HIGHLAND COMPACT WITH THE THIRD SECTOR

Report compiled by Jan Baird from a paper by Carron McDiarmid and Head of Policy and Performance; Cath King, Policy Manager, The Highland Council

The Board is asked to:

- **Note** the process for developing the Compact and to support the arrangements for implementing it.

1 Background and Summary

The third sector refers to voluntary, charity and community organisations and social enterprises. It contributes to our society through civic engagement, community action and public service delivery. It strengthens democratic processes and can give a voice to people, particularly those excluded from normal participation processes. It provides social capital in communities; benefiting communities and individuals and improves personal wellbeing for those engaged actively.

A **joint statement on the relationship at local level between Government and the third sector** was agreed in September 2009 by the Scottish Government, SOLACE, COSLA and SCVO. It is attached and considered more fully with the separate item for this meeting on improving the funding relationship with the sector. The joint statement defines a successful relationship and sets out principles covering the funding relationship including: strategic commissioning; procurement; tendering, grants and contracts; and monitoring, reporting and evaluation.

The size of the third sector in the Highlands is large and significant. Over 1200 charities are registered with the regulator, the third highest number of all local authorities in Scotland; against the 8th largest population. Sector representatives have stated they believe there are around 10,000 voluntary organisations in the region. During consultation with the sector in five area events over the last year, the 175 voluntary organisations taking part could identify that together they contributed to all local outcomes in the first SOA. At an individual level, 29% of the adult population volunteer in some capacity, with over half (56%) volunteering in more than one activity and taking part at least once a week.

2 Developing the Compact with the Third Sector

A compact is a written agreement which defines and manages the relationship between the voluntary sector and one or more public sector bodies. It sets out shared principles, values and commitments, and outlines an agreement that public and third sector bodies have developed together to define and manage their relationships. It is designed to clearly state what each party can expect from the other. A compact can support the working relationship by building mutual trust and confidence as well as an appreciation of the roles and contributions of public and third sector bodies in achieving positive outcomes for the Highlands. It can be seen as a code of conduct.

With the commitment to developing a compact, the Council organised a conference in March 2008 to investigate the wider appetite for a compact between the public and third sector in Highland. The conference was well attended and demonstrated that a compact should be taken forward and involve not only the third sector and Highland Council but also NHS Highland and Highlands and Islands Enterprise (HIE). Other public sector partners (SNH, UHI, Northern Constabulary and the Highlands and Islands Fire and Rescue Service) are considering if they can sign up to the compact as well.
The conference recommended that there should be regional events across Highland in order to consult on the development of a Highland compact. These were hosted by the local CVS\(^2\). 175 third sector organisations attended. They provided an opportunity to consult with the sector on the design and expectations of the compact and also to raise awareness about the Single Outcome Agreement (SOA) and how the sector contributes to it.

Since then a partnership working group drafted a Highland compact. This was launched at a conference event on 23\(^{rd}\) November 2009, with a view to formal adoption by the end of March 2010. It is attached at Appendix 1. The principles of the compact are supported by a description of the behaviours required in the working relationship.

A detailed Action Plan has been drafted to ensure the implementation and monitoring of the compact. It is attached at Appendix 2. It covers 3 key areas:

- Communication and Understanding
- Participation and Representation
- Resourcing arrangements

A mediation approach has been designed to support organisations to implement the compact. It is attached at Appendix 3.

3 Recommendation

The Board is asked to;

1. Note that developing a compact with the third sector is one commitment in the SOA programme of ‘Strengthening the Highlands’.
2. Note that the compact has been subject to extensive consultation and joint development with the sector over the past 18 months, driven by The Highland Council but with HIE and NHS Highland engagement.
3. Support the roll out of the compact in NHS Highland working practice with third sector.

4 Contribution to Board Objectives

The development of the compact reflects NHS Highland commitment to work with partners across the voluntary sector.

