

## The Highland Community Planning Partnership

### Chief Officers' Group – 26 March 2015

Agenda Item	7.
Report No	COG 09/15

#### Proposal for a revision and re-launch of the Highland Compact

Date: 17<sup>th</sup> March 2015

Author: M. Wylie

#### Summary:

This paper gives a brief outline of the current situation in relation to the Highland Compact and possible options for future activity in relation to it. Specifically it is asking for a collective view, on behalf of the public agencies in Highland, on the future of the Highland Compact. In order to support this you have the following documents attached in the appendix:

- i The Highland Compact
- ii The Highland Compact implementation plan (2011 – 12)
- iii Links to other resources including SG guidance and other Compact agreements in Scotland

#### 1. Background

##### 1.1 A third sector compact is:

*'...a written agreement which defines and manages the relationship between the voluntary sector and one or more public sector bodies.'*<sup>1</sup>

1.2 There are two levels of compact, a National Compact and a Local Compact. Neither are legally binding agreements but rather consider and express the shared objectives and aspirations. Details related to the implementation of a compact should not be in the compact agreement itself but are iterated in a related document called an implementation agreement.

1.3 The current Local Compact in Highland was agreed as part of a process started in 2008 and produced the most recent implementation agreement in 2011. *See appendix i and ii.*

1.4 The Local Compact is between the Highland Council, NHS Highland, Highland and Islands Enterprise and the third sector.

1.5 The Compact Partnership, who has responsibility for the implementation of the Compact actions, has not met since 2011 and the compact in Highlands is effectively inactive. As a result a decision should be made as to whether the Highland Compact should be revisited, revised and re-launched or if the Compact should be officially dispersed and an alternative framework for these discussions sought.

1.6 The Highland Compact could have the ability to provide a framework to support the process of representation of and in-depth dialogue with the sector and the incorporation of its experience and knowledge into the broader CPP work.

## 2. Considering the Compact

- 2.1 There are at least three possible routes forward at this stage. A full review of the need for a Compact in Highlands (2.2), a revision of the Compact based on a generally accepted view that the need for the Compact is sound (2.3) or a dialogue between the signatory members and the sector about disbanding the Compact formally (2.4).
- 2.2 If the Compact need is to be considered a short life working group could be established in the first instance to:

Consider the need for a third sector compact within Highland:

Initially a level of understanding around the current basis of relationships between public sector agencies and the third sector in Highland would be necessary. Secondly some scoping of the effectiveness of those relationships would also form part of a logical evidence gathering.

Some of the information and process adopted in the original compact development process may support and inform this activity but the political and legislative changes since then will require this to be undertaken afresh. While the TSI can support the majority of this work participation from within the sector and from public agencies would be necessary to help refine and evaluate the information gathered.

Consider the appropriateness of the current Highland Compact in addressing any identified needs:

A review of the current Highland Compact should then be conducted to determine whether it has the capacity to help address any issues identified in the first exercise.

Upon its completion of this activity the short life working group could then proceed on to undertake the activity outlined in 2.3. It is anticipated that this recommendation, in addition to being considered by the sector in a process to be determined by the working group, could present a paper to the CPP COG at the August meeting with the outline of their proposal.

- 2.3 Alternatively if there is a general consensus that the identification of the need for a Compact, as undertaken during the original development from 2008, is still sound then a review of the current compact may be undertaken directly without the broader consideration of the need for it. In that instance a new Compact Development Group could be established to:
- Identify and gather views of stakeholders around the current Highland Compact.
  - Agree a revised draft of the Compact for consultation with stakeholders
  - Oversee a consultation process.
  - Draft a final revision of the compact.
  - Oversight of the launch of the revised compact.
  - Advise on a process to develop the implementation agreement.
- 2.4 Finally there is the option to disband the Highland Compact altogether but this decision should be made in consultation and agreement with the third sector and the original public agency partners. Also clarification around how business potentially undertaken through a Compact process can be alternatively addressed should be obtained.

### **3. Short Life Working Group/Compact Development Group**

- 3.1 In the event that either 2.2 or 2.3 are undertaken and to a lesser extent 2.4, separately or successively, a development working group would need to be established. The membership of that group should maintain a balance between public agencies and the sector.
- 3.2 While not all public agencies within Highland may want to join a completed Compact they may wish to take part in the discussions at the initial stage.
- 3.3 All members should be able to contribute knowledge of each organisations interaction with the sector and should be able to support and potentially undertake small tasks in relation to the remit of the group. The TSI is able to undertake the majority of the consultative process as it relates to the sector but will require the support of group members in order to do this. The public agency representatives would be responsible for co-ordinating the input from their own agency.
- 3.4 An HTSI Director is offered to chair the group and the HTSI can also provide the administration as well as arranging the practical needs for the meetings.

