

The logo for 'The Redbridge Compact' is set against a solid blue rectangular background. The words 'The Redbridge' are written in a clean, white, sans-serif font at the top. Below them, the word 'Compact' is written in a large, white, stylized script font with a double-line outline effect.

The Redbridge **Compact**

2019 - 2022

Good practice for partnership

The Redbridge Compact is a joint agreement between voluntary groups and public bodies to help them improve their relationship for mutual advantage and community gain.

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Foreword

Since 2003 the Redbridge Compact has set the context for partnership working between public and voluntary sector organisations in the borough – through cross-sector involvement in policy development, the design of public services and work to attract additional external funding.

The Compact's success depends on the partners recognising and living up to its principles and the commitments given in it, and having confidence that other partners are also taking responsibility for making it work. In updating the Compact this year all the partners are reaffirming their commitment to it and acknowledging that it provides the basis for the ways in which all involved conduct relationships between the sectors. The Compact update has also come at a time when the Council and other local partners have published their "Growing a New Redbridge" partnership plan which aims to improve the quality of life for all who live and work in the borough.

The updated Redbridge Compact for 2019-22 remains a guide for getting results through partnership working. There is a requirement for each partner to appoint a Compact Champion to lead on it within their own organisation. But the Compact also continues to develop. New to this version of the Compact are commitments from the partners to:

- work together to ensure that those likely to have a view are involved from the start through processes of co-production in designing policies, programmes and services
- consider the social impact that policies and programmes being developed may have and their possible effects on local efforts to inspire and encourage social action and empower communities.

The partners are committed to abiding by the Compact and sharing responsibility for it by holding each other to account. The Compact Champions will ensure accountability and address any potential non-compliance. The partners will continue to work together, understanding that mistakes and misunderstandings may occur –which they will seek to resolve jointly. Where a partner is unable to be Compact-compliant it will be required to justify this and to find the best way forward.

The Redbridge Public and Voluntary Sectors' Partnership is determined to ensure the most constructive possible partnership between public bodies and the voluntary and community sector across the borough.

Nigel Turner

Chair of the Public and Voluntary Sectors' Partnership 2018/19

1. **Introduction**

Redbridge has a thriving voluntary and community sector, which makes a significant contribution to public life, and the development and delivery of quality local public services. Much of this work is a result of the strong, healthy and vibrant partnerships between the voluntary and community sector and public bodies. All the partners are committed to working together more effectively to improve the quality of life of residents, making Redbridge a great place to be born, grow, live, learn, work and age.

More information about the Redbridge Compact and its impact can be found at:
<https://www.redbridge.gov.uk/about-the-council/redbridge-compact/>

The Redbridge Compact 2019 - 2022 aims to build on a strong history of partnership working and relationships built on trust, confidence and mutual respect. It sets out the principles and commitments that underpin the evolving relationship between the public bodies and the voluntary and community sector in Redbridge, and provides a partnership framework that supports all partners in this. It draws on principles, standards and rights from the national Compact but has been developed as a local Compact specifically for Redbridge. The Compact partners recognise parallels between Compact principles and public law. Compact commitments carry a legitimate expectation.

What does the Compact do?

The Compact:

- ▶ Defines what partners can expect from each other and how they will work together to tackle local challenges
- ▶ Recognises the full value of what local voluntary and community sector groups do and how they can help public bodies improve decisions and services
- ▶ Expands what can be done together through converting common purpose into wins
- ▶ Helps build a thriving community. Redbridge citizens get better results when we use a Compact way of working together
- ▶ Explains how to involve groups in what public services are doing
- ▶ Empowers voluntary and community sector groups by offering them a stronger voice and support for what they do
- ▶ Gives public bodies a sounding board for what will work locally

What are the outcomes we want to achieve?

