Improving relationships, decision making, services and outcomes.
Table of contents

Foreword

1. Introduction ................................................................. 01
2. Shared vision and principles .......................................... 03
3. Consultation code of practice ......................................... 07
4. Funding and procurement code of practice ....................... 10
5. Community groups code of practice ............................... 15
6. Volunteering code of practice ......................................... 18
7. Communication code of practice .................................... 21
8. Equalities and human rights code of practice .................. 24
9. Governance code of practice .......................................... 29
10. Implementation and review ........................................... 39
11. Resolving disagreements ............................................. 40

Appendix one – Newham Compact action plan ...................... 41
Appendix two – Compact implementation group .................. 45
Appendix three – Compact implementation group representative role description and person specification ............ 46
Appendix four – Compact implementation group terms of reference .......................................................... 47
Appendix five – Definitions ................................................. 49

Newham Compact sign up form .......................................... 52
Newham Compact feedback form ........................................ 53
Foreword

On behalf of Newham Council, Newham Primary Care Trust, Newham University Hospital Trust, Metropolitan Police Service, Newham and Newham’s voluntary, community and faith sectors, we welcome the agreement set out in the Newham Compact.

This agreement embodies many months of discussion within the Newham Compact working group and incorporates the results of consultation with the voluntary, community, faith and statutory sectors. We believe that the resulting agreement provides a robust framework to guide effective working between the voluntary, community, faith and statutory sectors in Newham. We also believe that it reflects a real commitment to continuously improve the way we work in partnership so that we can increase the benefits and positive impacts for the residents that we jointly serve.

The Newham Compact working group will continue to ensure the effective implementation, development, monitoring and evaluation of this compact and its codes of practice so that they bring about a long lasting change and improvement for both sectors and the communities they serve.

Sir Robin Wales
Newham Council
Mayor of Newham

Sarah Ruiz
Newham Voluntary Sector Consortium Director

Marie Gabriel
Newham NHS Chair, Newham PCT

Nick Bracken
Metropolitan Police Service, Newham Borough Commander
1. Introduction

There are more than 1,000 voluntary, faith and community groups in Newham. All of these groups interact with Newham Council, Newham Primary Care Trust, Newham University Hospital Trust and the Metropolitan Police Service, Newham in many different ways, with the joint aim of ensuring that the needs and aspirations of their service users and their own organisational objectives are better met. This interaction can be as:

- A provider of funds;
- Grant-aided purchaser;
- Contractor;
- Advocate;
- Provider of statutory services; or
- Partners in the planning, delivery and monitoring of services.

In Newham, as in other parts of the country, there is a commitment to ensure that this interaction improves, leading to an increase in the resulting benefits and opportunities. The development of the Newham Compact is the first step in actively pursuing this commitment by producing and agreeing a framework that will enhance and govern the working relationship between sectors and is an essential ingredient in the delivery of Newham’s community plan.

The compact is an evolving document that will be actively monitored and developed over time. It is to be used, not shelved, and is a document that can be referred to and used to guide our joint working so that we meet both its spirit and its intent. We therefore urge you to use the compact within your organisations. Statutory sector and second-tier voluntary organisations will need to ensure they nominate champions to promote this compact, whilst smaller organisations will need to share it with their management committees and within their networks.

The Newham Compact has been developed by representatives from:

- Newham Council;
- Newham Primary Care Trust;
- Newham University Hospital Trust;
- Metropolitan Police Service, Newham; and
- The voluntary, community and faith groups in Newham.

The compact draws on national and other borough examples of best practice, is based on our own experience of successful joint working in Newham and integrates the result of consultation with both sectors. It has key and explicit links (amongst others) to:

- The Newham community plan;
- ChangeUp;
- The civic partnership;
- Scrutiny and independent audit arrangements;
- Corporate planning procedures;
- Equality legislation; and
- Local area agreements.

The Newham Compact has a prevailing authority in ensuring transparent, co-operative and effective relationships between the sectors and its own effectiveness will be judged against its ability to deliver this authority successfully.

The compact begins with our shared vision for joint working and the shared principles that underpin our work. This is followed by our first seven codes of practice that act as practical guidelines to ensure that our shared principles become reality.
The difficulty of reaching consensus between all groups involved is recognised and it is important that you feed back your comments to the Newham Compact working group as the compact will be reviewed annually. Comments can be sent to:

Sarah Ruiz  
Newham Voluntary Sector Consortium  
Burford Business Centre  
11 Burford Road  
Stratford E15 2ST  
Email: sarah@nvsc.org.uk  
Telephone: 020 8519 9500

Or

Tom Connor  
Adults, Culture and Community  
292 Barking Road  
East Ham E6 3BA  
Email: tom.connor@newham.gov.uk  
Telephone: 020 8430 3609

Abbreviations

For ease of reading the remainder of this document refers to:

- The voluntary, community and faith sector with the initials VCFS and
- The Newham Council, Newham Primary Care Trust, Newham University Hospital Trust and Metropolitan Police Service, Newham as the statutory sector.
2. Shared vision and principles

Shared vision

“To measurably strengthen partnership working between the statutory and VCFS in Newham, through an agreement that promotes mutual respect, trust and benefit; facilitates collective decision making and responsibility and which endorses transparency and accountability, resulting in improved services and outcomes for local people and supporting the achievement of the 2010 vision.”

Shared principles

The shared principles that underpin the Newham Compact are set out below.

1. We recognise that Newham is an exciting and diverse borough of growing international significance and a place where people will choose to live and work. All parties to this agreement take pride in our borough and are committed to serving its community with the core purpose of improving the quality of life of our residents and working with them to promote and support confident, resilient, cohesive and sustainable communities.

2. We recognise that voluntary action is a community defined response to a community defined need and is an essential part of a healthy and democratic society. We therefore support the development of strong, independent and diverse VCFS.

3. We recognise that the statutory sector and the VCFS has differing but complementary roles in the development and delivery of services and policy. Also recognising the need for both sectors to strive for excellence, equality, objectivity, openness, honesty, accountability and leadership.

4. We embrace the added value that comes from working in partnership towards common objectives and the opportunity to follow a set of agreed guidelines that will help to make the work of the sectors more effective. Also accepting mutual responsibility for the success of the compact and to ensure that it is regularly monitored and independently evaluated.

5. We will work together to value diversity, uphold human rights, ensure equality of access and opportunity and overcome discrimination and prejudice.

6. We are committed to maintaining an open channel of communication and by respecting all participating organisations, taking account of their opinions, pursuing mutual benefit and promoting the benefits of our partnership working. We will build trust by ensuring transparency of processes, an openness of approach, equal access to information and by maintaining and promoting honesty and integrity between parties.
7. We will seek to achieve continuous improvement by undertaking annual reviews, encouraging comments and amendments to this agreement and learning from disagreements and disputes.

8. We will undertake meaningful consultation and enable the active participation of all communities. This will add value, build relationships and understanding, improve policy and enhance the design, provision and evaluation of services, projects and programmes.

9. We will seek to support the participation of all Newham’s communities in shaping the decisions that affect their lives. This will be achieved through identifying the training, support, outreach and resources necessary to ensure informed and effective participation and feedback.

10. We acknowledge the differing roles, resources and access to power and influence of the various partners to the compact.

11. We recognise the VCFS role, within the law, to campaign for change and challenge policy that affects their organisation and beneficiaries. We will seek to use this recognition and appropriate methods to keep our communication ongoing on behalf of the communities that they represent.

12. We will value the distinct contribution made by volunteers and VCFS organisations that further equality and reflect the diversity of Newham. We recognise that this distinct contribution results in a fairer and more democratic society, assists in the strengthening and building of resilient, cohesive, sustainable communities and the tackling of racism, discrimination and promotion of equality. We are committed to supporting effective and fair volunteering and the requisite capacity building and engagement of VCFS organisations that further equality and reflect the diversity of Newham.

13. We will maintain and use this compact to develop our ability to uphold the government’s good governance standard for public services. This standard is intended for use by all organisations and partnerships that work for the public using public money. Statutory organisations must adhere to the standard and it has been recognised as good practice by national VCFS organisations. The six principles that will drive the governance of our organisations are:

• Focusing on the organisation’s purpose and on outcomes for citizens and service users;
• Performing effectively in clearly defined functions and roles;
• Promoting values for the whole organisation and demonstrating the values of good governance through behaviour;
• Taking informed, transparent decisions and managing risk;
• Developing the capacity and capability of the governing body to be effective;
• Engaging stakeholders and making accountability real.
Consultation

The statutory sector recognises the need to undertake meaningful consultation which builds participation and trust and this will be achieved through:

- Involving VCFS early in the construction of proposals and the designing of appropriate methods for consultation;
- Ensuring reasonable timescales for responses and considering the need to provide resources for consultation on a case-by-case basis;
- Taking account of the specific needs of differing communities and promoting equality of access;
- Respecting confidentiality of information provided by the VCFS, within the constraints of the law and the proper performance of public duties, when given access on that basis;
- Using the principles and mechanisms within the compact to help assess new policies and plans for their impact on the VCFS.

The VCFS recognises the need to support the statutory sector in undertaking meaningful consultation that builds participation and trust and will provide support by:

- Ensuring service users, members and supporters are informed about and are able to participate in consultation;
- Providing clarity on which part of the community responses are prepared on behalf of and ensuring that the responses provided are accurate and objective;
- Respecting the confidentiality of statutory sector information, within the constraints of law and the proper performance of their organisational objectives, when it is provided on that basis.

