

DRAFT

“Working BETTER Together” – Haringey’s Compact

1. FOREWORD

“Working **BETTER** Together” is a new starting point for the voluntary and community, public and private sectors in Haringey to work together for services which meet the social, economic, health, and environmental needs of all our citizens.

Our central goal is to encourage better partnerships that fundamentally value diversity and equality.

In this way, with clear, fair decision-making arrangements in place, we believe that together we can not only sustain but also improve local services, benefiting all sectors and improving the wellbeing of all of Haringey’s residents.

signatures

2. INTRODUCTION

What is a Compact?

A Compact is an agreement between the local council, other public sector agencies, and local voluntary and community sector organisations. It can also include the local private sector.

It lays down a set of principles or values governing the way we work together, and the commitments or promises we are making to promote positive engagement and good working relations between and across the sectors.

The Haringey Compact - “Working **BETTER** Together” - provides a new starting point and approach to partnership working, based on shared values and mutual respect.

“Working **BETTER** Together” has the following key objectives:

- To set out the principles by which future partnering relations and arrangements will be assessed;
- To promote equality, strengthening voluntary activity throughout the Borough;
- To recognise and support the vital and unique role that voluntary and community groups play in the lives of Haringey’s residents;
- To give the voluntary and community sector a real voice in decision and policy making, and service delivery;
- To develop a consistent approach to the funding of local voluntary and community organisations;
- To assist local public sector organisations to develop meaningful partnering arrangements with local communities;
- To simplify public sector processes and procedures, encouraging effective ways of joint working;
- To put in place a robust and trustworthy mediation process to sort out disagreements when things go wrong.

What the Compact means in practice

“Working **BETTER** together” is not just a piece of paper. It is a working document which will be continuously developed over time, ensuring that all the sectors work together towards the improvements in services and quality of life that Haringey’s people need and deserve.

The main voluntary sector and public sector organisations in Haringey represented on the Haringey Strategic Partnership (HSP) have signed up to the Compact and will work towards the commitments and principles contained in the agreement.

Who should be involved?

All organisations in the borough which work in conjunction with other groups are also considered as partners and are invited to sign up as well. For the voluntary and community sector, this covers professional, regulated organisations, those that are more grass-roots based and local, including faith-led groups, and the growing social or community enterprise sector.

Public sector organisations which can sign up are those institutions that receive core funding from Government, with statutory duties to deliver key services locally. As well as the council and local NHS trusts this includes the emergency services and a wide range of educational, employment and housing agencies.

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

Becoming part of “Working **BETTER** Together” means sharing the compact commitments, but most importantly it means becoming part of a new framework for equal rights and mutual respect across the sectors, backed up by a clear disputes procedure.

Contents of “Working BETTER Together”

This document sets out the key commitments partners have signed up to, and then outlines the six important principles for working better together that partners will follow. It also outlines the new procedure for resolving disputes between partners, and details how the agreement will be monitored and reviewed.

“Working BETTER Together” in action

A three-year Work Plan accompanying this document sets out some clear objectives and targets. The effectiveness of the compact will be reviewed, monitored and evaluated by a Compact Evaluation Group reporting annually to the Haringey Strategic Partnership (HSP).

3. “Working BETTER Together”: OUR COMMITMENTS

JOINT COMMITMENTS

- Working together for a safe and cohesive community, where diversity is valued and respected, with opportunities for involving under-represented groups.
- Promoting effective working relationships by consistently developing and adhering to good practice between local public agencies and the voluntary and community sector.
- Being aware of power dynamics and the imbalances of power that often exist among and between the sectors.
- Recognising the value of working together towards common aspirations by developing a better understanding and knowledge of the differing sectors and organisations.
- Developing, implementing and supporting high standards and best practice managerial procedures within and across the sectors.
- Valuing volunteering as a vital aspect to the well being of Haringey’s community; providing regular access to training and support for volunteers, as well as promoting best practice in the deployment and management of volunteers.
- Supporting and recognising the fundamental independence of each sector, irrespective of existing partnerships and funding arrangements.
- Ensuring that ‘Working **BETTER** Together’ is incorporated into everyday business. Public bodies, and, where applicable, voluntary organisations should support training to ensure that the ethos of Haringey’s Compact is fully understood locally; for example training Haringey’s Compact Champions.
- Developing and maintaining high standards of governance, accountability and professionalism in accordance with legal obligations and guidance.

VOLUNTARY AND COMMUNITY SECTOR COMMITMENTS

- Effectively representing Haringey’s communities and local people; acting as their advocate at local and national level, as appropriate.

PUBLIC SECTOR COMMITMENTS

- Valuing and respecting the work of organisations in the voluntary and community sector as partners in service delivery.

- Actively involving and working with the voluntary and community sector in decision-making to ensure the views of local communities help influence policies.
- Where a decision is likely to affect the voluntary sector and/or another public body, consulting widely, allowing enough time for sectors to obtain feedback from their service users.
- Investing where possible in the infrastructure of the voluntary and community sectors, and assisting groups to secure sustainable funding.

PRIVATE SECTOR COMMITMENTS

- Ensuring that community cohesion is high on the agenda, particularly when engaging with the public and VCS.
- Engaging where applicable with the public and VC sector, for example through the Haringey Strategic Partnership.
- Commenting on public policy, when appropriate.
- Being innovative in re-investing in the community, where appropriate, through funding and local employment.

4. KEY PRINCIPLES

PRINCIPLE 1: PROMOTING PARTNERSHIPS

Introduction

Haringey's public and voluntary sector organisations share many aspirations; dedication to public life, delivery of high quality public services, and the promotion of a cohesive community, to name three.

Increasingly, the sectors are working together, formally or informally, to achieve these aspirations and other common goals. Haringey's Community Strategy and Neighbourhood Renewal Strategy fully support partnership working as a way to produce results greater than can be achieved through individual efforts.

This partnership, based on shared priorities and mutual respect, is at the heart of "Working BETTER Together"

Making it work

There are many different sorts of partnership arrangements, at strategic and operational level. The Compact sets out some general principles for better partnership working which need to be set alongside the particular arrangements appropriate for specific partnerships.

This will mean:

- Recognising the expertise of the voluntary and community sector as an important component of mainstream service provision, contributing to better outcomes and stronger, more cohesive local community;
- Recognising and respecting partners' separate structures, restrictions and accountabilities;
- Building voluntary and community organisations' infrastructure where possible through training and support, to improve engagement and empower voluntary organisations, residents and service users to be part of Haringey's decision-making processes;
- Acknowledging that working with the voluntary and community sector is not always easy, and requires constructive engagement.

