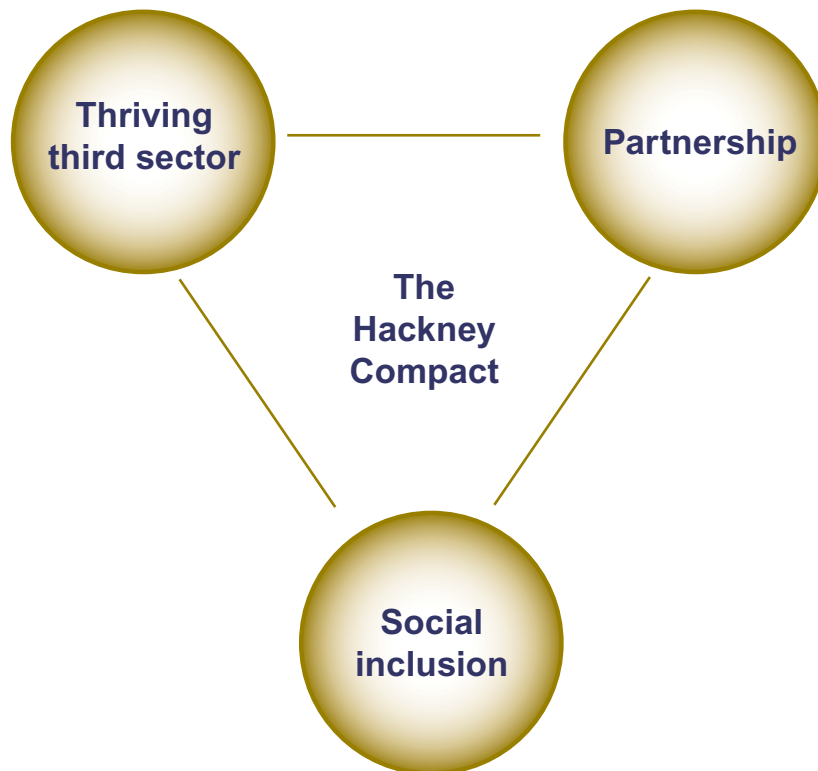
There are an estimated 1,800 voluntary and community organisations based in Hackney¹ with a combined income of over £250 million, employing over 6,000 staff². There is a split between a small number of large organisations (some 30 or so organisations have turnovers greater than £1 million and between them share 70% of the sector's income) and a very large number of small community organisations which work at a grass roots level. Indeed, 85% of organisations have no paid staff and a similar percentage have an annual income under £100,000. East London boroughs have a particularly high proportion of very small groups with turnovers of under £10,000 (70% across Hackney, Newham and Tower Hamlets compared with 56% nationally)³. These organisations play a vital role in supporting local communities mainly or entirely through voluntary effort. They provide a wide range of services at a local level with a strong emphasis on meeting the needs of children and young people and vulnerable groups. Many groups are led by, and meet the needs of, specific Black, Asian, Minority Ethnic and Refugee communities.

Private sector

Private sector organisations also increasingly work in partnership with the voluntary, community and public sectors, providing services, funding, volunteers, advice and other support. It is envisaged that many private sector businesses will also endorse the commitments and principles of the Hackney Compact.

2. Aim and core principles

The overall aim of the Hackney Compact is to ensure more effective partnership working between public agencies and third sector organisations in Hackney in order to benefit local people.



An independent, diverse and thriving third sector is vitally important to Hackney

Through its engagement of volunteers, the services it provides and the support it gives to individuals and groups, Hackney's third sector makes a massive contribution to community well being. The sector helps to tackle poverty,

improve the quality of life and involve the socially excluded. It reflects, values and celebrates Hackney's diversity. It empowers people individually and collectively to achieve their ambitions. It also provides significant employment and economic activity including bringing funding into the borough from central government and charitable sources.

By working in partnership towards common aims and objectives we can deliver more for the people of Hackney than we could alone

We believe that both the public sector and the third sector have a vital role to play in identifying community needs, setting the Sustainable Community Strategy objectives and in achieving those objectives.

We recognise that effective partnership working is difficult and there is a need to manage conflicts of interest on all sides. All sectors should work within the Nolan Principles of Public Life which are Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty, and Leadership (see Appendix B for details).