5 Governance Implications

To support implementation of the compact further it should be referred in our induction processes and included in management development, competencies and briefings. The compact should be used routinely in our working practice with third sector organisations across all operational units. The compact reflects the principles following the review of Voluntary Organisations and devolution process.

The compact has been developed within current resources. It does not commit funding to the sector but defines how we should work together which will include how we communicate on funding issues.

6 Impact Assessment

This policy requires to be impact assessed across the Partnership.

Jan Baird
Director of Community Care

21 May 2010
This Compact sets out shared principles, values and commitments which have been developed and agreed together by the Public ¹ and Third ² Sectors in Highland to define and manage their relationships. It has been designed to clearly state what each party can expect from the other and can be summarised as a shared commitment to build mutual trust and confidence and an appreciation of the roles and contributions of public and Third Sectors.

The Partnership welcomes the opportunity to enter into this Compact which promotes more effective partnership working as the key to success for the Highlands. It will enhance current working relationships between the public and third sectors – to work even more productively and effectively together with mutual trust, understanding and commitment.

The development of this compact way of working has involved extensive consultation at both pan-Highland and local level. This has told us that a Compact is welcomed because it will improve:

- **Communication** by breaking down barriers in terms of language and organisational cultures
- **Commitment** to working together, leading to improved relationships, added value and the delivery of better outcomes
- **Relationships** by providing a framework and clarifying the two-way nature of the partnership
- **Representation** by highlighting the need for clear representation of the third sector
- **Understanding** by providing a focus to promote information sharing, understanding and awareness raising

The Compact will strengthen partnerships which will achieve far more than the sum of their parts and deliver better outcomes and services for the Highlands.

¹ The Highland Council (THC), Highlands and Islands Enterprise (HIE), and NHS Highland (others may join). ² Third sector is now the recognised name for the former Voluntary sector. It includes voluntary and community organisations, charities, social enterprises, cooperatives and mutuals.
The consultation process has led to the development of a set of key PRINCIPLES and BEHAVIOURS that are essential to ensure the success of the Compact. These will govern how both sectors will operate and expect from each other.

Respect and Value
Meas agus Luachan
We will respect and value the professionalism of all organisations, agencies and individuals across the third and public sectors. Conduct and service delivery will recognise the independence of each party whilst developing relationships that preserve the dignity, integrity and worth of each contributor.

When I represent my organisation I will use these behaviours:

- I will invest time regularly and constructively in order to ensure that relationships are positive.
- I will strive to establish courteous relations with all I come into contact with.
- I will behave with consistency and do what I say I’ll do.
- I will exercise the responsibility of constructive individual and personal leadership.

Partnership
Com-pairteachas
We will recognise that we can achieve more by working together through co-operation, collaboration and cohesion. The contributions from different sectors will result in improvements as we learn from each other, recognising and valuing each other’s strengths and progressive thinking.

When I represent my organisation I will use these behaviours:

- I will be accountable and act with integrity.
- I will learn from the past and move forward with my relationships with others in a positive way.
- I will not allow personal agendas to override the needs of the community I serve.
- I will value the skills and abilities which exist within the partnership.
- I will be clear about my own and appreciate the organisational constraints of partner organisations.
- When I challenge my partners, I will do so in a respectful way, recognising that to enable constructive dialogue, shared contribution and challenge are important.
Communication and Understanding

Conaltradh agus Tuigse

We will enter into partnerships with transparency, honesty and openness. Partners will strive towards continuous engagement and consultation and ensure that they are aware of the obligations, responsibilities and limitations of other organisations.

When I represent my organisation I will use these behaviours:

- I will be transparent, honest and open.
- I will listen actively.
- I will interact professionally, constructively and competently.
- I will communicate timeously, openly and fully.

Equality

Co-ionannachd

We will ensure that within partnerships there will be equality of access to knowledge, opportunities and information.

When I represent my organisation I will use these behaviours:

- I will work towards developing equal partnerships and strive to maintain this with colleagues even where it is not entirely possible due to commissioning arrangements.