### **4. Recommendation:**

The Community Planning Partnership, by virtue of its principle of joint working and collaborative approach, are asked to provide a view on behalf of the public agencies in Highland as to the route forward for the Highland Compact. They are also asked to consider the possibility of their agency involvement in any future development.

## Appendix i – The Highland Compact

The Highland Compact PDF can be downloaded [here](#) or through the website [http://highlandlife.net/community/the\\_highland\\_compact](http://highlandlife.net/community/the_highland_compact)



### THE HIGHLAND COMPACT: Introduction AN CÒRDADH GÀIDHEALACH: Ro-ràdh

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

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

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

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

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

<sup>1</sup> The Highland Council (THC), Highlands and Islands Enterprise (HIE), and NHS Highland (others may join). <sup>2</sup> Third sector is now the recognised name for the former Voluntary sector. It includes voluntary and community organisations, charities, social enterprises, cooperatives and mutuals.



## AIM

### AMAS

"To enable third and public sector partners across the Highlands to find effective ways of working together co-operatively toward the achievement of outcomes that will improve the quality of life of local people and communities. This will build on the high levels of voluntary activity in the Highlands to achieve a culture of mutual understanding, trust and confidence".

## COMPACT PRINCIPLES AND BEHAVIOURS

### PRIONNSABALAN AGUS MODHAN CORDAIDH

The consultation process has led to the development of a set of key PRINCIPLES and BEHAVIOURS that are essential to ensure the success of the Compact. These will govern how both sectors will operate and expect from each other.

### Respect and Value

#### Meas agus Luachan

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

**When I represent my organisation I will use these behaviours:**

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

### Partnership

#### Com-pàirteachas

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

**When I represent my organisation I will use these behaviours:**

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



**A Detailed Action Plan** has been developed to ensure the implementation of the Compact. This will be a living document which will be monitored and reviewed by the Compact Partnership.

This document can be accessed at [www.highlandlife.net/highlandcompact](http://www.highlandlife.net/highlandcompact)



## **Communication and Understanding**

### **Conaltradh agus Tuigse**

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

**When I represent my organisation I will use these behaviours:**

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

*All partners - organisations, employees and volunteers - will be committed to promoting equality and diversity as employers, commissioners and service providers.*

## **Equality**

### **Co-ionannachd**

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

**When I represent my organisation I will use these behaviours:**

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

## **Performance**

### **Coileanadh**

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

**When I represent my organisation I will use these behaviours:**

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







## Implementation/Action Plan

### Buileachadh/Plana-gnìomha

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

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

Following consultation, the key priorities of the plan are:

- Communication and Understanding
- Participation and Representation
- Resourcing Arrangements

The plan can be accessed at: [www.highlandlife.net/highlandcompact](http://www.highlandlife.net/highlandcompact)

To assist with implementing the Compact, Compact Champions will be appointed within public sector organisations and for the Third sector. These Champions will promote the Compact and help to embed it within everyday working practices.

## Monitoring

### Sgrùdadh

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

## Compact Mediation Approach

### Dòigh-obrach Eadar-mheadhain a' Chòrdaidh

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

Full details of the mediation approach can be found at [www.highlandlife.net/highlandcompact](http://www.highlandlife.net/highlandcompact)

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

## CONTACTS SEÒLAIDHEAN

To find out your organisational or local Compact Champion go to:  
[www.highlandlife.net/highlandcompact](http://www.highlandlife.net/highlandcompact)  
For further information on the Compact please contact:  
Highland Third Sector Forum: 01479 812100  
e-mail: [info@voluntaryactionhighland.org.uk](mailto:info@voluntaryactionhighland.org.uk)  
Policy and Performance Team, The Highland Council: 01463 702006  
e-mail: [policy6@highland.gov.uk](mailto:policy6@highland.gov.uk)





## COMPACT ACTION PLAN 2011-2012

This Compact Action Plan has been developed to ensure the implementation of the Compact. This will be a living document which will be monitored and reviewed by the Compact Partnership. Actions will be reviewed quarterly and when completed will be removed. Through annual review and consultation, other actions will be added to the Plan to ensure continuous improvement.