Key Principles affecting Partnerships and how these principles will be addressed:

Principle	How we will deliver it
Inclusiveness & Representation	
<p>Haringey's Partners to be broadly inclusive of the interests in the Borough appropriate to the role of the partnership.</p>	<ul style="list-style-type: none"> • Ensure VCS groups are represented throughout the Borough's decision-making structures, e.g. HSP and Executive Boards. • Engage with appropriate stakeholders.
<p>Ensure representation is appropriate.</p>	<ul style="list-style-type: none"> • Recognise when not to be a partner. • Partners should have the necessary authority within their own organisation or sector to be able to influence and contribute to decision-making processes. • Partners representing specific sectors need to be responsible for reporting and updating their sector and acknowledge their accountability.
Joint Working	
<p>Develop good working relations and joint ownership between Haringey's partnership – without specific groups dominating partnerships.</p>	<ul style="list-style-type: none"> • Partnerships should have a clear remit, agreement and/or constitution; being clear about roles, priorities, expectations and targets. Review and evaluation should be built into the partnership. • Partners should act in a manner that develops and maintains good relations between partners, such as respecting each other's views. • Create trust by partners being responsible and open about their actions and intentions. • Promote public acknowledgment of Haringey's partners' achievements and the added

Principle	How we will deliver it
	<p>value of partnership working and community leadership.</p> <ul style="list-style-type: none"> • Recognise that partnership is a skill that all partners need to develop through training where necessary.
Develop joint goals, objectives and agreed actions	<ul style="list-style-type: none"> • Used shared information. Agree outcome and performance targets – particularly for longer-term strategies. • Ensure that joint working arrangements are clearly defined and understood and that any barriers to effective joined-up working are clearly identified with a strategy to overcome them. • Be clear whether acting as an advocate, or a service provider. • Agree methods of reviewing partnership and monitoring performance.
Where a joint bid for external resources is made all relevant partners should be included at all stages of the bid's process.	<ul style="list-style-type: none"> • Ensure that VCS agencies receive training in areas such as writing funding bids so that they are equipped to apply. • See page XX, funding relationships.
Partnership Responsibilities	
Work together to deliver clear and realistic expectations in relation to partnership.	<ul style="list-style-type: none"> • Haringey's partners to share information about best practice to enable appropriate linkages between the sectors to develop. Where possible documentation of this type of information should be made available to public and VCS partners. • Haringey's partners to inform each other about their key priorities. • Provide advance notification of when major new policies are going to be developed and when major

Principle	How we will deliver it
	policies are going to be reviewed to enable partners to engage and comment.

PRINCIPLE 2: IMPROVING VOLUNTEERING

Introduction

More than three-quarters of voluntary organisations are entirely volunteer-run; many would not exist without the support and dedication of volunteer workers, management committee members, advisers and trustees. Public sector organisations also increasingly work with volunteers, from counsellors and community police officers to hospital ‘friends’, prison visitors, day centre helpers, youth activity helpers and mentors.

“Working BETTER Together” defines volunteering as: *“an important expression of citizenship and essential to democracy. It is the commitment of time and energy for the benefit of society and the community, and can take many forms. It is undertaken freely and by choice, without concern for financial gain.”*

Haringey’s partners are committed to promoting volunteering, developing good practice and increasing volunteering opportunities - bringing new skills and energies and helping to address social exclusion as well as contributing to social and economic regeneration.

Key Standards

Standards are important so that volunteers are treated fairly and their contribution recognised. This means:

- Individuals must choose to volunteer freely. Volunteering should be open to all, with proper equal opportunity policies in place;
- Volunteers should be able to benefit from their contribution, for example by gaining a sense of worthwhile achievement and enjoyment, new skills, experiences, training and contacts;
- The immense value that volunteering adds - to organisations, the community, the social economy and wider social objectives – must be recognised at strategic policy level;
- Volunteers should benefit from clear, common standards covering mutual responsibilities and duty of care, health and safety, expenses, insurance, support, supervision and systems for consultation and tackling problems.

Key Principles affecting volunteering and how these principles will be addressed:

Principle	How we will deliver it
<p>Developing Good Practice</p> <p>Haringey's Partners to ensure that good practice volunteering systems are put in place within their organisations, directorates, groups etc.</p>	<ul style="list-style-type: none"> • Organisations must develop Volunteering Terms of Reference (TOR) that identify what level of commitment it is fair to ask for on a voluntary basis and at what level the commitment required needs to be carried out by paid staff. • Where applicable integrate volunteering issues into the general development of quality standards. • Partners will publish their policies for involving volunteers when requested. • CRB (police) checks must be undertaken for volunteers working with vulnerable members of the community including children.
<p>Promoting Volunteering</p> <p>Actively promote volunteering opportunities in Haringey and publicise the nature, scope, positive contribution and importance of voluntary and community activity through information exchange.</p>	<ul style="list-style-type: none"> • Volunteering should be encouraged amongst those working in public and private organisations; recognised by employers as a valued activity and be supported. • Use all forms of publicity channels to promote volunteering opportunities such as web-sites, newsletters, leafleting, public venues such as libraries, schools, stalls at community events. • Be flexible and innovative when attempting to involve young people in volunteering opportunities.

Principle	How we will deliver it
Valuing Volunteering	
Haringey's Partners to demonstrate commitment to volunteering and community activity and the levels needed to achieve policy aims and objectives.	<ul style="list-style-type: none"> • Identify volunteering resources as fundamental to the development of policies, community strategy, business plans etc.
Recognise the value of unpaid work undertaken by volunteers as equivalent to paid work.	<ul style="list-style-type: none"> • Develop staff awareness of volunteer contributions to departmental aims and objectives by outlining how these aims and objectives link in with Active Citizenship, Social Exclusion, Lifelong Learning, Work-Life Balance and social policies, etc. • Where match funding is required, auditable records of volunteer time donated should be accepted as of equal status to money.
Volunteering Co-ordination	
Keep proper records of volunteers and volunteering.	<ul style="list-style-type: none"> • Ensure that volunteer policy/TOR is included as part of staff recruitment, induction. • Staff to ensure that volunteer support is included in work plans, etc. • Records of volunteers and volunteer banks to be kept in orderly systems.

PRINCIPLE 3: VALUING THE ROLE OF BLACK AND MINORITY ETHNIC VOLUNTARY AND COMMUNITY GROUPS

Introduction

Black and minority ethnic (BME) communities, and BME voluntary and community organisations, commonly suffer discrimination and disadvantage due to a number of factors, including institutional racism.