Performance

Coileanadh

We will work together towards the achievement of positive outcomes and will attain excellence through ongoing monitoring and evaluation.

When I represent my organisation I will use these behaviours:

- I will deliver on agreed aims and objectives.
- I will learn from others and share good practice and my own experience.
- I will be committed to the principles of effectiveness and efficiency in service delivery.
- I will strive towards best practice and continuous improvement, in relation to:
  - Identification of needs and solutions.
  - Consultation and engagement.
  - Service modelling in relation to best practice.
  - Service delivery.

A Detailed Action Plan has been developed to ensure the implementation of the Compact. This will be a living document which will be monitored and reviewed by the Compact Partnership. This document can be accessed at [www.highlandlife.net/highlandcompact](http://www.highlandlife.net/highlandcompact)
Implementation/Action Plan
Buileachadh/Plana-gniomha

Compact Partnership will oversee the implementation of the Compact. Representation on this group will include officers from The Highland Council (THC), Highlands and Islands Enterprise (HIE), and NHS Highland and representatives from the Third Sector. This Partnership will be formally recognised as part of the Community Planning Processes in Highland.

The Compact Action Plan will underpin the implementation of the Compact.

Following consultation, the key priorities of the plan are:

- Communication and Understanding
- Participation and Representation
- Resourcing Arrangements

The plan can be accessed at: www.highlandlife.net/highlandcompact
To assist with implementing the Compact, Compact Champions will be appointed within public sector organisations and for the Third sector. These Champions will promote the Compact and help to embed it within everyday working practices.

Monitoring
Sgrixdadh

Monitoring will be carried out by the Compact Partnership and the Compact and Action Plan reviewed on an annual basis. Regular feedback to this group is welcomed and encouraged. To ensure wider participation and engagement an annual pan-Highland event will be organised. For further information go to www.highlandlife.net/highlandcompact

Compact Mediation Approach
Döigh-obrach Eadar-mheadhain a’ Chördaidh

The purpose of the Compact is to set out a framework within which the public and third sectors will work together. There may however be occasions where one partner feels the other is not complying with this agreement. A mediation approach has been designed to support organisations, with the Compact Champions assisting by providing a mediation role and the Compact Partnership providing final arbitration.

Full details of the mediation approach can be found at www.highlandlife.net/highlandcompact

For further information or to request this information in an alternative format e.g. large print, braille, computer disk, audio tape, or suitable language, please contact:
Policy and Performance Team: 01463 702006 or e-mail: policy6@highland.gov.uk

CONTACTS SEI5LAIDHEAN

To find out your organisational or local Compact Champion go to: www.highlandlife.net/highlandcompact
For further information on the Compact please contact:
Highland Third Sector Forum: 01479 812100
e-mail: info@voluntaryactionhighland.org.uk
Policy and Performance Team, The Highland Council: 01463 702006
e-mail: policy6@highland.gov.uk
This first Compact Action Plan has been developed to ensure the implementation of the Compact. This will be a living document which will be monitored and reviewed by the Compact Partnership. Actions will be reviewed quarterly and when completed will be removed. Through annual review and consultation, other actions will be added to the Plan to ensure continuous improvement.

**Workstream 1: COMMUNICATION AND UNDERSTANDING**

Key Objectives for the Compact relating to Communication and Understanding area:
- Raise awareness of the Compact
- Generate participation and engagement in the Compact and its ongoing development
- Promote improved communication between Public and Third sector bodies, in line with the National Standards for Community Engagement
- Achieve greater understanding between Public and Third sector bodies
- Avoiding the use of unnecessary jargon