Equality of opportunity and pursuing social inclusion should be embedded in everything we do

Hackney is one of the most diverse London boroughs and we believe this is one of its key strengths. We want to harness the skills, experience and talents of all sections of the population and ensure that resources and services are targeted according to need, irrespective of age, gender, ethnicity, disability, sexuality or religion. We recognise that this will only be achieved by positively tailoring our policies and services to address the specific needs of particular groups within the population, particularly those most excluded from society.

The third sector plays a vital role in creating inclusive communities through organising communal activities, providing services for vulnerable and excluded groups, understanding and advocating for community needs and empowering communities to help themselves and each other.

In everything we do, from arranging partnership meetings to making funding decisions, signatories to this Compact agree to promote equality of opportunity and social inclusion, to value diversity and to work to overcome potential barriers to participation such as discrimination, language, literacy and disability.



3. Policy development and partnership working

In this section:

- **Public and third sector organisations commit to work together constructively to meet the needs of local communities and deliver the Community Strategy outcomes**
- **12 weeks formal consultation on significant decisions affecting the third sector**
- **The right of third sector organisations to campaign within the law irrespective of funding relationships**
- **How the sectors will work together to engage with local communities**

Objective:

To enable Hackney’s public agencies and third sector organisations to work in genuine partnership towards shared Sustainable Community Strategy objectives which meet the needs of Hackney’s diverse communities.

Principles

- a Strategic policy development and funding priorities should be informed by a robust understanding of the needs of the local community including service users.
- b The third sector’s input is vital because many third sector organisations are socially and geographically closest to local communities and therefore have a strong understanding of community need and how best to meet it.
- c Partnership working is resource intensive. The third sector should be funded for the costs of involvement in strategic partnerships.
- d The third sector has a right to be engaged in meaningful discussion or consultation on issues that will directly affect it.
- e Meaningful partnership implies a willingness to try to understand each other’s perspectives, to compromise, to agree shared goals and a degree of constructive criticism of each other.
- f The sectors should aim to ‘work together from the start’ to achieve the best outcomes for local people.
- g The third sector’s independence must be valued, protected and nurtured. Third sector organisations are responsible to the people they work for or the causes they represent and have a right to pursue their own objectives without state interference including through advocacy and campaigning within the law. They should also determine their own networks and representative structures.

- h While public bodies should work in partnership with and listen to the third sector, they often have a statutory responsibility to make final decisions.

Public sector commitments

- 1 Work to involve fully third sector organisations in the Team Hackney partnership and the development of the Sustainable Community Strategy.
 - 2 Respect the right of third sector organisations to campaign within the law and challenge policies, irrespective of any funding relationship that may exist.
 - 3 Where a decision is likely to have a significant impact on the role of the sector, consult with the sector widely and early enough to make a difference, allowing 12 weeks for written responses, or 8 weeks in exceptional and urgent circumstances which should be set out in writing.
 - 4 Provide support for a strong umbrella body to advocate for and support local voluntary and community sector infrastructure
 - 5 Draw on the expertise of third sector organisations in planning and delivering community consultation / engagement.
- Public agencies should consider:

- Involving sector representatives at the earliest possible stage to plan effective engagement processes.
- Engaging with and through established sector networks.
- Working in partnership with relevant community groups (and covering their costs) to engage with specific population groups in a culturally appropriate manner.

- 6 Make clear from the start of any engagement or consultation process the scope for policies to change as a result.
- 7 Acknowledge all responses and provide feedback on the outcome of consultation within a reasonable timescale, explaining which requested policy changes have or have not been made and why.

Third sector commitments

- 1 Work in partnership with the public sector to develop and deliver the Sustainable Community Strategy objectives.
- 2 Make representations on issues of concern in the first instance through appropriate representative structures and established sector networks.
- 3 Respect the right of elected and appointed public sector bodies to take decisions that may be unpopular with some voluntary or community organisations.
- 4 Assist public agencies to engage with the community by providing advice on culturally appropriate ways of engaging and by distributing consultation documents to their users or members on issues of concern to them.



4. Funding

In this section:

- **How public funding for the third sector will be used and why this may not always fit with historical funding relationships**
- **Multi-year funding and joining up different funding streams**
- **Clear, simple and fair funding processes**
- **Enough time to properly set up and wind up projects**
- **Payments in advance of expenditure**
- **Clear, simple monitoring requirements focussed on outcomes**
- **Standards of governance, conduct, delivery and reporting for third sector organisations delivering services**
- **Full Cost Recovery**

Objective:

To create a funding environment which: enables local third sector organisations to play a key role in meeting Hackney’s Sustainable Community Strategy objectives; invests in the development of a strong and sustainable third sector; and attracts additional funding into Hackney from a range of sources.