Haringey has a strong BME voluntary and community sector (including faith groups), working for race equality and providing specialised services for large numbers of the community still too often “missed” by the mainstream.

Haringey’s partners recognise the invaluable contribution that BME groups play in community leadership, service delivery, promoting diversity, addressing the needs and issues of BME communities and empowering them in areas such as active citizenship. The partnership is committed to new levels of support to enable local BME voluntary and community organisations to grow and strengthen long-term.

Key Objectives

- Identify realistic mechanisms to ensure that BME VCS organisations are involved in local strategic decision-making.
- Make a positive difference in the relationship between the public sector and BME groups.
- Promote the values of a socially inclusive and diverse community; recognising the contribution BME voluntary organisations make to a cohesive local community and community regeneration.
- Recognise the specific contribution, expertise and needs of the BME voluntary and community sector and how this impacts upon funding, capacity and sustainability.
- Improve support and resources where possible for the BME voluntary and community sector such as financial assistance for training and consultation, when appropriate, to reflect the sector’s role in addressing public service inequalities.
- Support groups to achieve their potential and maximise funding and resources so that organisations in the sector can develop an equitable relationship with public sector and mainstream sector partners.

Key Principles affecting BME voluntary & community sector and how these principles will be addressed:

Principle	How we will deliver it
Racism and Equality	
Acknowledge that institutional racism can exist; work with BME groups to develop and continuously monitor policies and services to eradicate discriminatory practices.	Haringey's partners to work with BME sector, such as Haringey's Racial Equality Council and REJCC to enhance policy development monitoring mechanisms.
All partners to comply with the Race Relations (Amendment) Act 2000.	<ul style="list-style-type: none"> • Promote equal opportunities and eliminate discrimination in service delivery and employment by ensuring race equality is implemented as a key aspect of service provision, commissioning and management.
Partnership Working with BME Groups	
<ul style="list-style-type: none"> • BME groups will be supported to participate as partners and not merely as delivery agents for mainstream/statutory agencies. 	<ul style="list-style-type: none"> • Public sector partners to actively work with the BME sector to identify unmet and emerging needs at grass roots level. • Public sector organisations to work jointly with VCS to ensure organisations in the BME sector have meaningful engagement in development, consultation, review and evaluation of local policies, from the beginning of the process where possible. • Public sector should consult BME organisations on the design and evaluation of funding programmes. • Be more proactive in communicating and building relationships with the BME sector to ensure that these organisations have access to available funding, training opportunities, policy changes, etc. in good time – well before decisions are made.
<ul style="list-style-type: none"> • BME voluntary and community sector to play a full and active part within the wider voluntary and community sector. 	<ul style="list-style-type: none"> • Use and adhere to the commitments and principles outlined in the "Working BETTER Together" agreement to foster

	<p>partnerships with other voluntary and community organisations and the public sector.</p> <ul style="list-style-type: none"> • Make use of mentoring and training opportunities, including support and training for trustees.
<p>Supporting BME Groups</p>	
<p>Support the development of an infrastructure for BME voluntary and community organisations.</p>	<ul style="list-style-type: none"> • The public sector should work with BME organisations to look at how BME groups can get better access to available resources. • Undertake research and develop initiatives jointly with voluntary and community organisations to deliver projects, such as on levels of funding of BME sector, on services to BME communities and on employment and volunteering within the BME sector. • Public sector to publish annual figures on the proportion of funding allocated to BME organisations. • Public sector to support the BME sector, so that Haringey has culturally sensitive services for its communities. For example, assisting the BME sector in their acquisition of premises through capital grant schemes as appropriate. • Voluntary and Community sector to seek ways of formalising mentoring of BME groups.
<p>Respond to the needs of service users by providing culturally sensitive services.</p>	<ul style="list-style-type: none"> • Voluntary and community sector organisations to identify needs as they arise, but they should also seek to use existing consultative forums to avoid duplication. • Voluntary and community sector organisations to recognise and respond to the needs of groups for whom English is not the first language. Costs for these services should be built into funding bids.

- Public sector bodies to ensure literature is available in different languages and that where possible, interpreters are used to communicate with minority ethnic groups when necessary.
- Umbrella voluntary organisations to work with BME groups to inform and present community concerns to public sector and other mainstream voluntary organisations.

PRINCIPLE 4: RECOGNISING THE ROLE OF YOUNG PEOPLE

Introduction

All young people in Haringey deserve the best opportunities and chances in life to succeed – and the borough’s public, voluntary and community organisations have a key role to play.

It is also important to ensure that young people have a say about services and that services are tailored to their needs: An investment in young people is an Investment in Haringey’s communities and our future.

Our challenge is set in the Children’s Act 2004 and the government’s Every Child Matters policy, with its five key outcomes for children and young people:

- Being healthy,
- Staying safe,
- Enjoying and achieving,
- Making a positive contribution
- Intervening and providing support to families when they need it and before children reach crisis point.

To achieve these outcomes effectively Haringey’s public sector organisations will need to develop integrated services and formalised partnerships with the local community, VCS and BME organisations.

Key Objectives

- Promote engagement with young people, particularly those from deprived areas and black and minority ethnic communities, empowering them through citizenship programmes so that they are able to help shape the services they receive and engage in decisions that affect them directly and in decisions that affect the wider community;
- Promote involvement with a wide range of organisations from the public, voluntary, community and private sectors to increase choice and make services more responsive to what young people want;
- Support agendas that help young people to extend their aspirations, breaking the cycle of poverty, low achievement and unemployment that can ruin their communities;
- Promote joined-up working between the voluntary and community sector, private and public sectors that benefits the aspirations and well-being of young people.
- Build on the best of what currently exists.

Key Principles affecting young people and how these principles will be addressed:

Principle	How we will deliver it
Understanding Young People's Agenda	
Develop a clear understanding of issues affecting young people.	<ul style="list-style-type: none"> • Haringey's partners to draw on local expertise in youth work from all sectors, when developing services that involve and affect young people. • Commission research, where applicable, to learn how to engage with young people. • Council's new Children's Service, in line with Children's Act, to co-operate with Haringey's partners such as the Teaching Primary Care Trust (TPCT), to improve opportunities and outcomes for children and young people following the vision and principles outlined in the <i>Every Child Matters</i> policy.
Information & Communication	<ul style="list-style-type: none"> • Haringey's partners to ensure that literature for young people is available in accessible formats and is produced in a variety of languages. • Children's Service and education departments to consider investing in new technologies, to increase young people's access to ICT, so that there is greater flexibility in their learning and access to a wider range of information. • Public sector to work with established voluntary and community sector organisations that specialise in working with young people and media.
Leadership & Youth Engagement in Decision-making mechanisms	
Engagement with HSP structure	<ul style="list-style-type: none"> • Consider establishing a Young People's Parliament locally and electing a Young People's Mayor – ensuring that the Parliament has a place on Haringey's Strategic Partnership.