- ▶ A strong, diverse and independent voluntary sector
- ▶ Effective, collaborative and transparent design and development of policies through the principles of co-production
- ▶ Improved grants and commissioning processes
- ▶ Increased profile of the voluntary and community sector
- ▶ Recognition of the value of individual volunteers and volunteering
- ▶ Impact assessed before reallocating funds, reshaping services and funding decisions are made.
- ▶ Compact disputes resolved positively together

Like the previous Compact, this document is supported by a number of public bodies including the Fire Brigade, the Metropolitan Police Service, Redbridge Clinical Commissioning Group, North East London Foundation Trust (NELFT) and the London Borough of Redbridge. All partners are committed to this Compact as a binding agreement that forms a common part of their policies and procedures. It sets out how all involved will conduct the relationship between the sectors. The partners believe that working in partnership is a cornerstone to local success.

Each signatory to the Redbridge Compact will appoint a named Compact Champion and publicise their details within their own organisation. Their role will be to:

- ▶ promote the Compact;
- ▶ liaise with other partners to resolve any issues which are raised

The key commitments of the Redbridge Compact are set out below

Key Commitments

- Voluntary and community sector groups have the right to campaign and challenge public bodies without risking funding
- Public bodies will involve citizens at the earliest stage and work with local voluntary groups
- Public bodies will consult local groups on issues affecting them
- Public consultations will run for at least 12 weeks wherever possible
- Partnership and participation will be fully inclusive wherever possible
- Volunteers will be supported and deployed appropriately
- Full cost recovery principles will be adhered to, and payment of funding will be in instalments and in advance wherever possible (with the exception of “payments by results” contracts)
- Partners will abide by this Compact and share responsibility for making it happen by holding each other to account
- Redbridge Compact Champions will ensure accountability and address non-compliance
- Partners understand that mistakes and misunderstandings occur, which they will resolve
- Whenever a partner is unable to be Compact-compliant it will have to explain why, and find the best way forward

2. The Voluntary Sector's Independence

Independence allows voluntary sector organisations to:

- ▶ Give a voice to communities and empower marginalised people
- ▶ Spot trends, needs and issues
- ▶ Provide expertise on client care needs
- ▶ Complement and add to local provision
- ▶ Excel at user involvement and community action
- ▶ Get key messages to the community
- ▶ Offer unique neighbourhood knowledge
- ▶ Provide a gateway to broaden engagement
- ▶ Have ideas, energy and know-how

Public bodies will:

- respect voluntary sector independence as the foundation of their relationship with local groups.
- recognise the right of local groups to campaign, comment on and challenge their policies and the need to dispel any fears that this puts funding at risk
- recognise the right of groups to manage their own affairs
- encourage local groups to campaign responsibly and fearlessly for their causes and challenge bad practice
- not use their power unfairly to the detriment of groups, but be enabling and supportive

The Voluntary Sector will:

- be accountable
- uphold their independence and explain to public bodies what it means to them and what it can achieve in practice
- commit to raising the profile of effective campaigning
- recognise their independence and keep to their mission

3. Working Together in Partnership

All partners aim to provide quality services to the residents of the borough. Jointly we recognise that there is added value in working in partnership. The following principles underpin this partnership:

- ▶ Mutual respect, understanding and diplomacy
- ▶ Openness and trust
- ▶ Objectivity, accountability, honesty and integrity
- ▶ Equality, equity, diversity and inclusion
- ▶ Co-production

Partners will:

- Adhere to the Compact principles in all their partnership work
- Work together from the start
- Work together to jointly assess the implications of new policies, legislation and guidance
- Jointly set agendas and meeting dates, with relevant voluntary sector representation and meetings arranged at accessible times
- Create a secure and collaborative atmosphere where all participants feel confident to share their opinions
- Offer training and support to each other as needed
- Ensure there are no vetoes, unilateral decisions or surprises
- Listen to each other carefully, particularly where there are disagreements
- Ensure everybody is content with decisions made and clearly communicate the reasons behind these decisions
- Be open with each other and clear about the purpose and benefits of partnership working
- Commit leadership and resources to understand each other's operating environments and contexts
- Be equal in partnership but proportionate in our requirements of each other
- Be mindful of each other's capacity particularly in relation to sharing risks and contractual requirements

4. Social Value

Since the introduction of the Public Services (Social Value) Act, public bodies must consider how commissioned and procured services improve the economic, social and environmental well-being of the area. The legislation is intentionally flexible so that authorities and communities are able to agree a local definition of social value suited to the needs and priorities of the local area.