Funding

The statutory sector acknowledges the importance of the financial relationship between itself and the VCFS and seeks to ensure this relationship is effective through:

- Consulting the VCFS on funding programmes, commissioning strategies and contracting proposals;
- Making the funding or contracting process as simple as possible;
- Making funding payments on time, providing long term funding where appropriate and seeking to provide full cost funding;
- Investing in the infrastructure of the VCFS;
- Allocating resources against clear and consistent criteria and having transparent arrangements for agreeing and evaluating the objectives against which funding success will be assessed;
- Developing common and transparent monitoring arrangements, proportionate to the amount of funding/contract provided.

The VCFS acknowledges the legitimate right of the statutory sector to ensure that public money is spent appropriately and accordingly will:

- Maintain high standards of governance and implement effective employment procedures, service delivery systems, quality and performance standards, and monitoring and reporting structures;
- Meet legal and accountability requirements;
- Involve service users in the planning, development, management and monitoring of services, projects and organisations.
Joint working

Both the statutory sector and VCFS are committed to effective joint working and will do so by:

• Ensuring open and respectful two-way communication;
• Training and developing employees so that they are better able to participate in joint work and thus maximising opportunities for joint training;
• Ensuring that any organisation will explain why, if it is unable to meet all the standards and requirements set out in this compact or the associated codes of practice;
• Acknowledging each partner’s contribution and promoting best practice;
• Being explicit about the needs they want to meet and the methods chosen to meet them;
• Collaborating to ensure effective use of resources, avoiding duplication and confusion for service users and working together to identify and obtain resources needed by different partners to improve the quality of life in the borough;
• Working towards a clear set of standards for evaluating the effectiveness of the work carried out, ensuring that these standards focus on specific measurable outcomes that can be used to judge the success of this compact and monitoring and evaluating these regularly;
• Agreeing transparent systems for appointing members to the compact working group, ensuring effective feedback and promoting and communicating the principles of the compact within organisations and across all sectors so that it becomes a live document;
• Resolving disagreements and disputes effectively and swiftly.
3. Consultation code of practice

Introduction

The consultation code of practice aims to improve the way in which the statutory sector consults and evaluates the policies, strategy and decisions that will have an impact on the VCFS or the communities that they serve. Effective consultation enables others to contribute, reflects the statutory sector’s commitment to openness and accountability and leads to a more robust and realistic policy that better reflects people’s needs and aspirations. It is essential in helping to plan, prioritise and deliver better services and to identify problems and their solutions at an early stage. It is integral to developing the joint working embodied within the Newham Compact.

By improving the consultation process, the statutory sector and VCFS will be better able to ensure that a range of experiences and impacts on different groups within the community will inform policy. They will also be better able to ensure that those directly affected can influence the decisions that impact on their lives and participate in designing and evaluating the responses to their own identified needs. The VCFS are best able to bring to bear their consultation expertise and representative role when given adequate time to consult with the people and the causes that they represent.
The statutory sector in Newham undertakes to:

1. Consult the VCFS on issues that are likely to affect it, its service users or an interest area that it represents, particularly where the issue is likely to have a direct impact on the VCFS itself.

2. Be clear about the purpose of the consultation being undertaken and seek advice from the VCFS on how they may be best consulted.

3. Ensure that consultation is built into plans and procedures for designing and developing policies, services and regeneration, neighbourhood renewal and community development programmes.

4. Ensure that consultation begins at an early stage, subject to urgency, confidentiality and sensitivity, so that the VCFS can be involved, prior to consultation, in the development of proposals and effective consultation methods. A best practice period of 12 weeks for written consultation should be sought as standard, with reasons provided when a shorter time scale is required, particularly when timescales are outside the control of statutory providers.

5. Be sensitive, on a case-by-case basis, to any additional resource implications for the sector, when consultation is undertaken.

6. Understand the need for all partners to implement best practice and undertake different methods of consultation in order to enable all communities to contribute. This includes giving notice of consultation, providing information in accessible formats, taking consultation events to the communities that are likely to be most affected and ensuring effective arrangements for feedback.

7. Prepare consultation documents that are concise, easy to understand and tailored to the intended audience or to commission second-tier voluntary organisations to provide such documents on their behalf.

8. Take account of the needs of specific parts of the sector including women, diverse communities, disabled people and vulnerable groups when designing and agreeing specific consultation mechanisms.

9. Recognise the expertise and proven networks of local second-tier organisations in delivering consultation on behalf of the statutory sector.

10. Carefully analyse the results of consultation exercises, ensuring the provision of feedback on the impact of the consultation on final proposals or policies and provide this feedback within an appropriate and agreed time scale.

11. Ensure that the compact and this code of practice are taken into account within organisational planning, performance review and independent inspection arrangements. Also to develop an approach for assessing new policies and procedures that identify the possible impacts on and contribution of VCFS in their delivery.

12. Respect the confidentiality of information provided by the VCFS within the law and the proper performance of public duties, when given on that basis.

13. Evaluate the effectiveness of consultation with the VCFS to ensure the building and dissemination of best practice and to develop consultation performance indicators.
The VCFS in Newham undertakes to:

1. Use its network to encourage participation in statutory sector consultation and to co-operate with each other through second-tier organisations and other forums and networks.

2. Be clear and open about which part of the community each organisation is representing and demonstrating this representation by stating which groups have been involved, the causes and communities they represent and how they have planned and involved these communities in consultation.

3. Consult service users, volunteers, members and supporters wherever possible directly or, if this is not possible due to urgency or sensitivity, ensure that they are responding objectively, based on their experience of working with the groups concerned.

4. Prepare consultation documents that are, where appropriate, concise, easy to understand and tailored to the intended audience.

5. Be well informed on different methods of consultation and to give careful thought to choosing and advising on the right methods depending on audience, subject matter and time scales.

6. Take account of the needs of specific parts of the sector including women, black and minority ethnic communities, disabled people and vulnerable groups when designing and agreeing specific consultation mechanisms.

7. Recognise the expertise and proven networks of local second-tier organisations in delivering consultation on behalf of the statutory sector.

8. Ensure accuracy and objectivity in the preparation of consultation feedback for the statutory sector.

9. Ensure feedback on the impact of consultation on proposals and policies and to provide this feedback within appropriate and agreed time scales.

10. Respect the confidentiality of statutory sector information within the law and the proper performance of organisational objectives, when given access on that basis.

11. Ensure regard for the relevant governance and regulatory framework for their organisations as set out in their governance documents, Charity Commission guidance, etc.

12. Ensure that consultation or representational performance is regularly monitored within their organisations.

13. Promote good practice in consultation and in the case of second-tier organisations to provide guidance on effective representation and consultation for the VCFS.
4. Funding and procurement code of practice

Introduction

The funding and procurement code of practice seeks to ensure the best possible outcomes from the financial relationship between the VCFS and the statutory sector and includes both funding and contractual relationships.

This code of practice seeks to ensure that the primary focus of the financial relationship is on the outcomes that will determine success. Such outcomes are best achieved through a simple process that is consistent, transparent, co-ordinated and ensures accountability.

Timeliness in this relationship is important as is discussion and dialogue and an understanding of each others’ requirements and accountabilities.

In Newham there is a move towards commissioning the voluntary sector to deliver services that assist the statutory sector to meet service and civic partnership objectives and priorities. This is already the case with social care funding and contracting. There is also a move towards a longer term contractual relationship that requires the VCFS to compete for funding through a tendering process and to negotiate service agreements. This is a new experience for many VCFS organisations in Newham and the statutory and second-tier organisations need to work in partnership in order to build the capacity of the VCFS to compete effectively.
The statutory sector in Newham undertakes to:

1. Provide opportunities for the VCFS to be involved in the design of funding programmes and priorities so that VCFS organisations are best able to make use of their skills and capabilities and can readily meet the requirements of fund providers. Also ensure regular review of funding and contracting programmes to take account of new and emerging needs and organisational priorities.

2. Be clear and consistent about the aims and expectations of funding or contracting opportunities so that the VCFS can be assured that they are realistic, defined and deliverable.

3. Provide a range of funding or contracting opportunities aimed at developing a diverse VCFS and permitting smaller organisations to compete including:
   - Project funding for a specific service or activity;
   - Development funding to build capacity or develop a new service;
   - Tendering for consultancy opportunities; and
   - Strategic funding for work of tactical importance that will enable the meeting of statutory requirements and the strengthening of the VCFS.

4. Ensure that funding enables the development and strengthening of the VCFS to deliver services and to commit to commissioning and contracting locally wherever local VCFS organisations have the expertise and capacity to deliver.

5. Give fair access to funding and procurement opportunities by promoting them widely, with the assistance of second-tier organisations and by providing:
   - A long lead in time to enable the delivery of support to those VCFS organisations wishing to apply or tender; and
   - The development of partnerships and the brokering of sub-contracting relationships.

6. Make each funding and contracting process as simple as possible and appropriate to the amount of money available by publishing clear standards, expectations, procedures and time scales so that organisations can make informed decisions about whether to apply.