Principle	How we will deliver it
Youth Board Activity	<ul style="list-style-type: none"> • Where applicable Haringey's partners to explore the involvement of young people in their organisation as Trustees.¹
Young People's Accountability/ Responsibility	<ul style="list-style-type: none"> • Sectors to involve children and young people in the development and evaluation of policies and services that affect them where this is appropriate.
Young People's Well Being	
Addressing Health Issues	<ul style="list-style-type: none"> • Key public sector partners, such as Teaching Primary Care Trust (TPCT) to work with and commission relevant voluntary and community sector organisations to provide specialist services for young children and young people and their families, on issues such as sexual health, sexuality, pregnancy and nutrition.
Safer Young Communities	<ul style="list-style-type: none"> • Key public sector partners to work with relevant voluntary and community sector partners to develop programmes where young people are involved in crime prevention.
Citizenship	
Cohesive Communities	<ul style="list-style-type: none"> • Haringey's partners to support the development of <i>Active Citizens in Schools</i> schemes and, where appropriate, use in their business plans/ activities relating to community cohesion factors the findings from pilots which test approaches to encouraging young people to become active

¹ Akpeki, T., (2001) Guide to Board Development: Involving Young People. NCVO. This booklet offers detailed advice regarding such issues as Finding & supporting young board members, giving young people a voice in Governance, case studies of the experience of young board members. The booklet is available from the NVCO or via loan from HAVCO.

² The task set for JUNP is to develop a sustainable community in Northumberland Park and Tottenham Hale. Residents are deeply committed, love living in Tottenham, and want the area to thrive. They are actively involved in tackling the environmental and social problems facing their area and in bringing about real improvements.

Principle	How we will deliver it
	<p>citizens.</p> <ul style="list-style-type: none"> • Volunteering programmes to consider the role of Young People and Volunteering. • Continue funding strategies that provide a joined-up approach and service to young people such as the Joining Up Northumberland Park (JUNP) initiative.²
<p>Education</p> <p>Positively increase access to education, training opportunities and employment for young people who are disenfranchised.</p>	<ul style="list-style-type: none"> • Haringey's partners to work together to close the gap in GCSE results between young people in the east and west of the borough. • Haringey's partners to work with schools to reduce the levels of exclusions. • Haringey's partners to continue links with schools, colleges and local employers and develop work-based learning. Haringey's Education Business Partnership (HEBP) has already established progress in this area.
<p>Leadership</p>	<ul style="list-style-type: none"> • Further mentoring opportunities particularly for African-Caribbean boys.

PRINCIPLE 5: Using Resources Effectively

Introduction

Funding, whether through contracts or grant aid, is an important aspect of the relationship between the public and voluntary and community sectors.

Although, contracts and grant aid have a different legal basis, similar principles underlie both: The delivery of services to the community; value for money; effective management and accountability; and tangible outcomes. Monitoring procedures are therefore an essential feature of the funding relationship.

It is a reality that public agencies have insufficient resources to support all voluntary and community groups. Changing funding priorities can also affect the availability of funding to individual groups. A strong partnership is therefore essential so that funding relationships can be managed in an open, transparent and supportive way.

Cash, premises and support needs

Voluntary and community groups have a number of support needs, in fund-raising support, financial management and access to key information resources, which can be addressed through the Compact partnership.

Extensive good practice guidance has also been developed around funding and procurement, including Treasury guidelines for moving towards more stable funding relationships. This good practice is the foundation of the funding principles incorporated below.

Provision of suitable premises is another central resource issue. In the context of a shortage of premises at reasonable rent, it will be important to look at options for sharing space, or possibly developing a resource centre that would provide access to desk space, office equipment and meeting space as well as serving as a focus for voluntary activity in the borough.

The section below is divided into two. The first part sets out undertakings with regard to funding and procurement, designed to open up opportunities for all, remove some of the barriers faced by voluntary and community groups, and build effective relationships.

The second part sets out specific commitments with regard to premises. These commitments cannot solve all the current issues around premises, but can provide a clear framework for increasing understanding between partners and improving relationships.

Key Principles affecting resources and how these principles will be addressed:

1. Funding and Procurement

Principle	How we will deliver it
<p>1. Funding Relationship</p> <p>All partners to commit to being clear, open and transparent in the funding relationship.</p>	<ul style="list-style-type: none"> • To work in partnership with organisations and groups in the VCS and enterprises among SMEs where appropriate, to develop policies and practices relating to the provision of resources and to ensure that they are appropriate, fair, effective, consistent and transparent. • Public sector undertakes to inform organisations and enterprises on changes in funding levels, especially when funding support is reduced, • The organisations and groups in the VCS should develop effective systems to monitor, manage and account for all funding and resources, including submitting realistic budget and business plans. • Where a joint bid for external resources is made all relevant partners should be included at all stages of the bid's process and partners will undertake to have clear lines of responsibility. . • Comply with relevant legislation, regulations and guidance in relation to the management of funds.
<p>2. Funding and procurement processes</p> <p>Follow good practice, where appropriate, and develop funding criteria against which funding assessments can be made and monies awarded, so the planning process both draws on current capabilities of organisations in the VCS and introduces to the sector opportunities for the development of new services complementing those</p>	<ul style="list-style-type: none"> • Programme design should consider how the outcomes of a programme can best be sustained and contribute to long-term sustainability. • Funding and service provision should be based on an independent ongoing assessment of needs across the borough with awarding of funds meeting the

