



TRAFFORD COMPACT

An agreement between statutory, voluntary and community sectors to build trust and improve working relationships for the benefit of our communities



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Executive Summary

The Trafford Compact is an agreed framework within which Trafford's statutory, voluntary and community organisations work together to improve their relationship for mutual advantage and for the benefit of all Trafford residents.

It is our shared commitment to improving the way we plan, design, deliver, review and improve our services to all Trafford residents.

The Trafford Compact has been written jointly by representatives from the statutory, voluntary and community sectors and is based on eight key principles:

- the voluntary and community sector's contribution to public life
- statutory, voluntary and community sectors working together in decision making
- the strength of working in partnership
- accountability within partnerships
- recognising individual priorities and duties outside partnerships
- open and honest communication
- resolving disputes in a constructive way, with mutual understanding and respect
- the importance of equality of opportunity for all people

The Compact sets out some detailed commitments and next steps for how each sector will support these principles, including those to:

- identify 'Compact champions' in all sectors and within the Trafford Partnership
- include voluntary and community sector engagement as a routine step in decision making
- raise awareness of the Compact and each other's sectors through shared training
- recognise work for the Compact as a core function and dedicate appropriate resources
- develop five new codes of practice in relation to:

funding and commissioning
volunteering and workforce development
voluntary and community sector engagement
community groups
black and minority ethnic groups

Endorsed by the Trafford Partnership and supported by a wide range of individual statutory, voluntary and community organisations, this Compact is a moral commitment to work together to common standards across all partnerships, whether formal, casual, voluntary or contractual.

Most importantly, it is a document that as partners, we can all use to make a real change. This Trafford Compact challenges current practice and champions a better way of working for the benefit of all our communities. Together we will make it happen.

Foreword

The Trafford Partnership is committed to improving public services, achieving sustainable economic growth, protecting and sustaining a high quality environment and ensuring that everyone has the opportunity to benefit from and contribute to an improving quality of life. An effective and equitable working partnership between statutory, voluntary and community sectors is key to achieving this ambition

In 2007, voluntary and community groups in Trafford worked with the Trafford Partnership to develop this Trafford Compact: a set of principles through which both sectors can develop and improve their working relationship.

This Compact is the framework for a relationship focused on making sustainable improvements in the quality of services for people who live, work, learn and relax in Trafford; a relationship which is less vulnerable to shifting priorities and funding sources, and more responsive to Trafford's organisational and cultural diversity.

It is a document that sets out not only what we want to achieve, but commitments on how we will do it, including how we will monitor and measure our impact and success.

Most importantly, it is a document that as partners, we can all use to make a real change. This Trafford Compact challenges current practice and champions a better way of working for the benefit of all our communities. Together we will make it happen.

Signatories:

David McNulty, Chief Executive, Trafford Council

Sheena Cumiskey, Chief Executive, Trafford Primary Care Trust

Angie Robinson, Chair, Trafford Partnership

Ralph Rudden, Vice Chair, Trafford Partnership

Christine Aspinall, Chair, VCAT (Voluntary and Community Action Trafford)

The Purpose of the Trafford Compact

The Trafford Compact is an agreed framework within which Trafford's statutory, voluntary and community organisations work together to improve their relationship for mutual advantage and for the benefit of all Trafford residents.

It is our shared commitment to improving the way we plan, design, deliver, review and improve our services to all Trafford residents.

The Compact embraces the principles of fair and effective funding and of meaningful consultation. It is a living document, affirming the positive relationship between all sectors of service provision and ensuring that the engagement of the voluntary and community sector is promoted and maximised on a continuous basis. It encompasses a shared commitment to building the capacity of the voluntary and community sector where necessary and to sharing and learning from best practice.

This Compact document has been drawn up by statutory, voluntary and community sector representatives from the Trafford Partnership. It builds on our previous Compact, which was signed by Trafford Council and the voluntary and community sector in 2002 and now extends to also include other statutory partners.

Endorsed by Trafford Partnership and supported by a wide range of individual statutory, voluntary and community organisations, this Compact is a moral commitment to work together to common standards across all partnerships, whether formal, casual, voluntary or contractual.



Picture credit: Blue Sci

The Story So Far

A national Compact on relations between Government and the Voluntary and Community Sector in England was published in 1998. In 2000, Voluntary and Community Action Trafford (VCAT) was established as the leading local voluntary and community sector infrastructure organisation and in 2001, the development of a local Compact for Trafford was identified as a priority issue.