Principles

- a Public funding priorities should reflect strategic priorities (particularly Sustainable Community Strategy objectives) as agreed through partnership working.
- b All funding programmes should aim to maximise value for money, but it is recognised that higher quality services cost more.
- c Funding programmes should be designed in such a way that they will not undermine the sustainability of funded organisations, for example by seeking to purchase services at less than the cost of delivering them.
- d Processes and paperwork should be as simple as possible and in proportion to the amount of money involved.
- e Effective services and organisational capacity take time to develop so funding programmes should aim to support the development of long term provision and sustainable providers.
- f Successful projects should be extended, expanded and adopted as mainstream practice wherever possible.

Funding in Hackney

Hackney's diverse third sector draws income from a wide range of sources including public donations, the national lottery and charitable trusts. But nearly half of all its income comes from the public sector (17% from contracts and 31% from grants in 2001/02⁴) and much of this is controlled by local public agencies including the Council, the Learning Trust, City and Hackney Primary Care Trust and Hackney Metropolitan Police.

If the third sector is to thrive, there are a number of major challenges to address within Hackney's funding environment:

- Ensuring an appropriate balance between grants and commissioning and ensuring that we continue to invest in small third sector organisations, many of which are grant

dependent and don't have the capacity to effectively bid for contracts.

- Developing strong sustainable third sector organisations capable of delivering high quality services.
- Getting away from short term funding agreements and funding programmes that only cover direct project costs (and sometimes a limited number of overheads), both of which make it hard for organisations to plan and invest in their management, governance, staff and resources.

Joint commitment

Both sectors agree to work together to develop and adopt a Compact Code of Practice on Full Cost Recovery to ensure that funding programmes in Hackney support a sustainable third sector.



Public sector commitments

Step 1 – Programme Design

- 1 To seek to maximise funding coming into Hackney, including to the third sector.
- 2 To consult with other funders and wherever feasible develop joint programmes for funding streams with similar objectives.
- 3 Where there is potential for the sector to be a significant beneficiary of funding, involve third sector representatives in the design of funding programmes.
- 4 Where multi-year funding is provided by central government, to seek to pass this on through multi-year grants or contracts where appropriate.
- 5 To consider who is best placed to administer each programme, including the possibility of administration by the third sector.
- 6 Whoever administers the programme, to set programme administration costs at a level comparable with similar funding programmes in other boroughs or nationally recognised good practice.
- 7 To consider the equalities impact of funding at the programme design stage and ensure the programme is accessible to a diverse range of groups.
- 8 Generally to use commissioning arrangements where the aim of the programme is to purchase clearly defined services and outcomes, which should be based on a robust assessment of need and best practice.
- 9 Generally to use grants programmes where the aims of the programme are:
 - To support 'grass roots' community activities;
 - To support innovation and creativity in meeting certain objectives or addressing certain issues;
 - To invest directly in the capacity of the local third sector to deliver higher quality services.

Step 2 – Invite applications or tenders

- 10 To use a competitive process for the allocation of grants or contracts unless there is a strong reason for not doing so which has been discussed in advance with third sector representatives.
- 11 To make the funding and contracting process as simple as possible and proportionate to the amount of money available.
- 12 To work with third sector umbrella bodies and networks to market the funding opportunity to relevant local third sector organisations.
- 13 To provide potential applicants with clear information at the start about the funding available (including unit costs if appropriate), the application or tendering process, timescales and assessment criteria.
- 14 To allow adequate time for applicants to respond, usually at least four weeks.
- 15 To request the same level of information from third sector organisations as from private businesses.

Step 3 – Tender or application assessment

- 16 To use a fair, consistent and accountable assessment process through which all applicants have the same opportunity to represent their case and which penalises applicants for seeking to unfairly influence the decision making process e.g. through lobbying.
- 17 To ensure value for money by using an appropriate balance between price and quality in assessing bids / applications and to make this balance clear to applicants.
- 18 To involve third sector representatives wherever possible in the assessment process.
- 19 To declare and manage all potential conflicts of interest in line with the Nolan Principles (Appendix B).