Principle	How we will deliver it
<p>provided by other sectors, which process acknowledges and recognises the role that the VCS plays in meeting needs in the borough.</p>	<p>priorities identified in the analysis of needs.</p> <ul style="list-style-type: none"> • Working collaboratively with the service users and other partners as appropriate, to ensure that the focus is maintained ultimately on the public interest at all times. • Focus on outcomes rather than process. • Partners should consider how they can help deliver Haringey's Community Strategy. • VCS organisations seek to provide services which target need and meet identified demand, and where possible join up with other services and organisations to reduce duplication.
<p>Reduce the bureaucracy associated with the application, qualification, monitoring and reporting, and auditing processes, and introduce joined-up monitoring and reporting, and auditing arrangements to increase accessibility.</p>	<ul style="list-style-type: none"> • Expand the Council's Internal Voluntary Sector Officers Group (VSOG) to include other public sector agencies and local funders. • Through the VSOG, funders and purchasers should consider: <ul style="list-style-type: none"> ➤ Standardising, co-ordinating and joining up processes, including the development of universal application forms and monitoring and evaluation procedures, parts of the funding or procurement chain across departments and sectors. ➤ Creating a single information point on funding ➤ Reviewing monitoring and evaluation procedures in line with best practice. ➤ Ensure focus on delivery. • When requesting information in grant and/ or bidding processes ensure that it is relevant to deciding who will be awarded funding or a contract. • Fund organisations if they are a registered charity or able to demonstrate active steps to

Principle	How we will deliver it
	<p>become one, except where alternative arrangements can be developed.</p>
<p>Public bodies aspire to simplify the tendering process and the pre-qualification questionnaires (PQQ) and streamline procurement processes across organisations.</p>	<ul style="list-style-type: none"> • Assess potential suppliers against published pre-qualification and tender evaluation criteria. The criteria should be proportionate to the risks of the individual contract process. • Simplify the tender process, where possible, to minimise bureaucracy and cost to the supplier and to make it more accessible.
<p>Development of procurement and funding strategies.</p>	<ul style="list-style-type: none"> • When developing commissioning strategies and inviting tenders for contracts, give consideration to the potential of the voluntary sector to undertake the work and remove any barriers preventing voluntary and community groups from becoming suppliers of services. • Purchasers and funders should detail the benefits and costs of working for the public sector, and provide realistic assessment of what and where SMEs and the VCS could work. • Work to develop funding strategies that support and enable local community development.
<p>Work together to develop funding strategies that support and enable local capacity building.</p>	<ul style="list-style-type: none"> • Identify levels of locally managed funding to disenfranchised groups, when allocating locally managed funding. • Review all locally managed funding criteria and priorities ensuring that they do not disadvantage disenfranchised groups.
3. Sustainability	
<p>Funders should recognise that it is legitimate for voluntary and community organisations to include the relevant element of overhead costs.</p>	<ul style="list-style-type: none"> • The organisations and groups in the VCS will be more explicit about the nature of their core costs and how they have been allocated. • For projects funded by a grant, public bodies should give a

Principle	How we will deliver it
	<p>legitimate proportion of funding for overhead costs where appropriate.</p> <ul style="list-style-type: none"> • Umbrella groups where applicable to work towards ensuring that organisations and groups in the VCS have a real understanding of full cost recovery, diversifying funding and information about financial management.
<p>Recognise the important role played by voluntary and community groups and their need for financial stability in order to achieve long term objectives.</p>	<ul style="list-style-type: none"> • Invest in the infrastructure of organisations and groups in the VCS and, where possible, assist them to secure sustainable funding. • Recognise the diverse funding needs that voluntary, community and faith groups have, such as start up funding, project funding, core funding, development funding, and 'capacity building' funding. • The public sector should implement multi-year funding models where possible and make payments promptly where this represents good value for money. • The organisations and groups in the VCS should maximise income by seeking it from a variety of sources.
<p>4. Barriers to accessing funding and contracts</p>	
<p>Ensure that new information about availability of new and existing funding (including financial support in-kind, premises and provision) with its criteria eligibility, conditions of funding, grant size and application procedures, is made widely available, in good time and in formats accessible to all; particularly to under – represented groups, to allow a fair chance in accessing funds.</p>	<ul style="list-style-type: none"> • The public sector should promote procurement and funding opportunities widely and give as much notice as possible. • Information should be clear and accessible and include all relevant information so that organisations in the VCS and enterprises among SMEs can make an informed choice. • All local funders will advertise their funding opportunities on the Council's specific funding website. • Organisations in the public sector will seek to place their procurement opportunities on their websites with guidance on how organisations and groups in the VCS and enterprises

Principle	How we will deliver it
	<p>among SMEs should do business with them, including the provision of contact details.</p> <ul style="list-style-type: none"> • Use umbrella and second tier agencies to disseminate information on funding opportunities • Funders should give organisations in all sectors, public, private and voluntary, as much notice of grant decisions as possible. • Have a named officer and representative that organisations can contact.
<p>The public sector seeks to influence external funders at regional or national levels, but the borough acknowledges that many of the organisations in the VCS, providing services in the borough, are local bodies who claim that external funding deadlines are often set by external funders at regional or national level and that they as local bodies have limited influence on these deadlines.</p>	<ul style="list-style-type: none"> • The public sector in recognising the difficulties that organisations and groups in the VCS may have in meeting tight deadlines, should continue to influence other local and national funders to advertise funding in good time. • Develop a shared understanding of the terms used to define funders' expectations and the terms and conditions of the grant or contract.
<p>Buy in local expertise to deliver community-based services and consider joint delivery through sectors.</p>	<ul style="list-style-type: none"> • Purchasers should work closely with business support agencies to ensure that local opportunities are widely advertised.
<p>Improve the participation of organisations and groups in the VCS and enterprises among SMEs in public contracts.</p>	<ul style="list-style-type: none"> • The public sector to encourage and promote e-procurement strategies among local SMEs increasing the take up of new technologies. • EU public procurement directives to be explained clearly to local and regional funders and to service providers in the voluntary and community sectors (VCS) and among small and medium enterprises (SMEs). • Recognise the need to build the capacity of organisations and groups in the VCS and of enterprises among SMEs for them to fulfil the legal requirements of service

Principle	How we will deliver it
<p>Where, enterprises among SMEs, and organisations and groups in the VCS and social enterprises may not be in the position to be prime contractors, there should be opportunities for them to be sub-contractors, particularly where they provide specialist products or services.</p>	<p>contracts.</p> <ul style="list-style-type: none"> • Work with strategic partners to establish the contribution that small firms, social enterprises and providers from the VCS can play in the supply chain.
<p>3. Communication</p> <p>Improve co-ordination of information and best practice.</p>	<ul style="list-style-type: none"> • Each public sector agency undertakes to record centrally what funding is being distributed and make this publicly available. • The public sector seeks to provide opportunities to discuss procurement and applications processes. • Good practice needs to be disseminated widely, e.g. through networking events.
<p>Work together to deliver clear and realistic expectations on what each other can do in relation to funding issues and on who takes responsibility for initiating action.</p>	<ul style="list-style-type: none"> • Small and medium enterprises (SMEs) and organisations and groups in the VCS seek to develop their trading relationships with public agencies. • Through on-going dialogue get to know the VCS, their organisations and their capabilities.
<p>4. Contract Management</p> <p>Agree terms from the outset and be aware of risks and who are responsible for managing them.</p>	<ul style="list-style-type: none"> • Involve all parties in planning and in negotiating contracts or grant aid agreements within a sensible timescale ahead of the start date of the contract agreement. • The duration of the funding agreement should be agreed at the outset and subject to the process of review • As appropriate, offer a minimum three months notice period of grant reductions, unless there are serious breaches in funding terms and conditions, and give organisations and groups a reason for withdrawing funding.