7. Seek to develop common forms and procedures amongst the statutory sector and to provide information and the application process in different formats including Microsoft Word and PDF online and to ensure that applicants are kept informed of progress.

8. Only request information on the application and tender forms that is relevant to a decision on who will receive funding or be awarded a contract. Also to base awarding decisions only on who will provide the highest quality of service at the best value for money.

8. Respect the independence of the VCFS and its right to campaign, within the law, irrespective of financial relationships.

10. Ensure that funding for providing a service under a contract or service agreement reflects an understanding of the full cost of delivery including any part of the overhead costs associated with providing a particular service.
11. Move to a more stable and longer term funding relationship of three years, where possible, in order to help local organisations with their planning and sustainability.

12. Be aware and advise of the financial and other risks that may be involved in the formal agreements surrounding financial relationships and advising on how these may be minimised.

13. Provide clear and justifiable reasons why an organisation has not been funded or contracted to deliver a particular service.

14. Provide adequate notification of funding decisions, preferably three months before the intended start of services, to allow organisations to start up or wind down projects.

15. Provide payment in advance, where appropriate and on time.

16. Ensure that the terms of agreements are fully explained and agreed, including expected standards of service and monitoring requirements, the actions to be taken if an organisation is failing to deliver and how changes to the method of delivery or agreement can be negotiated.

17. To work with other statutory agencies to develop funding and contractual arrangements with the VCFS that are common, consistent and linked to the required outcomes. This includes the use of clear and consistent monitoring arrangements that are co-ordinated between statutory agencies, appropriate to the size of grant or contract, relevant to the service purchased and easy to implement. Also identifying a named and experienced monitoring, link, or contracting officer to enable the building of funding relationships and ease of contact.

18. Consult in good time on any significant changes to funding arrangements, processes or agreements.

19. Ensure accountability for expenditure of public funds and further commitment to an open and transparent process by reporting on the performance of organisations against the contracts and grants they hold with the statutory sector and to report on the performance of statutory organisations in providing such grant aid and contracts.

20. Provide at least three months notice of the end of grants or contracts in order to enable the VFCS to fulfil its role as good employers and to prepare other applications or tenders, with reasons provided as to why the funding or contractual agreement has come to an end and with an opportunity for the organisation to respond.

21. Provide clear expectations, support and opportunities for failing VCFS organisations to improve performance. Where the organisation is unable to improve, withdrawal of funding or termination of contract is legitimate and alternative arrangements to meet the outcomes should be sought.
The VCFS in Newham undertakes to:

1. Respect confidentiality, constructively contribute to the design of funding and contracting programmes and be clear about whom they represent and how opinions were arrived at.

2. Assist in the promotion of funding and contracting opportunities and specifically for second-tier organisations to support VCFS organisations in applying or tendering and participating in partnerships, networks and sub-contracting arrangements. To consider holding key statutory documents in an accessible information bank on behalf of their VCFS members in order to avoid the need for repeat copying and submission.

3. Ensure that VCFS organisations understand the process, requirements, timescales and their own eligibility when applying for funding or tendering for a contract.

4. Ensure that applications or tender submissions from VCFS organisations are realistic in reflecting their abilities to deliver services for local people, designed to meet their communities’ individual needs and with properly allocated costs.

5. Maintain high standards of governance and have clear lines of accountability, particularly when submitting partnership applications or tenders.

6. Ensure that VCFS organisations understand the terms of funding or contractual agreements and understand and minimise associated risks.

7. Ensure effective management arrangements and procedures are in place, in particular clear employment and volunteering procedures and the adoption of policies and practices that ensure equality of opportunity.

8. Have good systems in place for managing finances, service delivery and performance monitoring and for meeting accountability responsibilities to fund providers, service users and other stakeholders, including the development and implementation of relevant performance and quality assurance standards.

9. Record outputs and outcomes effectively and transparently and report these in line with provider of funds' requirements for honesty.

10. Acknowledge publicly and appropriately any funding or contractual relationships.

11. Work in partnership with the statutory sector and other VCFS organisations in order to improve and increase the level and quality of services available to Newham residents.

12. Network and share knowledge and resources with other VCFS organisations in order to pursue common objectives and make the best use of second-tier organisations.

13. Plan in good time for alternative situations to reduce the potential negative impact on beneficiaries and VCFS organisations themselves, if funding or the contractual relationship ends.

14. Recognise that funding or the contractual relationship may come to an end if VCFS organisations do not perform to agreed standards.
15. Share with the statutory sector the reasons for any under performance and to discuss and agree steps to rectify the situation.

16. Aim to provide the statutory sector with three months notice, if services are to be wound down.

17. Recognise that the statutory sector has a duty to balance policy, service and budgetary priorities in a way that meets the needs of all Newham residents. There are competing demands for public spending and there are likely to be insufficient funds available for the number of organisations submitting applications and tenders.
5. Community groups code of practice

Introduction

The community groups code of practice builds on the joint commitment to support community activity as an essential ingredient in attaining a fair and democratic society that encourages people to take part in their local community life and strengthens their feeling of belonging and cohesiveness.

Community groups are distinct from voluntary organisations in that they work at a level that is closer to the community that they serve. They also tend to have no, or little income and be reflective of a specific interest or geographical area. The community sector in Newham is diverse in terms of the communities, geographical areas and interests that they represent; it includes many faith groups.

This code aims to improve the ability of community groups to support healthy and sustainable local communities that have a voice in decision making, fully express their own needs and aspirations and are able to deliver their own tailored responses.
The statutory sector in Newham undertakes to:

1. Recognise and value the distinct knowledge and contribution of community groups in assisting it to meet organisational objectives.

2. Develop community development strategies and policies that recognise the importance of communities of people who share a common interest or geographical area and that take account of the community sector’s needs and role.

3. Create conditions that support the development and success of community groups including the development of funding and monitoring systems and consultation methods that are tailored to and provide equal access for community groups.

4. Involve community groups and community leaders with direct experience of problems in developing, delivering and monitoring solutions.

5. Recognise, promote and ensure the provision of accessible capacity building and learning support for community groups and active community members.

6. Encourage and support the use of statutory sector community buildings by local people and local community groups.

7. Recognise the support, including resources, required by community groups to enable them to work in partnership and be involved in consultation and other participatory activities.

8. Provide statistics on a neighbourhood and community interest level so that community groups can benefit from a greater understanding of their specific community.

9. Recognise that community needs and solutions are best identified and understood by the communities themselves and that responses in the form or projects and services are also best delivered by those communities.

10. Recognise and encourage the contribution that community groups make to the development and delivery of the community plan, the civic partnership, best value reviews and independent assessments and audits.

11. Evaluate the impact of and difference made by actively involving and enabling community groups to participate and to identify how many new community organisations have been supported.
The community sector in Newham undertakes to:

1. Encourage community involvement, including the local community taking control, wherever possible.

2. Be clear and transparent and able to demonstrate the community or interest group it represents, when participating in consultation.

3. Proactively tackle racism and all other forms of discrimination.

4. Become involved in wider networks within the VCFS and where possible participate in partnership working and evaluation of community group contributions to service improvement and delivery.

5. Recognise and accept the need for monitoring and evaluation in proportion to the size of the grant.

6. Participate in capacity building, learning and community development opportunities, where accessible and relevant.

The voluntary sector in Newham undertakes to:

1. Recognise the distinct knowledge and contribution of community groups and to enable this contribution, particularly in consultation and representational activities.

2. Ensure clarity when the opinions of different community groups differ and to be transparent as to the reasons why a particular opinion is being supported.

3. Develop community development strategies and policies that recognise the importance of communities of people who share a common interest or geographical area and that take account of the community sector’s needs and role.

4. Involve community groups and communities with direct experience of problems in constructively developing, delivering and monitoring solutions when applying for funding and developing organisational plans.

5. Encourage local community groups and communities to carry out leadership roles in voluntary, community and local networks.

6. Ensure that second-tier organisations provide information, practical support and training to meet the specific needs of community groups and community leaders.

7. Evaluate the difference and impact made by actively involving and enabling community groups to participate.
6. Volunteering code of practice

Introduction

Volunteering is the freely given commitment of time and energy to benefit individuals, groups, the environment or wider society and is an important expression of citizenship. Both the statutory sector and VCFS recognise the important contribution and value of volunteering and understanding that people volunteer for many different reasons.

The volunteering code of practice reflects the importance of ensuring that the individual freely chooses to volunteer. It seeks to ensure that volunteering can be equally accessed by all communities, provides mutual benefit for the organisations and includes an explicit recognition of the contribution that volunteers make to the organisation and wider society.

This code sets out to provide key practices that will enable more people to become involved in worthwhile and satisfying voluntary action and seeks to tackle barriers to volunteering, including payment for out-of-pocket expenses. It recognises that volunteers undertake work in all sectors.
The statutory sector in Newham undertakes to:

1. Recognise and work with partners to promote understanding of the scope and contribution of volunteering and to raise the profile and status of volunteering within Newham.

2. Adopt clear polices regarding the recruitment and retention of volunteers, including:
   • Matching opportunities to volunteer's motivation and skills, including preparing a task description;
   • Reimbursement of volunteers out-of-pocket expenses;
   • Undertaking of Criminal Records Bureau checks;
   • Providing a programme of induction, training and development;
   • Providing regular supervision and appraisal;
   • Ensuring distinct recognition of the contribution of volunteers;
   • Ensuring equal access to volunteering opportunities.