Using the Compact at partnership meetings

- ▶ Work together to jointly agree local definitions of social value.
- ▶ Work together to identify what types of social value would be most beneficial for local people: employment, training, apprenticeships, volunteering, environmental improvements, community activity.

Public bodies will:

- Work with voluntary and community sector organisations to identify the specific community benefits they want to achieve through the Social Value Act
- Take an approach to procurement and social value which identifies the most economically advantageous tender not just the cheapest
- Identify social value benefits at the pre-procurement stage of larger contracts.
- Work with larger organisations to maximise community benefits from their relationships with the local supply chain
- Train staff in how to apply social value policy to maximise benefits for local people voluntary and community organisations and local businesses.
- Measure and track social value to identify the benefits gained

The Voluntary Sector will:

- Promote the benefits of working together with the voluntary and community sector to identify and achieve social value as a return on investment;
- Communicate with procurers where best social value could be leveraged to benefit them.
- Where possible, promote capabilities and achievements in delivering additional social value through service delivery.

5. Community Involvement

Community involvement is an essential part of ensuring that public bodies and the voluntary and community sector get the best out of each other for the benefit of local residents.

Public bodies have a duty to match policies and service to local wants and needs, and the voluntary and community sector have a key role to play in representing their members and service users effectively and honestly.

5.1. Co-Production

Co-production is an important principle that involves residents, service users, carers voluntary and community sector groups and public bodies as equal partners in making decisions about future service delivery. This can be an uncomfortable process for everyone involved as it is a different approach to the traditional way of working together. However, if it is done right, co-production will:

- ▶ Strengthen the relationships between public bodies, voluntary and community sector groups and the public by building communication and trust
- ▶ Ensure that a larger range of voices are heard at the earliest possible stage so that services can be built around the needs of residents
- ▶ Lead to a more effective service delivery, by broadening the range of options considered and ensuring that the final product is something that residents want
- ▶ Create a sense of public ownership of public bodies' decision-making and service provision

Public sector bodies will:

- Ensure arrangements are in place for involving groups at all stages of service design and delivery
- Increase opportunities for groups to influence policies and strategies to improve and transform services
- Share visions and plans as early as possible
- Create opportunities for the voluntary and community sector to use their knowledge and expertise to influence decisions

The Voluntary Sector will:

- Respond positively and actively to opportunities to engage in co-production with public bodies
- Work to ensure their comments reflect the wishes and needs of their members and service users – and be clear about who they are representing
- Seek to lead change
- Identify new solutions to local problems
- Be flexible and responsive to the changing environment
- Actively seek opportunities to develop shared visions and seek to enhance each other's capabilities



5.2. Making Engagement Real

Good engagement and consultation helps public bodies find out what people think, feel and say, and helps them to make better decisions. It will lead to people being more likely to understand why decisions have been made and, therefore, help with their implementation.

Partnerships should make clear what engagement is about and why they are seeking views. They should choose the most appropriate method(s) of engagement for the intended audience and raise awareness of engagement opportunities in the most effective way, making it as easy as possible to take part and ensure that they provide enough time and information (including in a range of relevant formats) for people to give their views.

Partners will:

- Ensure that engagement and consultation processes and documentation are accessible to all
- Ensure information is provided in appropriate formats
- Invite comments on how engagement could be made better in future
- Develop effective engagement skills by offering relevant training to each other
- Identify opportunities for improvements and innovation
- Identify local issues and work together to find solutions
- Decide which policy processes to utilise and publicise these throughout the voluntary sector

Public bodies will:

- Engage voluntary sector groups on issues of interest to them using mechanisms that support and enable as many responses as possible
- Invite relevant groups to work with them from the start of planning consultations and give early notice of forthcoming consultations
- Conduct 12-week formal consultation exercises, with clear explanations and rationales for shorter time-frames or less formal approaches where these are necessary or more appropriate (and longer, where possible, particularly when the 12 weeks covers a holiday period)
- Develop a cross-agency engagement and consultation calendar to facilitate co-ordination, avoid overload, and make key information accessible
- Seek to ensure fair access and engagement opportunities for all, including consideration of all equalities categories
- Seek to ensure that people feel that their views will count and that they are valued by decision makers