Principle	How we will deliver it
	<ul style="list-style-type: none"> • Acknowledge that funders need to act when voluntary and community groups do not abide by terms and conditions and deadlines. • Set out clear outcomes and performance targets which a service is intended to deliver. • Organisations and groups in the VCS undertake to plan in good time for different situations to reduce any potential negative impact.
<p>Following good practice and internal procurement guidelines to managing contracts</p>	<ul style="list-style-type: none"> • Deliver grant-aided and contract payments according to stated schedules, offering payments in advance of expenditure to organisations wherever appropriate. • All public bodies should consider signing up to and adopting the small business concordat: http://www.odpm.gov.uk/stellent/groups/odpm_localgov/documents/page/odpm_locgov_035776-03.hcsp • All procurement processes should be competitive and notified as appropriate.
<p>Be clear about what we expect from a project, make a proper assessment of risks and opportunities and build-in constructive support to overcome them.</p>	<ul style="list-style-type: none"> • Put in place an agreed action plan to meet the requirements of the contract to improve service delivery. • If funding or a contract has to be terminated a public statement should be issued to state that funding has been withdrawn. • If a provider has taken steps to address key concerns after funding has been withdrawn then this should be recognised when the provider applies for future funding or contracts.
5. Monitoring and Evaluation	
<p>Ensure that monitoring arrangements are relevant and proportionate to the size and nature of both the funding provided and the funded group, and consistent with the need for the effective protection of, and proper</p>	<ul style="list-style-type: none"> • Recognise the complexity for voluntary and community groups in satisfying the requirements of several funders. • Monitor the outcomes and outputs of the service being delivered.

Principle	How we will deliver it
accountability for, public money.	<ul style="list-style-type: none"> • Request simple monitoring information negotiated between the funder and provider, which allows the funder to make a proper assessment of performance whilst providers do not have to submit the same information in different ways. • Involve the provider in the evaluation of the service being provided, visit the organisations and work towards continuous improvement; don't just request information on paper.
6. Quality, Performance and Development	
VCS should work towards a quality standard scheme.	<ul style="list-style-type: none"> • Work in partnership to develop a list of quality mark standards that could be used in the monitoring and evaluation of future grant programmes. • If there are sufficient resources, organisations and groups in the VCS undertake to work towards an appropriate quality standard and performance measure. • Provide meaningful feedback to providers following the procurement or application process in order to improve systems.
Build tendering skills and capacity into local enterprises (SMEs) and organisations and groups in the VCS as suppliers of goods and services to enable them to compete successfully for local authority and other public or private sector contracts.	<ul style="list-style-type: none"> • Small and medium enterprises (SMEs) and organisations and groups in the VCS should seek support from business support agencies or appropriate second tier agencies such as the Haringey Association of Voluntary and Community Organisations (HAVCO) and the Haringey Community Empowerment Network (HarCEN). • Establish local suppliers' consortia and networks to encourage joint tendering. • Jointly develop self evaluation tools for organisations building on the workbooks developed through the 'trade local' project.
The support and development of the	<ul style="list-style-type: none"> • Offer support (including on-line

Principle	How we will deliver it
VCS is the responsibility of all partners.	<p>support and referrals to appropriate agencies) where groups are having funding problems or where funding is removed and withdrawn.</p> <ul style="list-style-type: none"> • Encourage initiatives from support and infrastructure agencies. • Provide strong co-ordination between infrastructure groups in Haringey through the ChangeUp programme.
Training	<ul style="list-style-type: none"> • Where possible agencies should share access to training • Staff involved in procurement or the allocation of grants at all levels should be offered appropriate training and support. • Staff and volunteers in organisations and groups in the VCS should seek to attend appropriate training to deliver quality support.

2. Premises

Principle	How we will deliver it
1. Improved access to information relating to property	
Work together towards a better understanding of other partners in relation to premises issues.	<ul style="list-style-type: none"> • Jointly develop a community premises information service. • Public and private sector bodies will place information and guidance about premises for rent or hire on their websites.
2. New Developments	

Assess needs for premises for organisations in the VCS and for enterprises among SMEs providing local services, and make commitment that the borough will set out to provide premises for such VCS and SMEs and community use in development schemes where appropriate; for example provided by regeneration programmes, private sector developments, local improvement finance trust (LIFT), Arms Length Management Organisation (ALMO), Registered Social Landlords (RSL).

In partnership:

- Consider proposals regarding voluntary sector premises.
- Explore and develop a variety of funding options for community premises.
- Affordable office space of high quality construction, often with multi-functional use, is increasingly required by black and minority ethnic groups and enterprises (BMEs) to deliver essential services. To guarantee self –sustaining growth in this sector, capital grant schemes should be considered for support for the acquisition of premises.

3. Managing buildings and leases effectively

Maintain buildings to improve functionality and sustainability.

- Organisation and groups in the voluntary and community sector(VCS) will take reasonable responsibility for:
 - The upkeep of buildings, within the constraints of the lease and other agreements.
 - Health and safety
 - Developing skills within the VCS regarding premises management.
 - Ensuring that all the necessary licences and inspections are in place.

The public sector wherever appropriate will invest in community premises to improve functionality and sustainability (e.g. by improving accessibility, energy efficiency and re-usable resources).