Step 4 – Grant awards / contracting

- 20 To negotiate and agree terms of delivery through a written contract or funding agreement before delivery starts including monitoring and data collection requirements, a process for dealing with under-performance and what happens when costs turn out to be different from those assumed and agreed at the outset.
- 21 To enshrine in the funding agreement the right of beneficiary organisations to campaign, which may include criticism of the funding organisation's policies.
- 22 To provide three months between notification of funding decisions and the expected date of setting up or extending provision.
- 23 To offer payments in advance of expenditure to all third sector organisations and to make payments promptly against an agreed payment schedule.

Step 5 – Monitoring

- 24 To focus on monitoring the outcomes to be achieved by a project (as set out in the funding agreement) in a clear and simple way.
- 25 To require a level of monitoring information proportionate to the size of the grant or contract and any associated risks.
- 26 Should a funded organisation be failing to deliver as agreed, to seek to understand the reasons, support the organisation to improve delivery and to provide a clear warning and reasonable time limit to improve before funding is withdrawn.

Step 6 – Termination

- 27 To provide three months notice of the end of grants or contracts.

Step 7 – Evaluation

- 28 As part of the programme evaluation, to consult with beneficiary organisations

and third sector representatives to assess the impact of the administration of the programme on the strength and sustainability of the sector and learn lessons for next time around.

Third sector commitments

- 1 Maintain high standards of governance and conduct and meet reasonable reporting and accountability obligations to funders and users.
- 2 Accept that local public funding for the sector will be oriented towards achieving Sustainable Community Strategy objectives and that historical funding relationships may not fit with this.
- 3 Seek to become more financially sustainable, for example by improving financial management and diversifying income sources.
- 4 To accept responsibility for the delivery of agreed outcomes and be aware that funding can be withdrawn if outcomes are not delivered. In the case of joint bids, the lead organisation must accept responsibility for delivery by the whole consortium.
- 5 Help to build the capacity of the sector by developing quality standards appropriate to the organisation, sharing knowledge, skills and experience and where appropriate working in partnership with other third sector organisations to develop joint funding applications / bids.
- 6 Never seek to influence funding decision makers except through the approved application process.
- 7 To take responsibility for safeguarding the public when delivering services, for example through checking the criminal records of staff, complying with clear policies and procedures on working with vulnerable groups and co-operating fully with police and statutory investigations.

5. Premises

In this section:

- **A more transparent, fair and accountable allocations process for premises**
- **Improved standards of management, maintenance and customer service, funded by rents at levels that cover costs**
- **Sharing premises between organisations, potentially including the development of serviced offices**
- **Securing new premises e.g. through regeneration projects**
- **Potential for community management of public assets**
- **Consultation with the sector and adequate notice for current occupiers before changing rent or allocations policies**

Objective:

To ensure that Hackney's third sector has access to the premises, spaces and facilities needed to undertake community activities and deliver services efficiently and effectively in line with the Council and partnerships' key priorities.

Principles

- a Availability for lease and rental of a range of suitable and affordable premises for both offices and activities is essential to a thriving third sector.
- b Publicly owned buildings are a key asset that should be used as efficiently as possible to meet the needs of the community. Under-used buildings are a wasted resource.
- c Premises need to generate sufficient rental income to allow for adequate maintenance and management as a minimum.
- d Provision of accommodation in public buildings to third sector organisations at lower than market rents represents a form of public subsidy as does the transfer of assets to the third sector. This subsidy should

be allocated using a fair and transparent method that supports the objectives of the Sustainable Community Strategy.

Premises in Hackney

Hackney has a dense urban environment and high property values and rents. Few third sector organisations in the borough own their own premises, particularly smaller organisations⁵.

Public agencies provide accommodation to a number of third sector organisations, but demand far outstrips supply and some of these premises are in an unsatisfactory state of repair. Key challenges are to find ways of improving the stock of premises available to the sector and to make more effective use of it.

Public sector commitments

- 1 Act as responsible landlords to improve standards of management, maintenance and customer service.
- 2 Work towards a more transparent, fair and accountable decision-making process in relation to the provision of public sector buildings to third sector tenants.
- 3 Consult with the sector before adopting proposals to change rent or allocations policies and give affected organisations at least six months notice of any changes.
- 4 Develop clear policies on the community management of public assets in the light of the Quirk Review.
- 5 Work with the third sector to develop opportunities for shared use of premises.
- 6 Pursue opportunities to provide additional community facilities within new developments and regeneration projects in partnership with the third sector.
- 7 Explore options for one or more 'community



hubs' to provide flexible serviced office space to small voluntary and community organisations.