The first Trafford Compact was developed by a steering group formed from grant aided organisations in Trafford, supported by the newly created Community Strategy Team in Trafford Council. This Compact was finalised and agreed between Trafford Council and the voluntary and community sector in late 2002.

Our first Compact contained a set of commitments and principles that gave a good starting point for improving relationships between the Council and the Voluntary and Community sector in Trafford. Unfortunately, the momentum to implement these commitments and principles was lost and there has been little progress that can be specifically attributed to the Compact.

That is not to say there has been no progress at all and five years on, the voluntary and community sector in Trafford looks considerably different. The range of services provided by voluntary organisations to Trafford's communities is vast: from care and support around health, to sport and leisure projects, to work with children and young people. VCAT's database of groups and organisations has grown from 200 to almost 500 since 2002 and we have seen an increasing number of networks and forums, like FASNET (for family support agencies), the 50+ Voice Network (for people over 50) and the Trafford Neighbourhood Partnership (for disadvantaged communities) bringing together voluntary groups and individuals from our local communities.

The statutory sector has also seen significant change and there are good examples of how it has set up its own forums and networks to work with the voluntary and community sector, such as Trafford's Care Services Partnership, a forum for council-funded organisations that provide support for carers, and the BME Service Improvement Partnership, which brings together organisations who provide health and social care services in black and minority ethnic communities.

What's more, a rejuvenated Trafford Partnership, through the Community Strategy and the developing Local Area Agreement, offers an opportunity to renew the commitment to developing a Compact that will significantly improve the everyday relationship between the voluntary and community sector and the statutory sector.

The key lesson from our previous experience is that a Compact commitment from the top of partner organisations has to be translated into understanding and awareness at every level, so that a changed way of working together becomes a reality.

Principles for the New Trafford Compact

The Trafford Compact has been written around eight key principles.

The voluntary and community sector's contribution to public life

The Trafford Partnership recognises that the local voluntary and community sector has an important role in helping it to achieve its objectives, and that the Trafford Partnership will play a positive role in supporting the work of local voluntary and community organisations and promoting volunteering. As independent, not-for-profit organisations, they bring distinctive value to society and fulfil a crucial role that is distinct from both the state and the market. In particular, they enable individuals to contribute to public life and the development of active communities by providing opportunities for voluntary action. The people of Trafford will gain from the two sectors working together, particularly in shaping and delivering responsive and high-quality public services.

Statutory, voluntary and community sectors working together in decision making

Voluntary action and community engagement are an essential part of an inclusive and democratic society. All sectors recognise the benefits of a two-way decision making process which includes Trafford's diverse voluntary and community sector. Statutory sector partners have an important role to play in seeking voluntary and community sector involvement in decision making and the voluntary and community sector has a role to play in sharing its knowledge and experience.

The strength of working in partnership

Partnership working adds value and helps to create shared aims and objectives. Together, we will make best use of situations where there can be added value from working in partnership. We will work towards equal partnership relations that recognise and understand the contribution, roles and constraints of the statutory and voluntary and community sectors.

Accountability within partnerships

All sectors acknowledge the need for integrity, objectivity, leadership and accountability to one another as partners, and to partnerships as a whole.

Individual priorities and duties outside partnerships

Individual statutory agencies and voluntary and community organisations have their own objectives, priorities and ways of working and are answerable to different stakeholders. Relationships between them as partners must acknowledge the respective responsibilities and accountabilities of the different agencies and organisations.

Open and honest communication

By signing up to the Compact, all parties concerned are agreeing to talk to each other in an open and transparent way, and more importantly listen to each other to find out what the community, and the individuals it comprises, really need.

Resolving disputes

The Trafford Compact signatories must be committed to resolving any disagreements or differences of interpretation about any provisions of the Trafford Compact in a constructive way, in a spirit of mutual understanding and respect.

Equal opportunities

All parties to the Compact acknowledge the importance of promoting equality of opportunity for all people, regardless of race, religion, age, disability, gender, sexual orientation, political beliefs or social background.



Picture credit: Pulling Together/AWAIT

Our Compact Commitments

All partners agree to:

- work together towards the goals of Trafford's Sustainable Community Strategy and Local Area Agreement.
- provide key people to form a Compact Group, to support the development, implementation and monitoring of the Compact.
- review the operation of the Trafford Compact quarterly and annually together with the Compact Group.
- endorse detailed codes of practice covering funding and commissioning, volunteering and workforce development, voluntary and community sector engagement, community groups, and black and minority ethnic groups.
- endorse a detailed communication strategy that includes best practice for sharing information between sectors.
- review their own procedures and timetables in the light of the codes of practice and communication strategy.