- The public and private sectors recognise:
 - That for organisations to attract capital funding for building improvements it is necessary to have a lease that gives cost benefit for investment of potential funding and;
 - Will endeavour to take this into consideration when negotiating

	<p>contracts to put the organisation in the best possible position to attract alternative funding.</p> <ul style="list-style-type: none"> • Management of community buildings should make the best use of available space and ensure that it is being fully utilised.
<p>Agree terms from the outset and be aware of risks and who are responsible for managing them.</p>	<ul style="list-style-type: none"> • Public bodies will state clearly its processes for accessing, extending leases and maintaining premises. • The duration of the lease should be agreed at the outset and subject to the process of review. • Involve all parties in planning and negotiating the lease within a sensible time scale ahead of the start date of the lease. • Develop a shared understanding of the terms used to define expectations and the terms and conditions of the lease. • Ensure that all partners understand each others' responsibility in carrying out the lease agreement and managing the building. • In partnership with the VCS, the public and private sector should establish a formal system which enables the future of all community buildings to be reviewed when the lease expires in a timely way. • Organisations and groups in the VCS undertake to plan in good time for different situations, such as maintenance and repair of damage to the building, to reduce any potential negative impact. • The organisations and groups in the VCS recognise that if the lease is not adhered to, action will be taken to rectify the situation.
<p>Follow good practice in letting, managing and maintaining accommodation.</p>	<ul style="list-style-type: none"> • The Public and private sector will follow good practice in line with the Royal Institute of Chartered Surveyors(RICS) good practice statements for letting space to third parties: www.rics.org/

- The organisations and groups in the VCS will be properly constituted and have sufficient financial and legal information to undertake any accommodation commitments.
- The public and private sector and voluntary sector will jointly ensure that all buildings comply with DDA regulations.
- The sectors will ensure proper maintenance in line with best assets management practice.
- Public sector undertakes to consult and inform on changes of use in community buildings.

PRINCIPLE 6: Improving Liaison

Introduction

Effective communication and consultation is a vital element of “Working TOGETHER Better” – ensuring mutual understanding and helping services meet the needs of their users most appropriately.

Better consultation will come about through a commitment to sharing information, forward planning, and adherence to recognised good practice.

This includes a recognition that voluntary and community groups are seeking a clearer role in planning, co-ordinating, facilitating and responding to public sector consultation, and that voluntary organisations need time to consult effectively.

It is also important to recognise that voluntary and community organisations have links to local communities that can complement those in the public sector.

Finally, inclusion is a key factor in good consultation, reaching out to all sectors, and using a wide range of consultation methods appropriate to the target audience.

This section is divided in two parts. The first part sets out a number of broad undertakings with regard to information and communication. The second part sets out specific commitments on improving consultation in Haringey, supported by general principles for planning and managing consultation.

PART 1: INFORMATION AND COMMUNICATION

Principle	How we will deliver it
1. Community Engagement	
Create clear lines of information and communication.	<ul style="list-style-type: none"> • Public and voluntary sector organisations should consider developing and resourcing a multi-agency information sharing group. • By using established networks and umbrella organisations. • Partners to develop a protocol for communication and information sharing.
Effectively signpost and initiate easy access to public sector departments and information.	<p>Public sector bodies should:</p> <ul style="list-style-type: none"> • Providing a list of relevant names and contact details of liaison officers in public bodies or should have a central point of contact with good referral to relevant department. • Encourage customer feedback and where appropriate work with VCS organisations to assist this.
Be clear why you are communicating	<ul style="list-style-type: none"> • Plan and research your communication beforehand. • Decide the purpose of your communication and its outcomes. • Think about how the target audience will respond to your communication, ensuring that key messages are clear.
Engage Haringey's Communities groups	<ul style="list-style-type: none"> • Recognise the diversity of the community by providing documentation in different languages, when and where applicable. • Use an integrated approach to actively engage community groups to ensure that information is precise and complete. • When planning communication activities consider whom you want to reach and how they would like to receive information. • Use a range of communication methods to reach the target audience. • Evaluate your communication activities. • Listen to and address feedback. Providing clear explanations when feedback suggestions cannot be accommodated.
2. Increased knowledge and understanding of partners	
<ul style="list-style-type: none"> • The VCS needs to understand the legal requirements on public 	<ul style="list-style-type: none"> • Engage in the relevant VCS themed forums across Haringey to increase understanding and address issues of mutual concern.

<p>agencies to collect information and public agencies should give an explanation why it is needed.</p> <ul style="list-style-type: none"> • Understand that large public agencies are not homogeneous organisations, and that practices may vary between different departments. 	<ul style="list-style-type: none"> • Improve and disseminate information available on structures of public agencies, decision-making, policies and procedures, strategies, project and funding sources. • VCS organisations and groups should produce and disseminate information about the nature and range of their work.
<p>3. Information sharing</p>	
<p>Improve information sharing mechanisms.</p>	<ul style="list-style-type: none"> • Effectively maintain records • To the best of your ability provide factual information where applicable. • Key information should be posted on your organisation's web-site and updated regularly. • Communication with the VCS via email should not include large attachments: summaries should be provided with information on how to obtain paper copies. • Ensure that timely information is given on key initiatives and developments. • Develop a communications strategy for information sharing between the public and VCS organisations, identifying information that needs to be made available and effective methods of providing information. • Where possible VCS umbrella organisations will co-ordinate newsletters and information being distributed to organisations in the voluntary, community and faith sector. • Ensure that information is updated at regular intervals and be clear who is responsible for maintaining information.
<p>Making relevant information, including key documents available in common and accessible formats.</p>	<ul style="list-style-type: none"> • Share relevant information with partner agencies in a number of formats including electronic versions and leaflets • Use straight forward language in written documents. • Explain abbreviations, acronyms and avoid jargon • By using plain English. • Audiotape, Braille, large print versions, community languages and provide hard copies for those who don't have internet access.

PART 2: CONSULTATION

Principle	How we will deliver it
1. Forward Planning, Co-ordination and Joint Consultation and Research	
<p>Our objective is to have advance notification of planned policy changes and consultation exercises. This will encourage wider involvement at the early stages of policy development. Organisations planning consultation can get timely advice on the best way to consult. Steps can be taken to avoid consultation fatigue, duplication of effort, and overlap.</p>	<p>Public and voluntary organisations will:</p> <ul style="list-style-type: none">• Provide advance notification when major new policies are going to be developed and when major policies are going to be reviewed.• Encourage VCS representation on strategic planning groups where appropriate.• Aim to publish a quarterly calendar of forthcoming consultations.• Include consultation in business planning.• Co-ordinate consultations with other organisations to avoid duplication of topic, consultation fatigue and to make the best use of available resources.

2. Inclusion and Engagement

The VCS and the public sector, working together to actively engage relevant partners in involving individuals in consultation.