3. Recognise that volunteering costs (including expenses), training and development are a legitimate expenditure item within funding and tendering applications and to recognise that volunteering can also be used as match funding.

4. Promote volunteering to their staff as another means of providing resources and support to the local VCFS and to provide volunteering opportunities within their organisations.

5. Encourage the involvement of volunteers in decision making, service planning and internal communications and ensure that there is a key contact for volunteers within their organisation.

6. Recognise that volunteering in the VCFS is often undertaken by the people who are affected by the problem that they are seeking to address, rather than a desire to contribute to society or develop additional skills. Participants are therefore more likely to have a distinct understanding of the issues faced by their beneficiaries.

7. Support the development of specialist volunteering support organisations within Newham, including the provision of specific funding on a three year basis, where appropriate.

8. Maintain effective records, for the individual and the organisation, on the outputs and outcomes of volunteering.
The VCFS in Newham undertakes to:

1. Recognise and work with partners to promote understanding of the scope and contribution of volunteering and to raise the profile and status of volunteering within Newham.

2. Adopt clear policies regarding the recruitment and retention of volunteers, including:
   - Matching opportunities to volunteer’s motivation and skills, including preparing a task description;
   - Reimbursement of volunteers out-of-pocket expenses;
   - Undertaking of Criminal Records Bureau checks;
   - Providing a programme of induction, training and development;
   - Providing regular supervision and appraisal;
   - Ensuring distinct recognition of the contribution of volunteers;
   - Ensuring equal access to volunteering opportunities.

3. Include reasonable costs for volunteering within funding applications. Also to ensure that adequate time and resources have been set aside, in the project and service design, to support volunteering training, development and recognition.

4. Encourage the involvement of volunteering in decision making, service planning and internal communications, ensuring that there is a key contact for volunteers within their organisations.

5. Maintain effective records, for the individual and the organisation, on the outputs and outcomes of volunteering.
7. Communication code of practice

Introduction

Ensuring regular, consistent and open two-way communication is essential to the success of the Newham Compact. This communication will be in many forms including face to face, in writing, through forums, the internet and outreach and through an intermediate body.

The foundation of good communication is the building of trust. This takes time and can be promoted in a variety of ways including through:

• Partners keeping their word;
• Partners ensuring that their words and actions match;
• Allowing differences between compact partners to be expressed without blame or personal criticism, focusing instead on concerns, issues and needs;
• Respecting confidentiality;
• Open and transparent communication;
• Partners showing willingness to be open to different opinions;
• Ensuring that everyone's perspective is aired.

The communication code of practice seeks to ensure that all communication positively reflects the shared principles of the compact and encourages and builds respect and mutual trust between partners.
The statutory sector in Newham undertakes to:

1. Pay attention and respond to and keep open differing channels of communication, including with community and BME groups who support specific communities and through second-tier organisations that have established and trusted networks with a range of communities, faith organisations and voluntary groups.

2. Promote good working relations through a consistent approach and the promotion of good practice, particularly where this relates to statutory agency work with the VCFS.

3. Ensure regular and senior attendance at compact working group meetings.

4. Agree and adhere to joint information, publicity, branding and programmes of action to publicise and take forward the Newham Compact.

5. Contribute to the annual review of the compact. Also agreeing an annual action plan and publicising the results.

6. Participate in workshops, facilitated sessions and social activities that build good communication and improve the effectiveness of partnership working.

7. Encourage other statutory organisations in Newham, who are not already partners, to adopt the compact.

8. Promote and raise awareness of the compact within Newham civic partnership.

9. Share and explain targets set locally and by the government that influence service priorities for the statutory sector.

10. Promote the compact and its implications for delivery by nominating a compact champion who will act as the point of contact in each statutory sector organisation and, where relevant, in different departments.
The VCFS in Newham undertakes to:

1. Pay attention, respond to and keep differing channels of communication open, including communication with community groups who support excluded communities and working through second-tier organisations and established networks.

2. Promote good working relations, a consistent approach and good practice as embodied in the compact’s shared principles.

3. Ensure regular and senior attendance at compact working group meetings.

4. Agree and adhere to joint information, publicity, branding and programmes of action to publicise and take forward the Newham Compact.

5. Contribute to the annual review of the compact, agreeing an annual action plan and publicising the results.

6. Participate in workshops, facilitated sessions and social activities that build good communication and improve the effectiveness of partnership working.

7. Promote and raise awareness of the compact within their own organisations and to encourage other VCFS organisations in Newham, who are not already partners, to adopt the compact.

8. Share and explain targets set locally and by the Government that influence service priorities for the statutory sector and the VCFS.

9. Encourage each second-tier organisation to nominate a VCFS compact champion who will promote the compact and its principles and participation in the compact.

10. Recognise NVSC as the central point of contact for VCFS organisations, on issues relating to the compact.

11. Provide objective feedback from their networks, forums and beneficiaries to statutory sector organisations.

12. Attend and develop forums and networks and contribute to the operation and development of the VCFS sector as a whole.

13. Raise statutory and VCFS awareness of the work of the VCFS, the knowledge and expertise within it and the contribution it makes.
8. Equalities and human rights code of practice

Introduction
The equalities and human rights code of practice specifically seeks to recognise the importance of the compact partnership in attaining equalities for groups and individuals experiencing discrimination and exclusion and positively seeks to respect the diversity of Newham. It also positively seeks to uphold Human Rights law by including a focus on overcoming the discrimination experienced by individuals as well as improving equality of opportunity for groups within our community. Our approach recognises that there may need to be specific action to address barriers and places specific importance on the empowerment of disadvantaged people to share power and to shape the policies which affect them.

This code of practice takes account of current legislation whilst also recognising the uniqueness of the local Newham context. The code reflects our joint and individual commitment to tackling issues of equality, diversity and human rights and we recognise that people and groups may experience discrimination through one or a combination of factors including age, gender, ethnicity, disability, sexuality, class, culture, health, poverty, faith and language. This is not an exhaustive list and other factors may contribute to people not being treated fairly. This code also recognises that those providing public and voluntary services already subscribe to the values that underpin human rights, which include fairness, respect, equality, and dignity.

The equalities and human rights code of practice seeks to explicitly acknowledge the VCFS organisations and groups that are from and represent individuals and communities facing discrimination. It also recognises traditional structures and ways of working may result in their exclusion. This code therefore seeks to ensure that each organisation accepts responsibility for their individual and joint achievement of equality, the valuing of diversity and the upholding of human rights by establishing practical processes that ensure equal access to services, employment, consultation and volunteering.

It is expected that all partners will ensure application of the laws that set out minimum standards. The relevant acts include:

- Data Protection Act 1984;
- Disability Discrimination Act 1995;
- Disability Discrimination Act (Amendment) Regulations 2003;
- Employment Act 2002;
- Employment Equality (Sexual Orientation) Regulations 2003;
- Employment Relations Act 1996;
- Employment Rights Act 1996;
- Equal Pay Act 1970;
- Health and Safety at Work Act 1974;
- Human Rights Act 1998;
- Race Relations Act 1976;
- Race Relations (Amendment) Act 2000;
- Rehabilitation of Offenders Act 1974;
- Sex Discrimination Act 1975;
- Sex Discrimination Act 1975 (Amendment) 1986; and
- The (Gender Reassignment) Regulations 1999.
The statutory sector in Newham undertakes to:

1. Recognise the distinct value, skills and expertise brought to the achievement of statutory sector objectives by VCFS organisations and groups that represent individuals and communities facing discrimination.

2. Provide clear leadership in all aspects of equality, diversity and human rights by:
   • Promoting and sharing good practice;
   • Ensuring that partnership work embodies equality and human rights and the valuing of diversity through the setting of explicit standards;
   • Seeking to support cross sector, joint training initiatives involving volunteers, staff, members and trustees; and
   • Raising awareness of equality, human rights and diversity issues and their importance for individuals, organisations, communities and society.

3. Ensure that individuals within their organisations take full personal responsibility for upholding the principles of equality, human rights and diversity and understand, through training, the significant consequences of failing to do so.

4. Establish, in line with statutory responsibilities, an equalities policy, strategy and action plan that:
   • Is the result of consultation with staff and the wider community;
   • Explicitly commits to improving equality practice;
   • Commits organisations to monitoring their workforce profiles and service delivery, with the aim of detecting any trends that may indicate discriminatory practices and undertaking resulting actions;
   • Ensures an individual, named employee is identified as having specific responsibility for implementing equality practice throughout the organisation;
   • Continually reviews all policies, plans and procedures to ensure that no group is disadvantaged by existing policies and involves representatives of the diverse VCFS in developing, monitoring and reviewing clear objectives and targets;
   • Establishes a programme of equality impact assessments of current and proposed policy and practice.

5. Develop, implement and report, on a continuing basis, effective and transparent equality of opportunity monitoring and evaluation systems in order to ensure that discrimination is tackled and that all communities are treated fairly and supported to overcome discrimination.

6. Gather information and commission research, on a continuing basis, that enables the understanding of differing experiences and outcomes for Newham’s diverse communities and in response use this information to develop services tailored to actual needs and aspirations, which may require treating certain communities more favourably so that they can overcome disadvantage.