Third sector commitments

Third sector organisations in public sector accommodation agree to:

- 1 Use the premises for activities that can be demonstrated to create community benefit and contribute to the wider objectives for Hackney as set out in the Sustainable Community Strategy.
- 2 Accept that improving properties and implementing a fairer allocations system will require some organisations to move premises, some to have to share and some to lose their premises.
- 3 Make best use of limited space by being willing to share premises and activities space with other organisations and activities.
- 4 Act as good tenants by looking after the building, being considerate to other users and neighbours and notifying the building owner at an early stage if there are any problems.



6. Volunteering

In this section:

- Why volunteering and active citizenship are important to Hackney
- Promoting and celebrating volunteering
- Improving standards of volunteer recruitment, management, training and support
- The Investing in Volunteers Standard
- Recruiting a wider range of volunteers
- Funding agreements to properly cover volunteer costs
- Staff volunteering
- Role of the local Volunteer Centre

Objective:

To encourage people from every section of the community to become active citizens, playing a part in delivering the Sustainable Community Strategy for Hackney through involvement in volunteering opportunities that add value to existing services and make a real difference to both local communities and the volunteers' lives.

Principles

In line with the National Compact Volunteering Code of Practice, the Hackney Compact recognises four principles fundamental to volunteering: choice, diversity, mutual benefit and recognition:

- a Volunteering must be a choice freely made by each individual.
- b Volunteering should be open and accessible to all sections of Hackney's diverse community.
- c Volunteers offer their contribution and skills unwaged but volunteering should be a positive experience that is both rewarding in

itself and can offer a progression route into further community activity, education, training or paid employment.

- d We recognise that volunteering makes a significant contribution to Hackney's third sector organisations, local communities and wider society.

Volunteering in Hackney

Volunteers are central to the functioning of Hackney's third sector, add value to public sector service delivery and are the driving force behind much social and community activity.

The importance of voluntary effort is recognised through Hackney's Sustainable Community Strategy and Local Area Agreement, which identifies strengthening community engagement and participation and promoting cohesion as one of the 'unifying themes' of the Agreement and identifies as an objective 'To empower local people to become agents of change in their local areas and communities.'

Public sector commitments

- 1 Promote and celebrate the value of volunteering and active citizenship to the community.
- 2 Make public sector volunteering opportunities accessible to all sections of the community, including having appropriate recruitment procedures, registering all opportunities with the local Volunteer Centre and by addressing barriers to volunteering for under-represented groups.
- 3 Provide high quality management, training and support of volunteers in public agencies and work towards the Investing in Volunteers Standard (see Appendix A).
- 4 Provide support for a strong independent local Volunteer Centre.
- 5 Aim to ensure that policies and procedures do not have a negative impact on volunteering.
- 6 Recognise in funding agreements that volunteer costs are a legitimate expense, including insurance, recruitment, management, support, training, police checks, out of pocket expenses and childcare.
- 7 Encourage and support their staff to volunteer and get involved in the local community.

Third sector commitments

- 1 Promote and celebrate the value of volunteering and active citizenship to the community.
- 2 Work hard to ensure that volunteering is a positive, rewarding experience.
- 3 Include the costs of high quality volunteer recruitment, management, support, training and expenses in project funding proposals.
- 4 Improve standards of volunteer recruitment, management, training and support, for example by appointing a staff or Board member with responsibility for volunteering, by participating in volunteer management training, by working towards the Investing in Volunteers Standard (see Appendix A) and by sharing volunteer management resources with other voluntary organisations.
- 5 Operate open recruitment procedures for volunteer positions including registering all volunteering opportunities with the local Volunteer Centre.