Statutory sector partners agree to:

- promote effective partnership working.
- ensure whenever possible that policy decisions and, in particular, their rationale are explained openly and transparently.
- proactively seek out specific voluntary and community groups that may hold experience or knowledge in a specific area of present or future policy development in order to inform decision making.
- recognise and support the independence of the voluntary and community sector, and its right to determine and manage its own affairs; this includes its right, within the law, to campaign, to comment on statutory policy, and to challenge those policies, irrespective of any funding or partnership relationship that might exist.

Voluntary and community sector partners agree to:

- promote effective working relationships with statutory agencies and recognise the unique role, duties and limitations of its statutory partners, including their duty to obtain best value for all public funds and to comment on and assess work that it funds in the voluntary and community sector.
- where appropriate and possible, ensure that service users, volunteers, members, supporters and staff are informed and consulted about the organisation's activities and policy positions and will reflect the views gathered through this consultation process when presenting a case to statutory agencies or responding to their consultations; voluntary and community sector agencies will respect the confidentiality of statutory agencies' information, when given access to it on that basis.
- maintain high standards of governance and conduct and meet reporting and accountability obligations to funders and service users; it will involve service users wherever possible in the development and management of activities and services.
- encourage the development of quality standards appropriate to the organisation, including promoting best practice and equality of opportunity in activities, employment, involvement of volunteers and service provision.
- update their stakeholders, including relevant statutory bodies and other agencies, on any major changes in their format or constitution.

Our Next Steps Together

We must all take ownership of these Compact principles and commitments in order to embed them firmly into the everyday culture of both the statutory and voluntary and community sectors. It is vitally important that together we maintain momentum to implement the Trafford Compact and over the next three years we will:

set up a Compact Group to oversee implementation and monitoring of the Compact; it will have a membership that is balanced and as representative as possible, drawn from across the sectors, and will report to the Trafford Partnership.

write an action plan (by March 2008) that will initially cover overall implementation and then include specific actions arising from the codes of practice as they are developed

develop Codes of Practice (in 2008) in relation to: funding and commissioning; volunteering and workforce development; voluntary and community sector engagement; community groups; and black and minority ethnic groups.

identify 'Compact champions' in all sectors and within the Trafford Partnership, which will include an Executive Council member for the Compact and the voluntary and community sector. VCAT will be the Compact champion within the Trafford Partnership.

include voluntary and community sector engagement as a routine step in decision making and include impact on voluntary and community sector in statutory sector formal reports; this recognises the value that effective engagement can add to decision making and will support the systematic integration of the Compact principles into everyday work.

raise awareness of the Compact and each other's sectors through shared training, particularly in those areas of the statutory, voluntary and community sector which are less engaged with the Compact way of working; this will include reciprocal training on each other's sector.

develop a communication strategy to ensure effective communication between the sectors and a co-ordinated approach to raise awareness of Compact.

recognise work for the Compact as a core function and dedicate appropriate resources; in order to achieve of the scale of real culture change set out in this Compact, significant commitment of (not necessarily new) resources is required both by the statutory, voluntary and community sectors.



Picture credit:
VCAT

Code of Practice outlines

In 2008, we will develop five separate codes of practice in relation to: funding and commissioning; volunteering and workforce development; voluntary and community sector engagement; community groups; and black and minority ethnic groups.

Here, we provide an outline of our reasons for developing these codes of practice and the main issues that each code will cover. These are not the complete codes of practice, but give a flavour for what each will include.

1. Funding and Commissioning

Securing funding is essential to an organisation's survival and success. Nationally 38% of the income of the voluntary and community sector comes from the public sector. In the last decade there has been a shift from a government which delivers services to a government which buys services from the private, voluntary and community sectors. This has driven a significant growth in state funding of the voluntary and community sector, and we are now seeing this more and more at a local level.

Funding and Commissioning in Trafford

Voluntary and community groups in Trafford are increasingly expected to work in a funding environment that is complex and competitive, where there is greater expectation for performance monitoring, cost and value.

The Trafford Partnership recognises that voluntary and community organisations can bring added value to funding and contract relations through the ability to lever in additional resources and the contributions made by committee members and volunteers.