- Present consultation choices clearly and realistically, including where there is a preferred option. Alternatives should be invited, whilst making clear what can and cannot be changed as a result of consultation and engagement
- Give feedback to respondents on what has been heard and what will be happening. Consultation results should be made publicly available
- Conduct annual reviews on engagement and consultations undertaken, and their impact
- Carefully analyse consultation responses
- Publish consultation results and provide feedback on any decisions taken or next steps
- Monitor and evaluate the effectiveness of consultations so that these can continue to improve
- Work in a co-ordinated and joined up way within agencies and with partners to ensure that consultations are carried out in the best way possible

The Voluntary Sector will:

- Promote and respond to public sector consultations where appropriate, supporting their members and service users to have timely and meaningful input
- Say who they are representing, and in what capacity
- Ensure they can demonstrate how they have consulted with any individuals or groups on whose behalf they are responding
- Make constructive suggestions about how consultations are run
- Support their members and service users to have meaningful input to consultation opportunities
- Focus on evidence-based solutions, with clear proposals for positive outcomes, where possible, when putting forward ideas

6. Equalities

The Compact aims to advance fairness and equality, promote equality of opportunity, encourage good relations and challenge discrimination through the responsible and effective use of all procedures

Partners will:

- Take practical action to eliminate unlawful discrimination, advance equality and ensure a voice for under-represented and disadvantaged groups.
- Value the diversity of the voluntary sector and the Borough
- Promote equality (including through 'equality-proofing')
- Support full and equal inclusion and participation, and challenge discrimination
- Improve communication and engagement with excluded, marginalised, and stigmatised people (for instance, people with a mental illness)
- Involve people so that they can participate in a meaningful way including improving policy and practice (e.g. applying the social model of disability)
- Recognise the importance of fairness, equality, community cohesion and the need for integration where appropriate

Public bodies will:

- Where possible, annually publish funding for all protected equalities characteristics
- Build on their own work with all protected equalities characteristics

The Voluntary Sector will:

- Seek the views of service users, clients, beneficiaries, members, volunteers and trustees when making representation to the public sector.
- Be clear on who is being represented, in what capacity, and on what basis that representation is being made.
- Ensure that appropriate specialist support is available and the needs of the most marginalised communities are addressed.

7. Volunteering

Volunteering is any unpaid activity that benefits the community, the environment, groups and individuals (other than solely relatives). Volunteering is personally rewarding and fulfilling and offers a route into further community activity, education, training or paid employment. It increases people's social contact, develops their skills and experiences, raises their self-esteem and enhances quality of life.

Thousands of residents freely give time, energy and expertise to benefit others. Some are formal volunteers with organisations. Others give informal mutual support and self-help. Many groups couldn't keep going without volunteers. Volunteering is the lifeblood of the voluntary sector.

When working with volunteers, partners will adhere to the following principles:

- ▶ **Real Choice:** volunteers are free from any coercion or compulsion
- ▶ **Diversity:** participation is open to all
- ▶ **Social good and community gain:** not motivated by saving money
- ▶ **Justifiable deployment:** not replacing or replicating paid jobs
- ▶ **Equal respect** for volunteers and paid staff
- ▶ **Mutual advantage:** volunteers both contribute and benefit
- ▶ **Reimbursement:** they are not to be left out of pocket
- ▶ **Recognition:** they are valued internally and publicly

Partners will:

- Work with individuals and organisations to promote and develop volunteering, so that people are inspired to volunteer, have the opportunity to do so and have excellent volunteering experiences
- Be exemplars of volunteering good practice. They will strive for high quality volunteer recruitment, management, training and support
- Avoid involving volunteers for inappropriate purposes or confusing them with interns and work experience placements
- Designate a board member or officer with responsibility for volunteering
- Provide free DBS (criminal records) checks to volunteers whenever appropriate
- Include volunteers in equal opportunity policies and insurance cover
- Pay travel, subsistence and other appropriate expenses to their volunteers
- Promote volunteering opportunities
- Work in partnership with others to provide a range of services that seek to increase the quality, quantity, contribution and accessibility of local voluntary and community action, and volunteering
- Work together to boost volunteering across all communities and abilities
- Help remove barriers to volunteering by and in under-represented groups
- Promote and adopt quality marks and standards for volunteering
- Ensure that policies and procedures don't impact negatively on volunteering or the agreed principles

8. Funding

Safeguarding independent voluntary and community action requires funding relationships to be right. Public bodies should ensure funding conditions and terms are fairly negotiated, not imposed or over-prescriptive, and that voluntary and community sector groups are involved in the design of new funding initiatives. Groups must remain responsible to those they work for and represent.