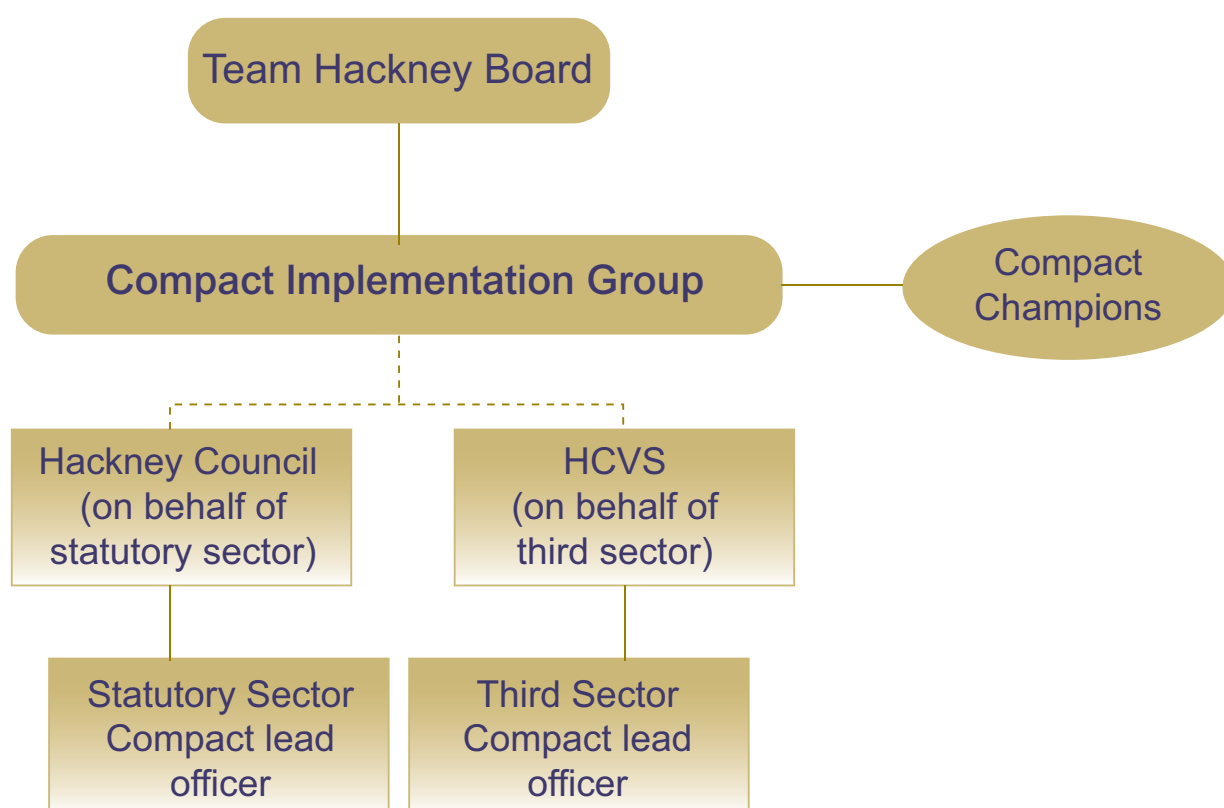
7. Putting the Compact into practice

Implementing the Compact

The Compact is not just this document, it is about developing a new way of working between the statutory and third sectors in Hackney. The Compact Implementation Group has been appointed by Team Hackney to take responsibility

for ensuring that the Compact makes a real difference to sector relationships, with staff support from the Council and HCVS (Hackney Council for Voluntary Service).

The Implementation Group brings together statutory and third sector representatives and reports to the Team Hackney Board.



The Implementation Group and supporting officers will:

- Raise awareness of the Compact with Hackney's statutory and third sector agencies (including by distributing publicity materials, PR work and speaking opportunities) and encourage them to apply Compact principles.
- Develop a code of practice on Full Cost Recovery.
- Organise training on the Compact and provide advice on using it.
- Compact-proof existing and new policies and procedures developed by partners to ensure they embed compact principles.
- Identify Compact 'Champions' within public and third sector agencies to support those organisations to adopt Compact compliant working.
- Resolve disputes between partners according to the Compact compliance procedure.
- Monitor and evaluate the effectiveness of the Compact in improving relationships between the sectors and report to the Team Hackney Board.

Resolving Compact disputes

The Compact is primarily intended to encourage more effective partnership working between the sectors. It is not a legal agreement and does not supersede any legal, contractual or funding arrangements made between parties.

Nevertheless, signatories to the Compact can challenge other signatory organisations that they feel have not complied with the agreed principles and commitments or have not acted in the spirit of the Compact.

If the issue cannot be resolved between the two organisations, a Compact compliance process is available to try to resolve the issue and also to learn lessons to support more effective partnership working in the future.