Both the statutory and the voluntary and community sectors are realistic about the financial constraints within Trafford, in particular the lack of major external funding streams, which means we need to have a fresh approach.

What the funding and commissioning code of practice will include

This code of practice will seek to maximise the use of all local resources in both sectors to develop and support voluntary and community organisations through:

- auditing existing development and support functions across all partnerships
- agreeing plans for improved co-ordination and co-location as appropriate of development and support functions
- ensuring sufficient resources are available for voluntary and community sector infrastructure support and development, including capacity to support participation and delivery of Compact commitments

It will also seek to secure voluntary sector accountability, security and stability through development of:

- full cost recovery
- minimum three year funding
- consistent application of good practice in the use and administration of funds, assurance of quality and monitoring against agreed objectives/outcomes

This code will recommend statutory bodies identify their annual spend on voluntary and community sector in terms of grants, contracts for service delivery and provision of in-kind support. It will also recommend the development of a shared, public sector grant making and procurement strategy and a model process for handling funding issues, which is flexible to suit small, medium and large organisations.

This code of practice will take into account the changing policy context around commissioning and funding.



Picture credit: Trafford Carers Services Partnership

2. Volunteering and Workforce Development

This code concerns the development of the voluntary and community sector workforce, in terms of both paid and unpaid staff.

As the number of paid employees in the local voluntary and community sector has increased, so has interest in the role of the sector as an employer. Voluntary and community organisations are increasingly running with a combination of paid and unpaid staff and with this in mind, it is important that workforce development in the voluntary and community sector is inclusive of paid and unpaid staff alike.

The large number of part-time workers is a significant part of the voluntary sector paid workforce. This has implications for human resource management, both in terms of organisational and individual development. Furthermore, the increasing emphasis on the delivery of public services, the changing working patterns of the sector's employees and the increased professionalisation of the sector bring both challenges and opportunities.

Meanwhile, volunteers continue to make a large and varied contribution to community and individual life through their experience, skills and commitment. Volunteering is important in building community spirit and a sense of responsibility for one another.

Since there is no legal definition of what a 'volunteer' is, the word is used at different times to mean different things. For the purpose of this Compact, we have adopted the 1997 National Survey of Volunteering definition, that volunteering is: "any activity which involves spending time, unpaid, doing something which aims to benefit someone (individuals or groups) other than or in addition to close relatives or to benefit the environment".

Volunteering and workforce development in Trafford

Several thousand people are involved in voluntary and community organisations in Trafford as volunteers, committee members and paid staff. The context in which they work is increasingly complex in terms of legislation and funding and there are increasing demands from service users for high quality services. It is essential that we develop and support a vibrant and effective paid and unpaid workforce in Trafford.

The voluntary and community sector in Trafford is largely populated with small and medium sized organisations, which requires a more co-ordinated approach to volunteering and workforce development.

Whilst we recognise that many Trafford residents volunteer for local agencies already, we believe that there is the potential for many more people to volunteer. It is the aim of the Trafford Partnership to help to realise the potential growth of Trafford's volunteer workforce.

What the volunteering and workforce development code of practice will include

This code of practice will seek to create a skills framework that reflects the needs of Trafford's voluntary and community sector's paid and unpaid workforce.

It will recommend good practice in the use of volunteers, recognising the benefits and different ways volunteers can contribute to an organisation, and promote safe and effective ways to attract, develop and keep both paid and unpaid staff.

This code will develop a range of targeted volunteering initiatives, looking to recruit and support volunteers from across Trafford into a diverse range of opportunities.



Picture credit: Blue Sci

3. Voluntary and Community Sector Engagement

As a collection of independent, not for profit organisations, the voluntary and community sector brings distinctive value to society and fulfils a crucial role that is distinct from both the state and the market. The overall purpose of engagement with the voluntary and community sector is to ensure that the process of policy, strategy and service development makes best use of the knowledge, experience and expertise of voluntary and community organisations and the communities they serve.

Effective engagement is a two-way process built on mutual understanding, which forms part of regular and ongoing dialogue between statutory, voluntary and community sectors. Policies, strategies and services that are developed as a result of views expressed through engagement are more likely to succeed at the implementation stage.