Effective resource management is more critical than ever. Austerity brings into sharper focus how priorities are decided. Partners want the best possible results while ensuring that the way voluntary sector funding is done satisfies both sectors. Negotiation and joint agreement should characterise all funding stages from programme design, setting priorities and conditions, through to evaluation and review.

The principles that public bodies should adhere to when providing voluntary and community sector funding are:

- ▶ Partnership, timeliness and sound decisions
- ▶ Level playing field across all sectors
- ▶ Fair, objective and accessible
- ▶ Consistent, transparent and simple
- ▶ Needs-targeted and aligned to strategic priorities
- ▶ Value for money in delivering quality with equality
- ▶ Outcomes-focused and sustainable
- ▶ Accountable, proportionate, and fairly-share risk

The voluntary and community sector and public bodies must make sure that they are working together to manage cuts to services and design new funding initiatives through demonstrating:

- ▶ Leadership on both sides
- ▶ Evidence and value for money
- ▶ Prompt, open and transparent communication
- ▶ Joint impact assessments
- ▶ Deciding priorities together

Public bodies will:

- Maintain co-ordination across local public sector budgets and identify cross-impacts
- Consider social value solutions to invest in the voluntary sector when reallocating funds or reshaping services
- Actively consider when it is best to use grants and when it is best to use commissioning.
- Share their best practice to develop effective commissioning models
- Ensure well-managed and transparent application and tendering processes, which are proportionate to the desired objectives and outcomes

- Ensure that notification of funding decisions and transfer of funds to successful organisations are within agreed timescales
- Recognise the value of funding existing services and those that seek to meet new and emerging needs
- Recognise the value of funding preventive initiatives
- View voluntary sector service delivery no less favourably than their own
- Assess the impact of any proposed funding to local groups, including their responses, before making funding decisions
- Ensure good practice in changes to grants and decommissioning, including by giving at least 3 months' notice
- Offer advice and support to groups whose funding is reduced or withdrawn
- Ensure all bodies distributing funds on behalf of the public sector adhere to the commitments in this Compact
- Review commissioning and tendering to ensure these reflect local benefit considerations, including through using the principles and practices of the Public Services (Social Value) Act
- Support the development of voluntary sector capacity to reach preferred supplier status

8.1. Monitoring

Monitoring is used to satisfy funders and the public that public funds are being used for the agreed purposes. Monitoring must be relevant, proportionate, and limited to reporting essential requirements.

Public bodies will:

- Ensure funding opportunities are clear and widely promoted
- Use leads for unified monitoring of groups with more than one local funder
- Review with funded groups how evaluation should be modernised
- Ensure that grant agreements and contracts are appropriate to the level of funding
- Ensure subcontractors are Compact-compliant in dealings with the voluntary sector
- Agree with voluntary sector organisations how outcomes will be monitored before a contract or funding agreement is made
- Ensure that monitoring and reporting is relevant and proportionate to the nature and size of the opportunity.
- Ensure that monitoring processes do not create a disproportionate burden on voluntary and community sector groups

The Voluntary Sector will:

- Comply with funding conditions and requirements and make returns on time
- Use public money responsibly and accountably

- Where possible, have or work towards quality standards (e.g. Trusted Charity – the replacement for the PQASSO award)
- Demonstrate good governance and effective management
- Actively promote equality of opportunity and diversity for all and user involvement
- Operate effective financial management systems including for reserves
- Publicly acknowledge the support provided by funders
- Promote good relationships between people from different backgrounds
- Annually undertake a risk assessment of their organisations' financial sustainability
- Work with funders at all levels to develop creative and sustainable solutions to local problems
- Seek to work in collaboration with others and to make joint funding applications as appropriate, including with the purpose of reducing duplication

8.2. Sustainability

A key aim of voluntary and community sector funding is the development of sustainable groups capable of delivering high quality services of social value.