When to use the Compact compliance process

Only organisations, not individuals, can use the Compact compliance process.

Organisations should not use the Compact compliance process if their concern is:

- A complaint about treatment by an individual employee or elected officer; or
- A complaint about services delivered or goods received.

Such complaints should be dealt with by the organisation's formal complaints procedures. Furthermore, the Compact compliance process cannot be used for complaints which are already being pursued under an organisation's complaints procedures.

How to raise a concern

If you have a concern about Compact compliance, in the first instance, you should talk to the Council or HCVS Compact lead officers (see overleaf for contact details) who will be able to advise you whether the issue is covered by the Compact and how to proceed.

The Compact compliance resolution process is available on the Team Hackney web site at www.teamhackney.org/hackneycompact

Contact details

For further information about the Compact or advice about a potential Compact dispute, please contact:

Community Partnerships Team
London Borough of Hackney
2 Hillman Street
London
E8 1FB

020 8356 4066
communitypartnerships@hackney.gov.uk

OR

HCVS
Ground Floor
84 Springfield House
5 Tyssen Street
London
E8 2LY

020 7923 1962
info@hcv.org.uk

Or visit the Team Hackney web site at
www.teamhackney.org/hackneycompact

Appendix A

Investing in Volunteers

Investing in Volunteers is the UK quality standard for all organisations which involve volunteers in their work. The Standard enables organisations to comprehensively review their volunteer management, and also publicly demonstrates their commitment to volunteering.

In England the Standard is managed by Volunteering England.

The Investing in Volunteers Standard comprises ten Indicators. The ten Indicators have been developed to cover all the aspects of volunteer management.

Indicator 1.

There is an expressed commitment to the involvement of volunteers, and recognition throughout the organisation that volunteering is a two-way process, which benefits volunteers and the organisation.

Indicator 2.

The organisation commits appropriate resources to working with volunteers, such as money, management, staff time and materials.

Indicator 3.

The organisation is open to involving volunteers who reflect the diversity of the local community, in accordance with the organisation's stated aims, and operates procedures to facilitate this.

Indicator 4.

The organisation develops appropriate roles for volunteers in line with its aims and objectives, and which are of value to the volunteers and create an environment where they can develop.

Indicator 5.

The organisation is committed to ensuring that, as far as possible, volunteers are protected from physical, financial and emotional harm arising from volunteering.

Indicator 6.

The organisation is committed to using fair, efficient and consistent recruitment procedures for all potential volunteers.

Indicator 7.

The organisation takes a considered approach to taking up references and official checks which is consistent and equitable for all volunteers, bearing in mind the nature of the work.

Indicator 8.

Clear procedures are put into action for introducing new volunteers to the organisation, its work, policies, practices and relevant personnel.

Indicator 9.

Everybody in the organisation is aware of the need to give volunteers recognition.

Indicator 10.

The organisation takes account of the varying support needs of volunteers.

Appendix B

The Nolan Principles

The “Nolan Principles” were set out by Lord Nolan while chairing the Committee on Standards in Public Life. Although these were originally established for individuals involved in public and government positions, they are often seen as having wider relevance, including for those involved in strategic partnerships such as Team Hackney.

Selflessness: Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.

Integrity: Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

Objectivity: In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability: Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness: Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty: Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership: Holders of public office should promote and support these principles by leadership and example.

References

- 1 HCVS figure.
- 2 *Empowering East London*, East London Voluntary Sector Alliance, 2004
- 3 *The UK Voluntary Sector Almanac 2006*, NCVO, 2006
- 4 Figures are for Hackney, Tower Hamlets and Newham combined. *Empowering East London*, East London Voluntary Sector Alliance, 2004
- 5 *Empowering East London*, East London Voluntary Sector Alliance, 2004

Pledge Form



We want every statutory and third sector organisation in Hackney to sign up to the Compact and to commit to ensuring the Compact principles are used and understood throughout the organisation.