Voluntary and Community Sector Engagement in Trafford

Voluntary and community organisations in Trafford have a valuable contribution to make in the planning and development of policies, strategies and services that affect them:

- as a total sector
- as deliverers of a particular service
- as a means for statutory partners to engage with the general public

There is some good practice that has developed since Trafford's first Compact was agreed. More and more, VCAT is invited to represent the voluntary and community sector within partnerships and work-groups. There is still work to do in terms of both statutory partners and VCAT taking responsibility for identifying a wider range of voluntary and community organisations to represent the sector, but that initial link has certainly grown in recent years.

Other examples of successful voluntary and community sector engagement include FASNET, a network of family support services; Sale Moor Community Partnership, which brings together local groups to give a coordinated approach to community development in Sale Moor; the 50+ Voice Network, which works with voluntary and community groups in order to engage local older people; and the Extra Care Housing development in Partington, in which local voluntary and community groups as well as local residents have been heavily involved.

But such a positive approach to engagement is ad hoc and often relies on the commitment of individuals, rather than organisations as a whole. This code of practice aims to overcome inconsistencies in relation to voluntary and community sector engagement and also complement the development of Trafford Partnership's wider Community Engagement Strategy.

What the voluntary and community sector engagement code of practice will include

This code of practice will make a commitment to voluntary and community sector engagement at a range of levels within the decision making process, referencing established participative models.

It will seek to provide a coordinated strategy for identifying and supporting voluntary and community sector representatives within Trafford Partnership structures and the structures of partnership members.

This code will also review existing mechanisms for voluntary and community sector engagement, including networks and forums, with a view to avoiding duplication and improving efficiency and effectiveness.



Picture credit: Age Concern Trafford

4. Community Groups

Although the principles and undertakings contained in the Trafford Compact apply across the voluntary and community sector as a whole, particular consideration needs to be given to the specific needs, interests and contribution of community organisations

The community sector ranges from small informal groups to large multi-purpose organisations and is very diverse, reflecting the range of different communities (of geography, of shared interest, or of shared identity) with which people associate themselves.

Community Groups in Trafford

The Trafford Partnership acknowledges the contribution that these organisations make towards society and to social inclusion and cohesion. The Trafford Community Strategy is committed to ensuring that, by 2021, Trafford will be a great place for everyone in all parts of the borough to live, learn, work, and relax. Community organisations are central to achieving this commitment.

However, community groups face a number of barriers to their growth and development, including:

- capacity of volunteers, in terms of numbers, their time commitment and their skills
- sustainability, since access to funding, resources and initiatives is often short-term and ad hoc
- communication and engagement between community groups and statutory agencies; these groups are often missed out in the process of local policy and service development and delivery
- knowledge and information, amongst community members and community groups
- a lack of accessible and affordable venues for meetings and activities
- variable levels of experience or capacity within statutory agencies to work in communities



Picture credit: Trafford Housing Trust

The statutory and mainstream voluntary sectors in Trafford both have a role in overcoming these barriers and others that are faced by community organisations.

What the community groups code of practice will include

This code of practice will recommend a number of undertakings to support the development, involvement and integration of community groups across Trafford.

It will seek to examine the ways that statutory and mainstream voluntary sector organisations can work with community groups to remove the barriers they face, and outline ways of ensuring that the skills and experience of community groups add value to policy and service development and delivery, particularly at the local level.

5. Black and Minority Ethnic Groups

Although the principles and undertakings contained in the Trafford Compact apply across the voluntary and community sector as a whole, particular consideration needs to be given to the specific needs, interests and contribution of black and minority ethnic voluntary and community organisations.

Their particular skills need to be further enhanced through capacity building to ensure their sustainability. This will help these organisations to develop and realise their potential to deliver services and provide a valuable resource to people from black and minority ethnic communities.

This part of the Compact will empower black and minority ethnic groups to develop a stronger voice to influence policy decisions that directly affect them. This supports statutory and voluntary sector organisations to deliver and develop effective services to meet the needs of the whole community.

Black and Minority Ethnic Groups in Trafford

Black and minority ethnic voluntary and community groups in Trafford play a vital part in improving the quality of life of their communities. They bring added value to society because they are firmly rooted within the communities they represent.

8.4% of Trafford residents are from black and minority ethnic communities. Over half of this black and minority ethnic population live in three of the borough's most disadvantaged wards in the north of Trafford (under 2001 ward boundaries), approaching the border we share with Manchester. The closeness of this border between local authority areas means that black and minority ethnic voluntary and community groups often need to maintain relationships with both Trafford and Manchester agencies.