Public bodies will:

- Offer longer-term funding whenever appropriate because this gives them a better return on their investment and aids stability
- Pay funding promptly in advance unless there are clear and publicly stated reasons for not doing so (including, for example, where contracts are to be funded on a 'payment by results' basis)
- Agree a timetable of actions to improve performance with the organisation before making a decision to end a financial relationship, if the organisation is encountering problems with delivering a service

The Voluntary Sector will:

- Estimate their costs as accurately as possible and not use a fixed percentage of a bid
- Submit bids on a full cost recovery basis
- Seek other funding sources to do more and have greater security
- Ensure robust governance arrangements so that organisations can best manage any risk associated with service delivery, financing models, including giving funders early notice of significant changes in circumstances
- Seek out opportunities to explore joint funding bids to maximise investment into the borough.
- Advise funders if voluntary sector organisations are facing funding difficulties

8.3. Funding Small Groups

Small, new and emerging groups operate at the grassroots. They are often highly knowledgeable in understanding local needs and knowing what will work, and are trusted by local people.

Public bodies will:

- Develop grants programmes for specific or continuous grassroots activity
- Encourage match funding
- Consider parcelling up contracts to give community groups a chance to tender for their neighbourhood
- Take account of specialist groups seeking to cater for low numbers

8.4. Other support

Some unfunded groups get in-kind support. Rent subsidies, use of equipment, officer expertise, training and transport are examples. There should be fair and open access to these resources, distributed effectively to maximise benefit.

Charitable business rates reductions should be taken up in full by all groups with premises because this achieves good local value.

Public bodies will:

- Encourage groups to take full advantage of discretionary rate relief
- Publish details annually of who gets what funding and in-kind support
- Keep groups informed on accommodation they can use. They will review voluntary sector premises-related issues and the scope for asset transfer and bulk purchasing wherever possible
- Review commissioning and tendering to ensure these reflect local benefit considerations, including through using the principles and practices of the Public Services (Social Value) Act

Funding local groups means an investment in the local economy and in local community skills and capacity. It means working with groups committed to Redbridge which know and represent their communities. Ensuring a level playing field for the voluntary sector is a Compact principle, and in line with the Public Services (Social Value) Act. It should not disadvantage the local private sector.

9. Resolving Compact disputes positively together

Public bodies and the voluntary and community sector have the right to raise concerns individually, collectively or through a representative organisation. Doing this protects relationships, accountability, and good practice. Disagreements about interpreting this Compact's requirements or scope can also be resolved by reference to the national Compact's content and mechanisms. Complaints about services or individuals are dealt with through the complaints procedures and not the Compact disputes procedure.

Disputes Procedure

A disputes procedure is irrelevant if not used and seen as effective. When things go wrong they should be put right together without attributing blame and with a timely and fair remedy.

Partners will:

Use the disputes procedure and ensure that raising issues informally or formally will not have negative future repercussions for groups
 Identify underlying issues and share learning to prevent recurrence.
 Deal with disputes and manage conflict when things go wrong. Issues will be put right jointly whenever possible, without attributing blame and with a timely and fair remedy

Stage 1	<i>Avoid it escalating</i> <i>Within 2 weeks</i>	Discuss the dispute informally between those directly concerned. If necessary, then meet with senior people. (If not resolved, proceed to stage 2)
Stage 2	<i>Refer to Champions</i> <i>Within 4 weeks</i>	The Compact Champions will set the timetable for both sides to submit a statement and meet with them or a representative panel to resolve the case. An independent adviser will be present if needed.