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<th>Action</th>
<th>Indicator</th>
<th>Lead</th>
<th>Timescale</th>
<th>Outcome</th>
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<tbody>
<tr>
<td>An annual Compact event is held to act as a forum for discussion and ensure wider involvement in the Compact</td>
<td>Annual meeting is held</td>
<td>Compact Partnership</td>
<td>February annually (first 2011)</td>
<td>Annual meeting acts as a wider forum for discussing and raising issues of joint interest</td>
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<tr>
<td>An annual report on progress of the Compact is published</td>
<td>Annual report is published</td>
<td>Compact Partnership</td>
<td>February annually (first 2011)</td>
<td>Publicising of the progress of the Compact action plan</td>
</tr>
<tr>
<td>Highland Life is utilised as a hub for Compact information</td>
<td>Number of documents placed on the Highland Life site</td>
<td>Compact Partnership</td>
<td>Reviewed quarterly</td>
<td>One site for information related to the development and operation of the Highland Compact</td>
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<tr>
<td>Identify and train Compact Champions within the public and third sector</td>
<td>Number of Compact Champions trained</td>
<td>Compact Partnership</td>
<td>Reviewed quarterly</td>
<td>Compact Champions are available within the public and third sector to promote the Compact and support individuals and organisations</td>
</tr>
<tr>
<td>Investigate ways in which to disseminate and promote understanding of the Single Outcome Agreement (SOA)</td>
<td>Options to be decided</td>
<td>Compact Partnership</td>
<td>September 2010</td>
<td>Development of a strategy to disseminate and promote the SOA</td>
</tr>
<tr>
<td>When undertaking consultation, Partners will aim to undertake a standard twelve week consultation</td>
<td>Number of consultations where the 12 week standard has not been applied, as reported to the Compact Partnership</td>
<td>All</td>
<td>Review Quarterly</td>
<td>Improving involvement of Partners in the decision making process</td>
</tr>
<tr>
<td>Develop an awareness raising plan for the Compact across the sectors</td>
<td>Plan developed and actioned</td>
<td>Compact Partnership</td>
<td>Review Quarterly</td>
<td>Greater awareness of the Compact across the Third and Public sectors</td>
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### Workstream 2: PARTICIPATION AND REPRESENTATION

**Key Objectives for the Compact relating to Participation and Representation are:**
- *There is clear representation within the Third Sector*
- *The Third Sector has a greater influence in Community Planning*
- *There is closer joint working between the sectors*

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<tbody>
<tr>
<td>The Compact Partnership will continue to meet and operate as part of the Community Planning Process</td>
<td>Group meets on a quarterly basis</td>
<td>Compact Partnership</td>
<td>Meets quarterly</td>
<td>Group acts as a forum for discussing Third and Public sector issues</td>
</tr>
<tr>
<td>Increase participation in Compact related discussion</td>
<td>Increase the number of visits to the Compact pages on Highland Life</td>
<td>Compact Partnership</td>
<td>Reviewed quarterly</td>
<td>Greater participation from the Public and Third sector in the Compact</td>
</tr>
<tr>
<td>Increase Third sector participation in the Highland Third sector forum</td>
<td>Increase number of Third sector groups participating in the Third sector forum meetings</td>
<td>Third sector forum</td>
<td>Reviewed quarterly</td>
<td>Greater participation from Third sector organisations in the Third sector forum</td>
</tr>
<tr>
<td>Map current community planning groups and their third sector membership</td>
<td>Report to Compact Partnership</td>
<td>Third sector forum</td>
<td>October 2010</td>
<td>Fuller understanding of third sector membership on community planning groups</td>
</tr>
<tr>
<td>Develop proposed protocols and remits for Third sector representatives on pan-Highland groups</td>
<td>Protocol and remit drawn up</td>
<td>Third sector forum</td>
<td>Reviewed quarterly</td>
<td>There is clear guidance and protocols in place for third sector groups on pan-Highland bodies</td>
</tr>
<tr>
<td>Develop a pro-forma to enable all Third sector organisations to consider how to contribute to these objectives</td>
<td>Pro-forma developed and circulated for use</td>
<td>Third sector forum</td>
<td>October 2010</td>
<td>Third sector organisations can demonstrate how they are contributing to the Compact objectives</td>
</tr>
<tr>
<td>Increase participation in the Compact from Public sector bodies who engage with the Third sector</td>
<td>Increase the number of public bodies signed up to the Compact</td>
<td>Compact Partnership</td>
<td>Reviewed Quarterly</td>
<td>Greater participation from the Public sector</td>
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### Workstream 3: RESOURCING ARRANGEMENTS