7. Develop on a continuing basis tailored consultation methods with VCFS organisations and groups that are from and represent individuals and communities facing discrimination in order to ensure equality implications are considered.
8. Work with other agencies in partnership to promote initiatives (including strategies aimed at community and neighbourhood regeneration and at a more inclusive and cohesive society) that tackle discrimination and improve outcomes for individuals, organisations and communities that are affected and require partners to demonstrate how they are successfully addressing equality, human rights and diversity issues.

9. Ensure that VCFS organisations and groups that are from and represent individuals and communities facing discrimination have equal access to funding programmes, particularly where these will have a significant impact on the experience of those communities. Also to consider the appropriateness of setting aside specific funds to counteract discrimination and build capacity within specific communities, where information on access and outcomes indicates this to be appropriate.

10. Ensure that VCFS capacity building is tailored and resourced to meet the needs of diverse groups and organisations, including their trustees, and that its impact is evaluated.

11. Ensure that information is fully accessible and that the language used is inclusive and, where possible, working with representative organisations in the production of information, supporting specific initiatives to improve access and recognising the additional costs experienced by organisations that actively seek to include all groups.

12. Ensure that disability as defined by the Disability Discrimination Act is not a discriminatory factor in recruitment and promotion of staff or in the delivery of services unless it is to improve access and opportunities for communities or individuals disadvantaged because of their disability.

13. Ensure fully accessible venues and services, to consult with disability groups in building and refurbishing new premises and in the design of events and services and to consider the accessibility of other organisations when entering partnerships and awarding licences and planning permission.

14. Recognise as positive the diversity of Newham and the distinct value, skills and experience that the black and minority ethnic VCFS bring to the development of a fair and democratic society. Also to ensure the development of specific strategies that enable black and minority ethnic organisations to contribute and participate in decision making and service development and to work in partnership to tackle racism, harassment and victimisation within their communities.

15. Ensure that gender is not a discriminatory factor in the delivery of services or the recruitment and promotion of staff unless it is to improve access for communities or individuals facing disadvantage. Also to work proactively with the VCFS and statutory sector partners in order to develop initiatives that tackle sexual harassment and domestic violence and counteract under representation in access or employment.

16. Ensure that age is not a discriminatory factor in recruitment and promotion of staff or in the delivery of services unless it is to improve access and opportunities for communities or individuals disadvantaged because of their age.
17. Ensure that lesbians, gay men, bisexuals and transgender people are not discriminated against due to their actual or perceived sexuality by proactively working with representative organisations, community groups and community leaders. Also to work with the VCFS and statutory sector partners in order to develop initiatives that tackle homophobic harassment and victimisation.

18. Understand the impact of poverty and class on access and opportunities and to ensure that the development of services, policies and particularly regeneration, education and employment initiatives seek to address disadvantage due to class.

19. Support and create opportunities to celebrate Newham’s diversity and commitment to equality of opportunity through events that bring people together, promote community cohesion and enable excluded communities to be acknowledged.
The VCFS in Newham undertakes to:

1. Establish an equalities policy with accompanying actions that:
   - Are the result of consultation with staff, volunteers, service users and the wider community;
   - Explicitly commit to improving equality practice;
   - Commit VCFS organisations to monitoring their workforce profiles and service delivery with the aim of detecting any trends that may indicate discriminatory practices and identifying resulting actions;
   - Ensure that an individually-named trustee, board/management committee member is identified as having specific responsibility for implementing equality practice throughout the organisation;
   - Review other policies, plans and procedures to ensure equality.

2. Ensure that individuals within their organisations take full personal responsibility for upholding the principles of equality, human rights and diversity and understand, through training, the significant consequences of failing to do so.

3. Develop, implement and report, on a continuing basis, effective and transparent equality of opportunity monitoring and evaluation systems that ensure discrimination is tackled and all communities are treated fairly and are supported to overcome discrimination.

4. Strengthen networks within the diversity of the VFCS sector that will enable improved communication and consultation.

5. Ensure that information, publicity and promotional material is accessible and to consider the cost of achieving this within funding applications.

6. Ensure fully accessible venues for service delivery, meetings and events and to consult with disability groups in building and refurbishing new premises.

7. Work in partnership to progress equality, tackle discrimination and social exclusion and promote community cohesion.

8. Participate in capacity-building programmes to strengthen equalities capability.

9. Actively seek innovative ways to diversify their volunteer, trustee/management committee/board base in order to attract relevant individuals from a diversity of communities.

10. Take full advantage of opportunities provided by statutory organisations to develop VCFS ability to implement the principles of equality, human rights and diversity in their work.
9. Governance code of practice

Summary
The governance code of practice sets out how all partner organisations will strive to ensure that they are effectively and efficiently working towards the achievement of their purpose in ways that effectively enable the participation of service users, partners and the wider community. Governance is the responsibility of a governing body; governing bodies may be called a board of directors or trustees, a management committee or cabinet. The Newham Compact governance code of practice reflects two established and detailed codes of practice and therefore this front page summary has been provided.

The two key documents that have been used as the basis of this code of practice are the good governance standard for public services used primarily by the statutory sector and the code of governance for the voluntary and community sector for the VCFS.
Within the good governance standard for public services, the statutory sector in Newham undertakes to:

1. Focus on the organisation’s purpose and on outcomes for citizens and service users by providing a clear statement that guides decisions and defines how quality will be measured and by publishing yearly plans.

2. Perform effectively in clearly defined functions and roles by setting out approaches and clarifying responsibilities.

3. Promote values for the whole organisation and demonstrate the values of good governance through behaviour.

4. Take informed, transparent decisions and manage risk with the help of clear, public reasons for why decisions were made and to ensure access to timely information.

5. Develop the capacity and capability of their governing body to be effective through skills assessments, induction and training.

6. Engage stakeholders and make their accountability real by following a clear policy on consultation, encouraging feedback and developing effective partnerships and relationships.

Within the code of governance for the voluntary and community sector, the VCFS in Newham undertakes to:

1. Ensure effective board leadership by focusing on strategic direction and understanding their ultimate responsibility.

2. Ensure that boards are in control through effective monitoring, compliance with the law and regulatory bodies, protection of assets and adherence to the principles of equality and diversity.

3. Ensure high performing boards by setting out in writing their responsibilities, functions and structures, by effectively organising and planning their work and by recruiting and developing skilled governing bodies and staff members.

4. Ensure periodical reviews of board effectiveness, developing strategies to recruit new members and annually reviewing organisations’ work.

5. Ensure effective board delegation by setting out the functions of sub-committees and the roles of officers and staff.

6. Ensure the integrity of boards and individual members by acting according to high ethical standards and by dealing with and declaring actual and potential conflicts of interests.

7. To ensure that boards are open, responsive and accountable to users and other stakeholders through regular and effective communication and their effective engagement in organisational planning.
Introduction

Governance can be defined as the processes by which an organisation ensures, and is assured, that it is working effectively and efficiently towards the achievement of its overall purpose. These processes are concerned with ensuring effective decision making, the setting of clear priorities and policies and the efficient management of human, physical and financial resources. They also include those processes concerned with successfully meeting an organisation’s legal, regulatory and other responsibilities and, particularly within this compact, the meeting of an organisation’s accountability to Newham residents.

Governance is the responsibility of a governing body. Governing bodies may be called a board of directors or trustees, a management committee or cabinet. Effective governance results in the delivery of high quality, user led and accountable services and supports an organisation to focus, in the most efficient way, on the achievement of its longer term aims.

There are two key documents that have been used as the basis of this code of practice. The first is the good governance standard for public services. This standard has been developed by an independent commission and is intended for use by all organisations and partnerships that work for the public, using public money. At present, it is primarily used by the statutory sector. The good governance standard for public services has the following six principles, which seek to drive the governance of organisations:

1. Focusing on the organisation’s purpose and on outcomes for citizens and service users;
2. Performing effectively in clearly defined functions and roles;
3. Promoting values for the whole organisation and demonstrating the values of good governance through behaviour;
4. Taking informed, transparent decisions and managing risk;
5. Developing the capacity and capability of the governing body to be effective;
6. Engaging stakeholders and making accountability real.

The second key document that underpins this code of practice is the code of governance for the voluntary and community sector, which has been developed through a partnership of national voluntary and community support organisations and the charity commission. It is specifically aimed at the voluntary and community sector, taking into account the diversity of organisations; particularly their size.

The code of governance for the voluntary and community sector is also relevant to faith groups delivering not-for-profit community services. The code of governance for the voluntary and community sector is intended to help and support VCFS governing body members in the work that they carry out. The principles that underpin this code of governance are set out below.

1. Board leadership;
2. The board in control;
3. The high performance board;
4. Board review and renewal;
5. Board delegation;
6. Board and trustee integrity; and
7. The open board.
Other sectors who are members of the Newham civic partnership have also developed governance codes whereby:

- Housing associations have a detailed code prepared by the national housing federation;
- Co-operatives UK have the corporate governance code of best practice; and
- The private sector has the 2004 combined code on corporate governance.

This compact code of practice seeks to integrate best practice from each of these governance codes and is therefore complementary.

At a more personal level, for each individual who sits on a governing body, there are a set of expectations or values to be upheld for all those working in the public arena. These values, known as the Nolan Principles – the Seven Principles of Public Life, are set out below and are applicable equally to the management committee and board members or trustees of voluntary, community and faith organisations and to the statutory sector. The Seven Principles of Public Life are:

**Honesty:** Holders of public office have a duty to declare any private interests relating to their public duty and resolve conflicts so as to protect the public interest.