For further information please contact:

Edith Galliers – Head of Policy, Equalities and Communities, Strategy Directorate
London Borough of Redbridge Tel: 020 8708 2668, Email: edith.galliers@redbridge.gov.uk, or see the Council’s website: <http://www.redbridge.gov.uk>

Or

Jenny Ellis – Interim Chief Operating Officer, RedbridgeCVS (Redbridge Council for Voluntary Service) to receive a printed copy of the Compact. Tel: 020 3874 4143 or email jenny@redbridgecvs.net. A copy can be downloaded from <http://www.redbridgecvs.net/what-we-do/networks/compact>

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**Return to: London Borough of Redbridge
 Compact Lead Officer
 Strategy Directorate
 Lynton House
 225-259 High Road
 Ilford
 IG1 1NN**

Glossary

Commissioning	Commissioning is the systematic process of specifying; securing and monitoring services to meet identified and prioritised needs, including both immediate and anticipated needs.
Community involvement	Creating opportunities for dialogue and involvement in decision making
Compact	Outlines the relationships between public bodies and the voluntary and community sector, allowing them to work together more effectively to strengthen communities and improve people's lives.
Compact Champions	Senior officers nominated from the Council, Redbridge Clinical Commissioning Group, North East London Foundation Trust, Police, Fire, RedbridgeCVS (Redbridge Council for Voluntary Service) and the Redbridge Faith Forum. They will be responsible for investigating and dealing with any Compact breaches and resolving them fairly.
Compact commitments	Provides a framework to reflect on distinctive local issues and partnership agreement
Compact principles	Helps public bodies and the voluntary and community sector to work effectively in partnership
Consultation	Providing effective ways for local people, service users and stakeholders to understand and influence decisions and policies that affect them.
Co-production	Co-production is an important principle that involves residents, service users, carers voluntary and community sector groups and public bodies as equal partners in making decisions about future service delivery
Dispute	Misunderstanding or a disagreement between the partners
Full cost recovery	Organisations overhead costs are shared among different projects
Funding	Offers financial assistance to not-for-profit organisations for a specific project and requires some level of compliance and reporting
Independence	The voluntary and community sector have the right within the law to campaign, to comment on and to challenge government policy and to determine and manage their own affairs
Partners	Public sector organisations and lead voluntary and community sector groups
Partnership	Two or more parties that have agreed to work together in the pursuit of common goals
Protected Characteristic	The Equality Act October 2010, covers: age, disability, gender, reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex and sexual orientation
Public Sector Body	Public Bodies such as councils, police, fire, health services deliver important and essential public services and helps Government carry out some of its policies at arm's length from ministers.

Reserves	That part of a charity's unrestricted funds that is freely available to spend on any of the charity's purposes
Social Action	Individual or group behaviour that involves interaction with other individuals or groups, especially organised action toward social reform.
Social Value Act	The Public Services (Social Value) Act 2012 requires public bodies to actively consider additional "social value" when commissioning services above the EU procurement threshold (€200,000).
Small groups	A group of people having common goals or interests working together to achieve that goal.
Voluntary and community Sector, including faith sector	Voluntary and community sector organisations can take many forms. Some receive grants or provide services under contract with the public sector, whereas others operate with minimal finance that they generate themselves. All organisations within the sector embrace the concept of voluntary service and all seek to make a positive contribution and difference to community life and cohesion.
Volunteering	People giving time and commitment for the public good to contribute to a vibrant society

Appendix A: Public and Voluntary Sectors Partnership

Aims to develop effective working relationships between public organisations and voluntary and community sector groups operating in the Borough

Partnership members for 2018/19 were:

Council

Cllr Shamshia Ali, Cllr Helen Coomb, Cllr Sareena Sanger, Cllr Robin Turbefeild, Cllr Jamal Uddin

Substitutes: Cllr Linda Huggett, Cllr Anne Sachs, Cllr Dev Sharma

Voluntary Sector

Jon Abrams, Val Cummins, David Pomfret, Cathy Turland, Nigel Turner (Chair)

Substitute: Bushra Tahir

London Fire Brigade

Member: Jamie Jenkins

Substitute John Carpenter

Metropolitan Police

Member: Inspector Elise Gellatley

Substitute: Sgt Steve Valentine

NHS Redbridge

Member: Marie Price (Vice Chair)

Substitute: Tracy Welsh

NELFT

Member: Kevin Sole

Substitute: Bob Edwards

Officers:

Randal Smith (LBR)

Liz Pearce (RedbridgeCVS)