- Always have ways for the partners being consulted to find out more information, clarification etc. during and after the consultation period, and have the resources to reply without delay.
- Where VCS organisations represent the wider sector in consultations these groups, within available resources, should pass on information and consultation to other VCS groups, in particular to small under-represented groups using a variety of ways to involve them.
- Support VCS organisations consulting with the users of their services by making a contribution to their costs, such as for phone and translation, if possible.
- Strategies for the involvement of users of services should be in place.
- Organisations require time and resources for written responses to enable them to consult their members and, service users and to obtain agreement from their management committees.
- The public sector recognises the needs of the VCS and when feasible, will lengthen consultation periods. This could be negotiated through the proposed mechanism for forward planning and co-ordination (see point 1 above).

4. Actively engaging the whole community

- Recognise the barriers that stop partners from participating in consultation and be creative in over coming them, e.g. don't always rely on written communication.
- Where VCS organisations represent a section of the sector they should, within available resources, pass on information to other VCS groups, in particular the small under-represented groups.

5. Responding to Consultation

- When responding to consultation the VCS and public bodies should state who they have consulted with e.g. service users, members, management board etc.
- All organisations responding to consultation will adhere, as far as possible to specified remits and timescales

	<ul style="list-style-type: none"> • When responding to consultation organisations will be proactive, but they can reserve the right to choose not to be involved in consultation • Challenge consultations that do not allow enough time and try to negotiate a longer time period.
6. Providing Feedback	<ul style="list-style-type: none"> • Aim to provide written and if necessary oral feedback to respondents and those who will be affected by the decision within 12 weeks of completing the consultation (recognising that the final decisions may still not be taken). • State how the consultation process influenced the decision including decisions for no change.
7. Monitoring and Evaluating Consultation	<ul style="list-style-type: none"> • Evaluate consultations, build on the lessons learned and encourage good practice.
8. Quality	<ul style="list-style-type: none"> • Organisations conducting consultation should comply with good practice and legal requirements.

5. DISPUTES PROCEDURE

Introduction

The purpose of this chapter is to explain how partners who have signed up to “Working BETTER Together” can raise concerns when they think that partner(s) have not adhered to agreed commitments and principles or have not acted in the spirit of the Compact.

The process for raising concerns is outlined below and in a diagram on page xx (to follow).

Disputes unrelated to Compact commitments and principles

Organisations should not use the Compact Disputes Procedure if their concern;

- Is a complaint against an individual employee or elected officer. In the first instance such concerns should be dealt with by the organisation’s formal complaints and code of conduct procedures;
- Involves issues of funding, unrelated to the key principles outlined in the chapter: ‘Using Resources Effectively’;
- Is a complaint about goods or services received. In the first instance such concerns should be dealt with by the organisation’s formal complaints procedures.

If such disputes are not resolved, organisations may pursue external processes as appropriate.

Disputes related to Compact commitments and principles

If a partner organisation from the public, voluntary or private sectors believes that a partner with whom it is working has not adhered to the agreed commitments and principles, or has not acted in the spirit of Haringey’s Compact, it should follow the three stage Compact Dispute Procedure.

Stage One: face to face

In the first instance, partner organisations should seek to resolve the issue between themselves. Partners must agree to respect each other’s right to raise concerns, give time to hear them, and respond positively.

When disputes are resolved at this stage the parties to the dispute will agree a joint statement on the resolution, including a statement of any wider issues identified in the dispute.

Stage Two: third party mediation

If agreement cannot be reached face to face, Compact partners may agree to seek mediation from a third party, while reserving the right at any time to take the dispute directly to Stage Three.

A mediator acceptable to both partners will aim to resolve the dispute within three weeks. If this is successful, the parties to the dispute will agree a

statement outlining the nature of the dispute and its resolution, prepared by the mediator, including a statement on any wider issues identified in the dispute.

Stage Three: mediation by Haringey Compact Evaluation Group

As a last resort, if mediated agreement cannot be reached within three weeks, any party involved in the dispute may take the matter to the Haringey Compact Evaluation Group (HCEG).

In this case, the process to resolve the dispute will be chaired by a member of the Haringey Compact Evaluation Group, or, if agreed by both parties to the dispute, by a third party acting for the Evaluation Group.

The HCEG member or mediator appointed by the Evaluation Group will carry out the following tasks:

- Identifying the key issues of the complaint and the dispute between the partners;
- Considering the complaint and making a judgement;
- Writing and despatching the decision to both parties in the dispute within 30 working days;
- Making recommendations on ways to resolve the problem;
- Reporting on how the dispute was resolved, and any wider issues, to the Haringey Strategic Partnership (HSP).

Whatever the reasons for the dispute, it is essential that the partnership identifies the key issues underlying the dispute, to prevent them from recurring. Learning from errors and disagreements, is probably the most important part of the process.

If appropriate the HSP will therefore report on the dispute and its outcome in the annual review of the Compact, reporting how the dispute was handled, the nature of the resolution, lessons learnt and any wider issues identified.

Haringey's Compact Evaluation Group contact details [here](#)

6. MONITORING AND REVIEW

Introduction

For the success of “Working BETTER Together” it is important that the compact is effectively monitored. The responsibility for monitoring the outcomes of “Working BETTER Together” rest with the Haringey Compact Evaluation Group (HCEG) which will be established in April 2006.

The HCEG will replace the Haringey Compact Working Group and will be endorsed by the Haringey Strategic Partnership (HSP). It will comprise an equal number of voluntary and community sector members, and public sector members. Those responsible for setting up the Group should seek membership from the private sector.

Responsibilities of the HCEG

- To ensure that the principles of “Working BETTER Together” remain on the local agenda;
- To monitor and to evaluate the development and implementation of
- “Working BETTER Together” – identifying milestones, seeking information and opinions from partners, monitoring complaints of non-compliance with compact principles, and producing an annual report;
- To consider how existing policies and strategies of the HSP need to be adapted to meet the requirements of “Working BETTER Together”;
- To produce an annual report on the outcomes of “Working BETTER Together”, ensuring that the report is presented to the HSP and published widely in the borough;
- To conduct dispute resolution where applicable under the compact disputes procedure and to ensure that outcomes are made widely available;
- To ensure that Compact Champions are recruited and trained;
- To ensure that Haringey’s partners are trained in the “Compact way of Working”;
- To make suggestions to the sectors on how the Compact should be implemented in their services. This information should be reported to the HSP.

Annual Review Meeting

In the first year of implementation, a special HSP meeting should be set up to consider the effectiveness of the compact.