**Accountability:** Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

**Leadership:** Holders of public office should promote and support these principles by leadership and example.

**Objectivity:** In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

**Selflessness:** Holders of public office should take decisions solely in terms of public interest and not in the interests of themselves, their family or friends.

**Openness:** Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

**Integrity:** Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

This code of practice seeks to ensure that all signatories to the compact are striving to underpin their delivery of a ‘compact’ way of working through the effective governance of their organisations and by supporting others to do the same where appropriate.
The statutory sector in Newham undertakes to:

1. Develop their ability to uphold the good governance standard for public services.

2. Assist the VCFS to uphold the principles of the good governance code for the voluntary and community sector that are complimentary to the good governance standard for public services.

The remainder of this section on the statutory sector undertakings summarises the implementation of the six principles of good governance as agreed by the London Borough of Newham for their delivery of the good governance standard for public services.

**Principle one: Focusing on the organisation’s purpose and on outcomes for citizens and service users**

1. Provide a clear statement of the organisation’s purpose and intended outcomes for citizens and service users and to use this statement to guide and constantly review decisions in order to ensure that that they will enable the organisation to fulfil its purpose and intended outcomes.

2. Ensure the delivery of high quality services by the governing body, defining how quality will be measured and making sure that it has the information needed to review service quality effectively and regularly. This particularly includes establishing processes to gather the opinions of service users and non-users from all backgrounds and ensuring value for money through effective measurement and review.

3. Ensure that, each year, the governing body publishes the organisation’s purpose, strategy, plans and financial statements, as well as information about the organisation’s outcomes, achievements and the satisfaction of service users, in the previous period.

**Principle two: Performing effectively in clearly defined functions and roles**

1. Perform effectively within clearly defined roles and functions by setting out the organisation’s approach to governance within a written document that clarifies the differing roles and accountabilities of staff and governing body members and by clarifying the specific responsibilities of the chairperson, specific governing body officer, lead advisor positions and senior staff and how staff will be held to account for the delivery of the governing body’s agreed strategy and policies.

2. Ensure that all members of the governing body are collectively responsible for the taking of decisions that further the organisation’s purpose rather than the interests of any specific group or organisation. Governing bodies must ensure that the organisation effectively engages with the public and service users to understand their opinions and that they have access to reliable information about the range of public opinions and the satisfaction of all groups of service users.
Principle three: Promoting values for the whole organisation and demonstrating the values of good governance through behaviour

1. Ensure that the governing body takes the lead in establishing and promoting values for the organisation and its staff. These values should be over and above legal requirements (e.g. anti-discrimination, equal opportunities and freedom of information legislation) and should build on the Nolan principles of selflessness, integrity, objectivity, accountability, openness, honesty and leadership. The values should reflect public expectations about the conduct and behaviour of individuals and groups who control public services and the governing body should keep these values at the forefront of its own thinking and use them to guide its decisions.

2. Ensure that governing body members live up to the Nolan principles and any approved codes or guides to ethical conduct for their organisation or sector. They should also demonstrate through their behaviour that they are focusing on their responsibilities to the organisation and its stakeholders.

Principle four: Taking informed, transparent decisions and managing risk

Ensure informed and transparent decision making through the drawing up of a statement that describes how decisions are made and which types of decisions can be delegated to staff; to assist transparency further by publicly recording the criteria, rationale and considerations on which decisions are based and in due course the impact of those decisions. The governing body should ensure that it has relevant, objective and timely information and advice from appropriate professional sources and has established an effective risk management system in order to enable it to make informed decisions.

Principle five: Developing the capacity and capability of the governing body to be effective

1. Ensure a skilled and capable governing body by undertaking an assessment of the skills required and appointing to governing body positions on the basis of these skills and using an open recruitment process. Where positions are provided on the basis of an election; elected members should commit themselves to developing the skills that the governing body requires so that they can carry out their roles more effectively.

2. Ensure that new members of the governing body receive a thorough induction and that all members are provided with regular individual and group opportunities to develop and update their knowledge and skills base. Also to hold individual governing body members to account for their contribution through regular performance reviews that will include an assessment of any training or development needs.

3. Ensure that the governing body regularly reviews its performance as a whole, including assessing its ways of working, highlighting its achievements, identifying means of improvement and agreeing an action plan.
**Principle six: Engaging stakeholders and making accountability real**

1. Clearly state that the organisation as a whole seeks and welcomes feedback and that it has robust processes in place to respond quickly and responsibly to comments or complaints and to ensure this information is used in strategy and service planning.

2. Ensure that its governing body has an agreed and clear policy on when and how it will consult with and engage with the public and service users and factor consultation results into its decisions. The policy should make sure that the organisation takes account of the opinions and experiences of people from all backgrounds.

3. Make sure that the governing body takes the lead in forming and maintaining relationships with the leaders of other organisations, as a foundation for effective working relationships between their organisation’s staff and staff of key partners.

4. Ensure that the governing body is clear with staff and itself on who is accountable to whom and for what, supported by regular assessment of the staff and governing body relationship, to maintain maximum effectiveness.

5. Ensure that the governing body has a clear policy on when and how it consults and involves staff and their representatives in decision making. The governing body should ensure that effective systems are in place to protect the rights of staff. It should also make sure that policies are in place for ‘whistle blowing’ and support for ‘whistle blowers’.

---

**The VCFS in Newham undertakes to:**

1. Develop their ability to uphold the good governance code for the voluntary and community sector. Whilst the code is not mandatory, it sets out best practice. Umbrella organisations should encourage VCFS organisations to comply with the code of good governance and to state this in their annual report and other relevant published material. Smaller organisations with limited resources and with few or no staff should be invited to focus on the principles set out in the code and to state their compliance with the principles rather than the detail of the code.

2. Assist the statutory sector to uphold the principles of the good governance standard for public services, which are complimentary to the good governance code for the voluntary and community sectors.

The remainder of this section on VCFS undertakings is based on the summary leaflet of the code of good governance for voluntary and community organisations which was produced by a group of voluntary sector support organisations. These organisations include:

- Charity Trustee Network
- Association of Chief Executives of Voluntary Organisations
- Institute of Chartered Secretaries and Administrators;
- National Council for Voluntary Organisations; and
- The Charity Commission.
The code of good governance for voluntary and community organisations has been endorsed by the national hub of expertise in governance. The national hub is a partnership of voluntary and community sector associations, working to improve the quality of governance of voluntary and community organisations in England. Copies of the full code and further advice or assistance are available from the governance hub website www.governancehub.org.uk or by telephone on 020 7520 2514.

**Principle one: Board leadership**

Ensure that VCFS organisations are led and controlled by effective governing bodies that collectively ensure delivery of objectives, set strategic direction and uphold values. Governing bodies have and must accept ultimate responsibility for directing the affairs of their organisations, ensuring they are solvent, well run and delivering the outcomes for which they have been set up. Governing bodies should focus on the strategic direction of their organisations and avoid becoming involved in day-to-day operational decisions and matters (except in the case of small organisations with few or no staff). Where governing bodies do need to become involved in operational matters, they should separate their strategic and operational roles.

**Principle two: The board in control**

1. Ensure that each governing body is collectively responsible and accountable for ensuring and monitoring that their organisation is performing well, is solvent and complies with all its obligations.

2. Ensure that each governing body complies with its own governing document, relevant laws and the requirements of any regulatory bodies. Also that it maintains and regularly reviews their organisation's system of internal controls, performance reporting, policies and procedures.

3. Ensure that each governing body acts prudently to protect the assets and property of the organisation and that they are used to deliver the organisation's objectives. Each governing body must also regularly review the risks to which their organisation is subject and take action to mitigate risks identified.

4. Ensure that each governing body upholds and applies the principles of equality and diversity and that their organisation is fair and open to all sections of the community in all of its activities.
Principle three: The high performance board

1. Ensure that each governing body has set out clear responsibilities and functions for itself and has organised its governance structures to discharge the responsibilities and functions effectively and to enable governing body members to understand their duties and responsibilities and have a clear statement defining them.

2. Ensure that each governing body organises its work to enable it to make the most effective use of the time, skills and knowledge of its members and to ensure that they receive the advice and information they need in order to make good decisions.

3. Assist their governing body members by developing a recruitment and retention process to attract the diverse range of skills, experience and knowledge needed to run the organisation effectively and by providing the necessary induction, training and ongoing support they need to discharge their duties.

4. Ensure that each governing body has made proper arrangements for the supervision, support, appraisal and remuneration of its senior staff member or volunteer.

Principle four: Board review and renewal

1. Ensure that governing bodies periodically review their own and their organisation’s effectiveness and take any necessary steps to ensure that both continue to work well. This includes the regular review and assessment of their own performance and that of individual members, sub-committees and other relevant groups.

2. Ensure the development of a strategy for the renewal of each governing body, including a recruitment process for new members that should be open and focused on creating a diverse and effective governing body.

3. Ensure a periodic strategic review of all aspects of each organisation’s work and to use the results to inform positive change and innovation.
Principle five: Board delegation

1. Ensure that each governing body sets out the functions of sub-committees, officers, the senior staff member, other staff, volunteers and partners with clearly delegated authorities and their performance is monitored. This includes defining in writing the roles and responsibilities of the chair and other honorary officers and the terms of reference for sub-committees and advisory groups.