**Key Objectives for the Compact relating to Resourcing Arrangements are:**

- Third sector organisations know where to access opportunities for funding
- Greater awareness amongst the third sector of monitoring, evaluation and reporting requirements
- Ensure consistent approaches to assessment, evaluation, monitoring and reporting

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<tbody>
<tr>
<td><strong>General Funding</strong></td>
<td>Report from Short Life Working Group</td>
<td>Public sector partners</td>
<td>April 2011</td>
<td>Greater understanding and awareness by Third Sector organisations of resourcing arrangements, monitoring, evaluation and reporting</td>
</tr>
<tr>
<td><strong>Tendering</strong></td>
<td>Link to Public Contracts Scotland website on the Highland Life website</td>
<td>Public sector partners</td>
<td>Reviewed Quarterly</td>
<td>Greater understanding of the tendering process</td>
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<td></td>
<td>Number of awareness raising roadshows undertaken</td>
<td>Public sector partners</td>
<td>Reviewed Quarterly</td>
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<td></td>
<td>Tendering opportunities included within the Third sector bulletin</td>
<td>Third Sector Forum</td>
<td>Reviewed Quarterly</td>
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<tr>
<td><strong>Grant Funding</strong></td>
<td>A standard application form and guidance for all grant funding is available and is also accessible on-line</td>
<td>Public sector partners</td>
<td>Highland Council April 2010 Reviewed annually</td>
<td>Funding information on grant funding is more readily available</td>
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<td></td>
<td>Raise awareness across the Third sector of the account management process for organisations trading as Social Enterprises</td>
<td>Highlands and Islands Enterprise</td>
<td>Reviewed quarterly</td>
<td>Improve knowledge and understanding</td>
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<td></td>
<td>Cascade the information regarding grant process to third sector organisations</td>
<td>CVS</td>
<td>Reviewed quarterly</td>
<td>Improve knowledge and understanding</td>
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**Compact Mediation Approach**

**Background**

The purpose of the Compact is to set out a framework within which the public and third sectors will work together. There may however be occasions where one partner feels the other is not complying with this agreement. This approach has been designed to support organisations, with the Compact Champions providing assistance at stage 2 and the Compact Partnership providing final mediation. The aim is to resolve all concerns at the earliest stage in the process.

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**STAGE 1**

The organisation with concerns should contact the Partner organisation and outline concerns. The aim is to resolve all concerns at this stage.

**Notes**

Need to be clear about what the Partner organisation has done or failed to do. Is this clearly part of the Compact? Is this a concern to be raised through the Compact, or should this be raised through the Partner organisation’s complaints procedure or be dealt with as a breach of contract?

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**STAGE 2 – Compact Champions Mediation**

Should the concerns raised be unable to be resolved at Stage 1, organisations will contact a Compact Champion who will provide impartial mediation. Organisations can contact a Champion from either sector.

**Notes**

Compact Champions will be identified within each public sector organisation. Third Sector Champions will:

- a) be the CVS in each local area OR
- b) be selected by the Third Sector Forum to be representative across Highland

The Compact Champion will ensure any concerns raised are legitimate under the Compact or if they should be raised through the organisation’s complaints procedure or as a breach of contract. The Champion will attempt to resolve concerns, with the focus on moving forward to restore relations within the partnership.

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**STAGE 3 – Compact Partnership**

Should the concerns raised be unable to be resolved at Stage 2, the Compact Partnership will consider the views of each party and the Compact Champion. The decision of this group will be the final stage in the mediation process.

**Notes**

The group will consider the views of both parties and the view of the Compact Champion. The aim for this group is to restore working relations between the two parties.