### Workstream 1: COMMUNICATION AND UNDERSTANDING

**Key Objectives for the Compact relating to Communication and Understanding area:**

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





Action	Indicator	Lead	Timescale	Outcome
An annual Compact event is held to act as a forum for discussion and ensure wider involvement in the Compact	Annual meeting is held	Compact Partnership	June annually (first 2011)	Annual meeting moved from February due to May elections and summer holidays
An annual report on progress of the Compact is published	Annual report is published	Compact Partnership	June annually (first 2011)	Publicising of the progress of the Compact action plan alongside.
Highland Life is utilised as a hub for Compact information	Number of documents placed on the Highland Life site – minutes etc.	Compact Partnership	Review – December 2011	One site for information related to the development and operation of the Highland Compact

## Workstream 1: COMMUNICATION AND UNDERSTANDING cont.

Action	Indicator	Lead	Timescale	Outcome
Identify and train Compact Champions within the public and third sector	Number of Compact Champions trained – at least maintain the number.	Compact Partnership	Reviewed quarterly	28 Champions across the sectors identified as at August 2011
Wider cross agency development and understanding	The Highland Third Sector Partnership (Interface) has arrangements for joint training on wider issues in its Business Plan. This will be tracked for one year and assess where gaps remain.	VAH	Review November 2012	
When undertaking consultation, Partners will aim to undertake a standard twelve week consultation	Number of consultations where the 12 week standard has not been applied, as reported to the Compact Partnership	All	Review Quarterly	Working group reviews- action standing.
Develop an awareness raising plan for the Compact across the sectors	Plan developed and actioned	Compact Partnership	Review Quarterly	Partners to ensure that link to Compact on their sites, champions to be surveyed for their opinions on progress and to be asked to disseminate more

				widely to their networks.  Poster developed and disseminated to highlight organisational commitment
--	--	--	--	---



## Workstream 2: PARTICIPATION AND REPRESENTATION

### Key Objectives for the Compact relating to Participation and Representation are:

- *There is clear representation within the Third Sector*
- *The Third Sector has a greater influence in Community Planning*
- *There is closer joint working between the sectors*

Action	Indicator	Lead	Timescale	Outcome
The Compact Partnership will continue to meet and operate as part of the Community Planning Process	Group meets on a quarterly basis	Compact Partnership	Meets quarterly	Permanent action
Increase participation in Compact related discussion	<ul style="list-style-type: none"> <li>• Increase the number of visits to the Compact pages on Highland Life</li> <li>• Increase the number of individuals participating in the on-line forum</li> </ul>	Compact Partnership	Reviewed quarterly	<ul style="list-style-type: none"> <li>• Baseline figure for Highland Life Compact website visits, April 2010 to March 2011 of 1042. Hosting company EMC to track <a href="#">homepage</a> visits</li> <li>• Visits to 3<sup>rd</sup> sector page – VAH blog</li> </ul>
Map current community planning groups and their third sector membership	Report to Compact Partnership	Third Sector Forum	Complete – information held with VAH	Fuller understanding of third sector membership on community planning groups

Increase participation in the Compact from Public sector bodies who engage with the Third sector	Increase the number of public bodies signed up to the Compact	Compact Partnership – VAH lead	Reviewed Quarterly	Greater participation from the Public sector

## Workstream 3: RESOURCING ARRANGEMENTS

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

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

Action	Indicator	Lead	Timescale	Outcome
<b>General Funding</b>				
Develop a consistent approach across the public sector to assessment, evaluation, monitoring and reporting (short life working group)	Report from Short Life Working Group	Public sector partners	Complete	Greater understanding and awareness by Third Sector organisations of resourcing arrangements, monitoring, evaluation and reporting
<b>Tendering</b>				
Promote the tendering process across the third sector	Link to Public Contracts Scotland website on the Highland Life	Public sector partners	Complete	Link to <a href="#">Public Contracts page</a>

	website			
	Number of awareness raising roadshows undertaken	Public sector partners	Reviewed Quarterly	10 awareness raising road shows held in each of the last 2 years, with road shows held for the last 4. Business gateway now carrying out - to liaise to ensure Third Sector inclusion.
	Tendering opportunities included within the Third sector bulletin	Third Sector Forum	Reviewed Quarterly	
<b>Grant Funding</b>				
Develop a single application process for grant funding	A standard application form and guidance for all grant funding is available and is also accessible on-line	Public sector partners	Complete	Single grants process in place – action complete with review underway
Raise awareness across the Third sector of the account management process for organisations trading as Social Enterprises		Highlands and Islands Enterprise	Complete	Improve knowledge and understanding
Cascade the information regarding grant process to third sector organisations		Highland Third Sector Partnership	Complete	Improve knowledge and understanding



### **Appendix iii - Links to other resources including SG guidance and other Compact agreements in Scotland**

1. The Scottish Government produced [guidance on the development of compacts](#) in 2006. You can also access this through this weblink <http://www.gov.scot/Publications/2006/03/28122657/8>
2. Edinburgh Compact agreement - <http://www.edinburghcompact.org.uk/our-purposes/compact-strategy/>
3. Scottish Borders Compact agreement - <http://onlineborders.org.uk/sites/default/files/thebridge/files/New%20Ways%20Compact%20%283%29.pdf>

---

<sup>i</sup> *Guidance on developing compacts*, Scottish Government (2006)