2. Ensure that staff, volunteers and partners have sufficient delegated authority to discharge their duties. All delegated authorities must have clear limits relating to budgetary and other matters and must be subject to regular monitoring by the governing body.

Principle six: Board and trustee integrity

Ensure that each governing body and its individual members act according to high ethical standards and ensure that conflicts of interest are properly dealt with. This includes members not benefiting from their position beyond what is allowed by law and is in the interests of the organisations, members identifying and promptly declaring any actual or potential conflicts of interest and producing clear, written guidelines for the receipt of gifts or hospitality by members of the governing body.

Principle seven: Board openness

1. Ensure that each governing body is open, responsive and accountable to its users, beneficiaries, members, partners and others with an interest in its work by identifying those with a legitimate interest (stakeholders) and ensuring that there is a strategy for regular and effective communication with them about the organisation’s delivery and achievements.

2. Ensure that each governing body is open and accountable to stakeholders about its own work and the governance of the organisation. Also that it encourages and enables the engagement of key stakeholders, such as service users and beneficiaries, in the organisation’s planning and decision making.
The parties to this compact undertake to apply the shared principles and codes of practice in their work with each other and with the specific communities they serve. They will maintain the principles of the compact in service level agreements and contracts between the statutory sector and the VCFS and will follow the shared principles in all partnership working.

The Newham compact implementation group will continue to develop an annual compact action plan to deliver the Newham Compact and its codes of practices and to develop additional codes of practices, as agreed. It will monitor the progress of the action plan at its regular meetings and undertake an annual review of effectiveness.

The compact implementation group will provide information on the progress of the compact through the newsletters of second-tier organisations and will produce an annual report. An independent evaluation of the compact will take place in 2009, after the first three years of its operation.

This compact was formally adopted by Newham Council, Newham Primary Care Trust, Newham University Hospital Trust and Metropolitan Police Service, Newham and endorsed initially by Aston-Mansfield, Newham Volunteer Network Centre, Newham African Caribbean Resource Centre, The Renewal Programme, Newham Voluntary Sector Consortium, on behalf of the VCFS in November 2006.
11. Resolving disagreements

The Newham Compact is based on the belief that relationships between the voluntary and statutory sectors can be conducted with trust, equality, respect and fairness. If these principles are fully upheld, then differences between partners will never become damaging disputes. However, each party has the right to raise concerns, to be attended to positively and to receive a timely response. If a dispute should arise because either party fails to follow the shared principles of the compact or the code of good practice, then a four-stage process shall apply.

**Stage one**
Whenever possible, parties will meet together to resolve the disagreement, without the use of a third party, using the shared principles, relevant code of practice and the communication code of practice above.

**Stage two**
When a face to face meeting is too difficult for either party or has been unsuccessful, an impartial third party will be called in by any of the parties or the compact implementation group. At stage two, this third party shall be Conflict and Change, a reputable local voluntary organisation that has over 20 years experience as a resource for conflict resolution in Newham. The aim will be to facilitate better communication between parties so that it becomes easier to talk about the difficulties they are having and to find an agreed way forward. Conflict and Change mediators will also aim to assist in the development of skills which can be used by parties themselves in future situations of conflict.

**Stage three**
If agreement still cannot be reached, then an independent investigator will be appointed and will, if necessary, seek the support of the nationally commissioned compact mediation scheme run by CEDR. The independent investigator will report their findings and recommendations to both parties and to the compact implementation group.

**Stage four**
Should the VCFS remain dissatisfied with the outcome of mediation and the independent investigation, then they can seek support from the compact advocacy programme at NCVO and take their concerns to the Parliamentary or Health Ombudsman.

**Learning from disagreements and disputes**

Conflicts can provide the opportunity to reflect on the underlying and wider issues relating to the disagreement or dispute. These wider issues often need to be addressed in order to prevent the conflict from recurring in a different form. To ensure learning is shared, compact partners who have worked on a conflict together will ensure that they feed back the reasons, results and outcomes to the compact implementation group, which will in turn undertake to work on the identified, underlying causes.
### Appendix one – Newham Compact action plan

<table>
<thead>
<tr>
<th>1. IMPLEMENTING THE COMPACT</th>
<th>ACTIONS</th>
<th>COMPLETION DATE</th>
<th>RESPONSIBILITY</th>
<th>PROGRESS REPORT/COMMENTS</th>
</tr>
</thead>
</table>
| 1.1 All partners to agree and publicise the compact | • All partners to take final draft to their governing bodies  
• VCFS partners to organise event to present final compact to VCFS. Any comments or amendments to be fed back to compact steering group  
• To ensure compact is on national register and to have a compact section on relevant websites  
• Invite voluntary and community organisations to sign up to the compact and adopt its undertakings within their own policies and procedures | November 2006 | All partners | |
| 1.2 To ensure adherence to the compact | • Recruit compact champions with specific role in public and second-tier organisations  
• Encourage statutory departments to consider the compact and adapt their procedures to achieve maximum compliance  
• Link the compact to the civic partnership and local area partnership boards  
• To establish and identify the resources required to implement the compact  
• Ensure briefing for management committee members, councillors and non-executive directors and staff  
• Ensure compact is key to the delivery of the community strategy  
• Establish a compliance monitoring system to allow for the identification of successes and breaches and the taking of action  
• To hold a compact awareness survey | December 2006 | All partners | |
## Appendix one – Newham Compact action plan continued

<table>
<thead>
<tr>
<th>2. STRENGTHENING THE PARTNERSHIP</th>
<th>ACTIONS</th>
<th>COMPLETION DATE</th>
<th>RESPONSIBILITY</th>
<th>PROGRESS REPORT/COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 To strengthen the compact partnership</td>
<td>To formally establish a compact steering group, with a specific terms of reference, to oversee the implementation of the compact and to be responsible for its review • To agree to attend a minimum of two sessions a year that include partnership facilitation • Establish key contacts for further information or support with implementation</td>
<td>June 2006</td>
<td>All partners</td>
<td></td>
</tr>
<tr>
<td>2.2 To strengthen civic partnership and VCFS partnerships</td>
<td>Map existing formal and potential partnerships between the LSP and the voluntary and community sector and agree how these may be improved</td>
<td>October 2006</td>
<td>Council and NVSC</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3. CONSULTATION</th>
<th>ACTIONS</th>
<th>COMPLETION DATE</th>
<th>RESPONSIBILITY</th>
<th>PROGRESS REPORT/COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 To establish a consultation protocol that will set standards and enable the review and improve consultation practice in both the statutory and VCFS</td>
<td>To research, consult and develop a set of realistic and practical best practice guidelines to be used by all partners • The compact steering group to consider how it can monitor consultation and be available to provide advice on good consultation practice</td>
<td>November 2006</td>
<td>VCFS</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>All partners</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4. FUNDING AND PROCUREMENT</th>
<th>ACTIONS</th>
<th>COMPLETION DATE</th>
<th>RESPONSIBILITY</th>
<th>PROGRESS REPORT/COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1 To improve the delivery of the grant making and contracting function of statutory organisations</td>
<td>To provide information on statutory and other funding sources and contracting opportunities on the council website and a printed document • To consider what further action can be taken to achieve greater transparency of funding policy, criteria and decisions • To consider how contracting can be adjusted to take account of voluntary sector needs • To consider initiatives that will standardisation monitoring information and requirements across statutory funders • VCFS to develop systems to enable it to share knowledge and resources effectively</td>
<td>April 2007</td>
<td>Statutory partners</td>
<td>VCFS</td>
</tr>
</tbody>
</table>
### Appendix one – Newham Compact action plan continued

<table>
<thead>
<tr>
<th><strong>5. DIVERSE COMMUNITIES</strong></th>
<th><strong>ACTIONS</strong></th>
<th><strong>COMPLETION DATE</strong></th>
<th><strong>RESPONSIBILITY</strong></th>
<th><strong>PROGRESS REPORT/COMMENTS</strong></th>
</tr>
</thead>
</table>
| 5.1                       | To purposely strengthen relationships that will reflect and enhance the diversity of all the VCFS | • To conduct a benchmarking exercise with other statutory organisations to identify best practice  
• To establish a specific action within organisational equality action plans | March 2007 | Statutory sector |
|                           |             |                     |                    |                               |
| 5.2                       | Develop a strategy for providing infrastructural and development support to BME voluntary and community groups | • To facilitate research and produce information about the nature, range, work and needs of the BME VCFS and how these may be best met | March 2007 | VCFS |
|                           |             |                     |                    |                               |
| **6. COMMUNITY GROUPS**   | **ACTIONS** | **COMPLETION DATE** | **RESPONSIBILITY** | **PROGRESS REPORT/COMMENTS** |
| 6.1                       | To improve consultation with the community and faith sector in Newham | • To ensure the needs of community and faith groups are considered within the consultation protocols to be established | November 2006 | Statutory sector |
|                           |             |                     |                    |                               |
| 6.2                       | To improve understanding of the community and faith sector in Newham | • To facilitate research and produce information about the nature, range, work and needs of the community and faith sectors and how these may be best met | March 2007 | VCFS |
|                           |             |                     |                    |                               |
| **7. VOLUNTEERING**       | **ACTIONS** | **COMPLETION DATE** | **RESPONSIBILITY** | **PROGRESS REPORT/COMMENTS** |
| 7.1                       | To improve the standards and opportunities for volunteering in Newham | • To agrees best practice standards for volunteering across organisations  
• To agree a joint publicity strategy to raise awareness of the benefits and opportunities for volunteering across the statutory and VCFS | December 2006 | VCFS volunteer agencies  
March 2007 | All partners |
|                           |             |                     |                    |                               |
| **8. COMMUNICATION**      | **ACTIONS** | **COMPLETION DATE** | **RESPONSIBILITY** | **PROGRESS REPORT/COMMENTS** |
| 8.1                       | To develop effective communication between partners | • To develop a code of conduct for steering group members | June 2006 | All partners |
|                           |             |                     |                    |                               |
## Appendix one – Newham Compact action plan continued