Many black and minority ethnic groups have developed as a direct response to an identified need, either by individuals in the community or by statutory sector investigations. However, there are a number of barriers that limit the potential of black and minority ethnic groups to meet the needs of their communities, including access to funding, limited capacity and confidence, negative assumptions and poorly developed relationships with key local agencies.

There is some good practice work between statutory, voluntary and community sector agencies working in black and minority ethnic communities. The BME Service Improvement Partnership brings together health and social care organisations across sectors to share best practice and promote joint working. The Voice of BME brings together a range of black and minority ethnic groups, as well as members of the public, to act as a combined voice and represent the wider black and minority ethnic community.

However, many black and minority ethnic organisations still feel excluded from mainstream partnerships and initiatives, and so attention must be paid to ensure that these groups are actively welcomed into decision making partnerships.

The statutory and mainstream voluntary sectors in Trafford both have a role to play in working with the black and minority ethnic sector, so they can fully engage and participate in the development and implementation of local strategies, and effective service delivery.

Black and minority ethnic groups need to be supported, developed, consulted with and included.

What the black and minority ethnic voluntary groups code of practice will include

This code of practice will recommend a number of undertakings to support the development, involvement and integration of black and minority ethnic groups across both sectors.

It will seek to achieve a better understanding and awareness of the needs of black and minority ethnic communities and Trafford and promote volunteering opportunities to disadvantaged groups and individuals.



Picture credit: Trafford 50+ Partnership & Trafford Afro Caribbean Over 50s Group

Monitoring and Reviewing Our Progress

It is important that we monitor and review our progress against this Compact on a regular basis. We will do this quarterly, through the Compact Group and annually, through a survey of both sectors. We will use this information to publish an annual review of implementation focussing on eight main areas:

Awareness of the Compact

We will test the general awareness of the Compact across both sectors.

Integration of 'Compact culture' at all levels, especially at the front-line

We will test the extent to which knowledge and awareness of the Compact permeates throughout organisations in both sectors, especially at a front-line level.

Use of the Compact principles, regardless of levels of awareness

We will test the extent to which organisations within both sectors are working in a Compact way, regardless of how aware they are of the Compact document.

Usefulness of the Compact document in each sector

We will test how useful organisations in each sector find the Compact in working with one another.

Use and impact of the Codes of Practice

We will test the extent to which organisations in both sectors use the individual Compact Codes of Practice and what impact they have had.

Development of mutual understanding between sectors

We will test the extent to which organisations feel they have developed a better understanding and awareness of each other and each other's sectors.

Confidence in day-to-day relationship between sectors

We will test the levels of confidence in the day-to-day relationships between the sectors.

Development of trust between sectors

We will test the extent to which a feeling of trust has developed between the sectors.

We will also review and update this Compact document every three years. This will be based on in-depth and comprehensive feedback (through interviews and focus groups, for example) from the statutory, voluntary and community sectors.

Resolving Disagreement

The Trafford Compact is designed to bring the statutory, voluntary and community sectors together, to strengthen relationships so that dispute can be avoided. However, if a disagreement should arise, it should be raised and resolved through open dialogue between relevant parties.

Where this is not possible, any organisation wishing to raise a particular concern or complaint about a partner not following any of the commitments contained within this Compact should put the details in writing, either directly or via VCAT, to the agency concerned. The receiving agency undertakes to investigate and send an initial response within 15 working days.

If there is no resolution to a written complaint, it will be referred to a Compact Sub-Group (made up of two statutory sector representatives and two voluntary sector representatives), who will carry out an investigation and recommend a resolution.

Details of any complaints or concerns raised by any partners, together with resolutions and recommendations, will be included in the annual Compact review.

Pursuing the above process does not affect the rights of organisations to pursue complaints through other structured or legal channels.

Complaints about funding decisions will not be considered unless there is evidence that the agency did not follow the terms of the funding and commissioning code of practice in reaching their decision.

Final Note

This Compact will create a new approach to partnership between Trafford's statutory sector and voluntary and community sector. It is a vital tool that will enable relations to be carried out differently and better than before, so that together we can deliver the ambitions of the Trafford Partnership to improve the quality of life for everyone in Trafford.

This document is deliberately not exhaustive but, recognising the diversity of the voluntary and community sector and its activities, should be seen as a general framework and an enabling mechanism to enhance the relationship between the parties involved. It is a starting point for developing our partnership, based on shared values and mutual respect.