We have read and understood the Hackney Compact and commit to working to ensure that our organisation abides by the Compact principles and commitments. In particular, we agree to do the following things to embed the Compact principles into our everyday work:

- Take a paper to our Board about the Compact (ideally you should do this before signing the pledge)
- Identify one or more senior staff to become Compact Champions
- Include an article in our staff newsletter about the Compact or circulate Compact brochures to staff
- Include information about the Compact in our staff induction packs / training
- Introduce internal procedures to check that new policies and procedures are Compact-compliant before being approved
- Use the Compact to review our current partnerships e.g. by asking our partners how they feel our relationship could be strengthened
- Review our funding programmes / commissioning arrangements or funding applications to ensure they are Compact compliant
- Review the use of our premises (whether owned or rented) to ensure they are fully utilised for activities that meet the needs of the community
- Undertake training in volunteer management and/or work towards the Investing in Volunteers Standard
- Others (please state):

Name of group/organisation _____

Type of organisation (please tick one):

- Registered charity
- Voluntary or faith organisation
- Community group
- Social enterprise
- Other third sector organisation (e.g. housing association, college)
- Public sector organisation
- Private sector organisation

Cut along dotted line



Address: _____

Tel no: _____

Email address: _____

Signed on behalf of organisation by (should be a senior member of staff or Board member):

Name: _____

Position: _____

Date: _____

Signature: _____

Please complete this form and return to:

Compact Lead Officer
Community Partnerships Team
London Borough of Hackney
2 Hillman Street
London
E8 1FB

Or sign up online at www.teamhackney.org/hackneycompact

If you would like to find out what this document says please tick the appropriate box, put your name, address and phone number at the bottom of this page and return it to the address below.

Bengali

এই দলিলে কি লেখা আছে সে সম্পর্কে যদি আপনি জানতে চান তাহলে অনুগ্রহ করে উপযুক্ত বাক্সে টিক দিন, এই পাতার নীচে আপনার নাম, ঠিকানা ও ফোন নম্বর লিখুন এবং এটি নীচের ঠিকানায় ফেরত পাঠান।

Somali

Haddii aad jeclaan lahayd in aad ogaato waxa dokumeentigani sheegayo fadlan calaamadi godka ku haboon, ku qor magacaaga, cinwaanka iyo telefoon lambarkaaga boggan dhankiisa hoose ka dibna ku celi cinwaanka hoose.

French

Si vous désirez connaître le contenu de ce document, veuillez cocher la case appropriée et indiquer votre nom, adresse et numéro de téléphone au bas de cette page et la renvoyer à l'adresse indiquée ci-dessous.

Spanish

Si desea saber de lo que trata este documento, marque la casilla correspondiente, escriba su nombre, dirección y número de teléfono al final de esta página y envíela a la siguiente dirección.

Kurdish

Ger hun dixwazin bizanibin ku ev dokument çî dibêje, ji kerema xwe qutîka minasib îşaret bikin, nav, navnîşan û hejmara telefona xwe li jêrê rûpel binivîsin û wê ji navnîşana jêrîn re bişînin.

Turkish

Bu dökümanda ne anlatıldığını öğrenmek istiyorsanız, lütfen uygun kutuyu işaretleyerek, adınızı, adresinizi ve telefon numaranızı bu sayfanın alt kısmına yazıp, aşağıdaki adrese gönderin.

Polish

Jeśli chcesz dowiedzieć się, jaka jest treść tego dokumentu, zaznacz odpowiednie pole, wpisz swoje nazwisko, adres i nr telefonu w dolnej części niniejszej strony i przeslij na poniższy adres.

Vietnamese

Nếu bạn muốn biết tài liệu này nói gì hãy đánh dấu vào hộp thích hợp, điền tên, địa chỉ và số điện thoại của bạn vào cuối trang này và gửi lại theo địa chỉ dưới đây.

Urdu

اگر آپ یہ جاننا چاہتے ہیں کہ دستاویز میں کیا لکھا ہے تو ازراہ کرم مناسب باکس میں صحیح کا نشان لگائیے اور اپنا نام، پتہ اور فون نمبر اس صفحہ کے نیچے لکھئے اور اسے نیچے دیئے گئے پتہ پر واپس بھیج دیجئے۔

Chinese

如果你想知道這分文件的詳細內容，請在方框內打鉤，在本頁下面寫下你的名字、地址和電話號碼並寄到下面的地址。

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In another language, please state:

Name:

Address:

Tel:

Return to: Compact Lead Officer, Community Partnerships Team
London Borough of Hackney, 2 Hillman Street, London, E8 1FB

Team Hackney, Partnerships Directorate,
London Borough of Hackney, 2 Hillman Street, London E8 1FB.

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Produced by Hackney Design, Communications & Print • Dec 2008 • PJ36370