We will publish our first annual progress report during 2008. In the meantime, we look forward to working with all our statutory, voluntary and community sector partners in making this Trafford Compact a reality.

Membership of Compact Steering Group

Age Concern - Ann Marie Jones
Childrens Society - Rob Jackson
CYPS - Mandy Hughes
Family Contact Line - Jo Wood
NCH Young Carers – Ros Turnbull
Old Trafford Family Centre - Kathryn Murphy
Relate – Sue Parkes
St Johns Centre - Christine Aspinall
Sale Moor Youth Partnership - Jamie Rennie
Citizens Advice Trafford - Sue Martin
Trafford Council - Louise Cumberland
Trafford Council Commissioning - Linda Harper
Trafford Council Regeneration - Teresa Marriott
Trafford CVS - Barbara Bleeker
Trafford Federation of Tenants & Residents - Andy Roberts
Trafford Housing Trust - Roger Plunkett
Trafford Housing Trust / Trafford Federation of Tenants & Residents - Sharon White
Trafford Community Leisure Trust - Bernie Jones
Trafford Partnership - Ralph Rudden
Trafford Victim Support - Angela Stewart
Trafford Women's Aid – Marylin Ainsworth
VCAT - Colin Barson
VCAT - Bernie Connor
VCAT - Gill Fairclough
VCAT - Nicola Harwood
VCAT - Dave Nunns

Glossary

50+ Voice Network

The 50+ Voice Network is a place for people aged 50 and over in Trafford to regularly find out about and influence local issues directly with people from Trafford Council, local NHS and other providers of local services. It brings together both individuals and existing groups so that people aged 50+ have a combined voice in representing the interests and experiences of older people in Trafford.

BME/BEM

Black and Minority Ethnic, or, Black & Ethnic Minority is a generic term used to embrace the Black Ethnic Minorities in the community. Ethnic Minority being a person or group of people from a different culture, religion or language to the main one in a particular place.

BME Service Improvement Partnership

A meeting of community, voluntary, council and NHS service representatives who have a key interest in the development of services for older people from BME communities across the borough.

Capacity

All the resources available to an organisation, including people, money, equipment, expertise and information.

Capacity building

Shorthand for a wide range of support, techniques and initiatives which aim build the capacity of individuals or organisations within communities to contribute effectively to activities aimed at improving Trafford's communities. It can include training, advice or specialist expertise.

Care Services Partnership

A partnership meeting of all care services funded by Trafford Council to support people who are in a caring role.

Commissioning

It is the process by which organisations such as local authorities decide how to spend their money to get the best possible services for local people.

Community Development

Community Development is the process of developing active and sustainable communities based on social justice and mutual respect. It is about influencing power structures to remove the barriers that prevent people from participating in the issues that affect their lives. It results in the planning and implementation of projects that create improvements in the living standards of people in a particular community.

Community Engagement Strategy

The process of working collaboratively with and through groups of people affiliated by geographic proximity, special interest, or similar situations to address issues affecting the well being of those people.

Community Strategy/Community Plan

The plans which Local Strategic Partnerships (such as the Trafford Partnership) are now required to prepare for improving the economic, environmental and social well being of local areas and by which the councils are expected to co-ordinate the actions of the public, private voluntary and community organisations that operate locally.

Community Sector

The community sector is made up of groups of people who share either physical neighbourhoods or common understandings and interests. It is the community itself taking action to get things done. The community sector ranges from small informal community groups to large multi-purpose community organisations.

Compact

A term being used by the Government meaning reaching an agreement with the voluntary and community sector on a broad set of principles that will underpin the way every government department or agency will work with voluntary and community organisations. In Trafford, it is an agreement that sets out the vision and principles governing the working relationship between members of the Trafford Partnership and the voluntary and community sector.

Compact Group

Has been established to oversee implementation and monitoring of the Trafford Compact; it will have a membership that is balanced and as representative as possible, drawn from across the sectors, and will report to the Trafford Partnership.

Compact champions

These senior-level representatives have responsibility for overseeing the implementation of the Compact throughout the membership of the Trafford Partnership. VCAT will be the Compact champion within the Trafford Partnership.

Constitution

A written document that an organisation produces in order to define its membership and the way it will work.

Engagement

The terms 'consultation', 'involvement' and 'participation' are often used interchangeably with 'engagement.' In this document, the term 'engagement' covers a broad spectrum of activities ranging from groups as the passive recipients of information, through to the voluntary & community sector delivering public services.

FASNET

The Family Support Network for voluntary and community groups that work with children young people and families in Trafford.

Frontline Organisation

Voluntary & Community Organisations that work directly with the public, or particular target groups or communities.

Full cost recovery

The full cost of your organisation is the direct costs of all your projects and services plus all your overhead costs. Therefore, the full cost of each of your projects should be calculated from the direct costs of your project plus a relevant portion of overheads. Activities are costed to account for all expenditure associated with delivery

Governance

The act or process of managing an organisation - the set of powers, processes, and procedures guiding the strategic and key operational decisions of an organisation

Infrastructure organisation

A supporting organisation which strengthen the voluntary and community sector, build bridges with other sectors, and influence local and national policy.

Also see Voluntary and Community Infrastructure

Joined up working

When organisations such as councils, hospitals and the voluntary sector work together to identify and solve local problems. The government has pushed this idea as a means of closing the gaps between public services and improving overall performance.

Ladder of participation

This is one of a number of 'models' that show that engagement or participation can include a range of themes such as information sharing, market research, consultation, involvement, collaboration and empowerment.

Local Area Agreement

A negotiated agreement between Central Government and a local area it aims to give local authorities more flexibility in the way in which they set and meet targets and deliver public services. The agreement sets out priority issues for local action and what partners will deliver.

Local Authority

The body responsible for the administration of local government with a city, borough, county or district. In Trafford, the Local Authority is Trafford Council.

Not-for-profit organisation

A term used to describe a voluntary organisation which uses all of its surplus profit to advance its objectives and not to financially benefit its members. (nivca.co.uk)

Partnership / working in partnership

Drawing together of a number of separate groups or individuals, to achieve a shared objective / vision. The Partnership approach is regarded as more effective than individuals working separately in achieving area based improvements.

Procurement

Procurement is the full range of activities related to purchasing goods, services and works. Procurement can range from contracting for an entire service to purchasing small assets such as office equipment. The procurement process does not end at the commissioning or contract award stage, but spans the entire life cycle of the product or service from inception and design through to contract management and disposal of any redundant assets.

Public Sector

Organisations set up by law (statute) and publicly funded, e.g. local authorities and health authorities. Also known as the statutory sector.

Stakeholders

People or organisations with an interest an organisation or process. Includes internal stakeholders such as staff, volunteers, or management committee members, as well as external stakeholders such as users, funders and regulators.

Statutory Sector / Public Sector

Central and local government departments and local statutory agencies such as local authority, health trust and public sector services.

Tender

A Tender is a written bid outlining a supplier's desire, ability and plan of how to deliver a piece of work, service or supplies. Exact contents will be determined by the requirements outlined in the service specification and must demonstrate how a supplier will meet these requirements.

Tendering

Tendering is the process of bidding for, and negotiating a contract.

Trafford Neighbourhood Partnership

A network of voluntary and community groups that are active in Trafford's most deprived neighbourhoods.

Trafford Partnership (Local Strategic Partnership (LSP))

A partnership that involves the public, private, voluntary and community sectors working together to improve local services. Trafford's LSP is called the Trafford Partnership.

Vision

The ideal state a project or organisation wants the world to be in. What the world will look like if the project or organisation is successful in achieving its mission and aims.

Voluntary Sector

The voluntary sector is comprised of self-governing organisations that provide services because people have felt there to be a need. They are not required to do so by law. The Voluntary Sector relies heavily on the efforts of volunteers in carrying out its aims. Voluntary and Community sector. The voluntary/community sector includes charities, community organisations, housing associations, faith groups, sports groups, arts groups and environmental groups. These groups are independent, they define their aims and objectives and choose methods by which to achieve them. All voluntary and community organisations are within the scope of the Trafford Compact.

Voluntary and Community Infrastructure

The support structures in place at a local, regional and national level for voluntary and community organisations. Often called 'Second tier' or 'Umbrella' organisations, they support frontline Voluntary & Community Organisations.

Volunteer

Usually refers to a person who gives a portion of their time, or a period of time in a year, to an organisation as a worker or helper without payment. Voluntary & community organisations sometimes compensate for volunteers' travel and related expenses.

Workforce development

The process of developing the skills and knowledge of paid staff, volunteers and trustees and board members, underpinned by good management and good employment practice. It also includes work to attract new people to work in the sector so it can flourish and grow.