<table>
<thead>
<tr>
<th>9. EQUALITY OF OPPORTUNITY</th>
<th>ACTIONS</th>
<th>COMPLETION DATE</th>
<th>RESPONSIBILITY</th>
<th>PROGRESS REPORT/ COMMENTS</th>
</tr>
</thead>
</table>
| 9.1 To raise awareness of commitment to and best practice in delivering equality of opportunity and valuing diversity | • To develop a joint statement of purpose across the statutory and VCFS  
• To develop an equality and diversity code of practice | March 2007 | All partners | |

<table>
<thead>
<tr>
<th>10. CAPACITY BUILDING</th>
<th>ACTIONS</th>
<th>COMPLETION DATE</th>
<th>RESPONSIBILITY</th>
<th>PROGRESS REPORT/ COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>10.1 To strengthen and develop the capacity of the Newham VCFS to enhance the management, delivery and sustainability of their services to Newham residents</td>
<td>• To develop an integrated VCFS capacity building strategy that links to changeup and the civic partnership’s community strategy</td>
<td>March 2007</td>
<td>All partners</td>
<td></td>
</tr>
</tbody>
</table>
Appendix two – Compact implementation group

The group, which were previously known as the compact working party is made up from members of the statutory and VCFS.

The group has been meeting since early 2004 and issued a statement of intent on the development of the Newham Compact in November 2005. During the past nine months Newham Voluntary Sector Consortium has conducted extensive consultation with the Third Sector. The draft compact has recently been agreed by the group who have now changed their name to reflect the change in role from development to implementation.

Councillor Neil Wilson
(Chair)

Statutory partners
David Murray
London Borough of Newham

Tom Connor
London Borough of Newham

Jane Connor
London Borough of Newham/Newham Primary Care Trust

Ian McDowell
Newham Primary Care Trust

Mark Feeley
Metropolitan Police

Voluntary, community and faith partners
Sarah Ruiz
Newham Voluntary Sector Consortium

Kevin Blowe
Aston Mansfield

Rev. Ann Easter
Renewal Project

David Idiabana
Newham African Caribbean Resource Centre

Gurdial Bhamra
Volunteer Network Centre

Marie Gabriel
(Group facilitator)
Appendix three – Compact implementation group representative role description and person specification

Main purpose
The Newham Compact provides a framework for improving partnership working between the VCFS. The compact implementation group will oversee the implementation of the Newham Compact and has a membership derived from both statutory and VCFS.

Responsibilities
1. To ensure that the compact implementation group works within its terms of reference and within the spirit and principles of the Newham Compact.

2. To oversee the effective implementation of the Newham Compact through actively participating in meetings that develop its content, monitor its effectiveness and facilitate understanding and communication.

3. To facilitate and where appropriate lead in consultation with the sector you represent, ensuring their effective representation on the development and implementation of the Newham Compact.

4. To keep up to date of issues related to the compact at a local, regional and national level.

5. To develop and maintain good working relationships with other members of the compact implementation group including attending joint development sessions and participating in reviews of the group itself.

6. To champion the Newham Compact within your own organisation.

Person specification
1. Understanding of and commitment to a compact way of working and how it may be implemented.

2. Broad understanding of the sector which you represent.

3. Proven experience of working effectively with other organisations and partners to attain a shared goal.

4. Ability to work through networks and consultation events to effectively represent and report back the views of others.

5. Willingness to devote the time required including attending regular meetings and taking forward agreed work in between.

6. Commitment to equality and diversity, transparency in decision making and to respect confidentiality when necessary.
Appendix four – Compact implementation group terms of reference

Introduction
The Newham Compact and first annual action plan was agreed in 2006, with its creation being steered by a working group of representatives from all sectors. The compact provides a framework for improving partnership working between the VCFS and the statutory sector. With the establishment of the compact in Newham the focus of the working group has now changed to implementation. This terms of reference formally sets out the role and remit of the compact implementation group in Newham.

Objectives
1. To lead the continued development of the compact and its codes of practice with the overall aim of improving and ensuring its effectiveness.

2. To ensure effective communication of the compact across all sectors and to work together to ensure effective relationships between sectors and between the compact implementation group and the civic partnership.

3. To monitor the progress of the compact including:
   • Agreeing and monitoring the annual action plan;
   • Monitoring successes and breaches;
   • Organising an annual compact review;
   • Seeking a regular external audit of implementation.

4. To facilitate understanding by and to review how partners are working in a ‘compact way’ particularly with reference to new initiatives and policies.

5. To ensure effective representation of each sector’s views.

6. To annually review the effectiveness of the compact implementation group.

7. To periodically review membership of the compact implementation group.
Membership
The compact implementation group will have the following membership:
• The appropriate lead councillor;
• One representative from Newham Council;
• One representative to act on behalf of Newham Primary Care Trust and Newham University Healthcare Trust;
• One representative from the Metropolitan Police Service, Newham;
• Two representatives from second-tier organisations;
• One representative from the voluntary sector;
• One representative from the community sector;
• One representative from the faith sector;
• Other officers and champions will attend meetings as required.

Frequency of meetings
The compact implementation group shall meet quarterly, however it may establish task groups that will meet more frequently to take forward specific pieces of work.

Administration
Administrative support for the compact implementation group will be provided by the London Borough of Newham.

Agenda items can be contributed by any partner by submission to the responsible officer in London Borough of Newham.

Chairing
The compact implementation group will be chaired by the relevant lead Newham councillor. The vice chair will be elected from the VCFS representatives by the members of the compact implementation group.
Appendix five – Definitions

We have included the following definitions of key terms and phrases which are used within this document which we hope you will find useful. This list is not exhaustive and we would welcome suggested changes or requests for additions by contacting tom.connor@newham.gov.uk or sarah@nvsc.org.uk

Access
The extent to which users are able to participate in or receive the services they want. Accessibility issues include physical access to buildings, opening hours, childcare, availability of interpreters, signers and large print.

Accountability
Means by which individuals and organisations report their actions and are answerable to others for what they have done.

Advocate
To put forward a cause; to enable others to present their own views.

Beneficiaries
People who benefit from something or use a service.

Best value
A process used throughout local government for checking the quality and cost of all council services and in which the sector’s involvement should be underpinned explicitly by a local compact.

BME
Black and minority ethnic voluntary, community and faith organisations and groups.

Capacity building
A resourced approach (typically through staff training and development) boosting the sector’s ability to manage projects, deliver services or engage in consultation and policy processes, partnerships and social enterprise by ensuring that voluntary and community organisations have the skills, knowledge, structures and resources to realise their potential.

Codes of good practice
The Newham Compact has seven codes of good practice to make the agreement operational. These are on consultation, funding and procurement, equalities and human rights, governance, community groups, volunteering and communication.

Commissioning
The process of purchasing a particular service against a specification of what is required.

Community group
Any group or organisation of people working together who identify with a common concern, interest, issue or place. Community groups are likely to be small, local, informal, unfunded and volunteer-run rather than employing staff. A blanket term for these groups is the community sector.
Compact
A mutual agreement between the statutory and VCFS which has undertakings on both sides, shared principals and values.

Compact champion
An officer who promotes the compact in their department/organisation.

Compact implementation group
The group responsible for taking the Newham Compact forward.

Compact way of working
The compact means more than just a written agreement laying down what we expect each other to do. It is about building relations that change how partners behave, engage and work together.

Consultation
A two-way process by which an organisation seeks views to check whether proposals are right and supported, gauge their impact and identify alternatives before decisions are made. The consultation code of practice sets the framework for genuine, meaningful and timely consultation with the sector.

Diversity
This can refer to the huge range of organisations in the sector arising from their scale, location and what they do or to society generally in relation to people having different social and cultural backgrounds, languages and beliefs etc.

Evaluation
To measure or access success of how well a project, service or organisation has performed against what was planned, with the effectiveness of outcomes taking into account quality, user satisfaction etc.

Faith group
These often reflect ethnic diversity. Whilst worship, is central for most faith based groups, many run community services and represent community interests.

Full cost recovery
Full costs are the direct costs of your project or service plus a relevant portion of organisational overheads.

Governance
The systems and processes for how an organisation is run, including how it conducts its business.

Human Rights Act 1998
Requires ‘Public Authorities’ to respect the basic individual rights to freedom of thought, conscience and religion.

Local strategic partnership (LSP)
The LSP brings together key partners from the public voluntary and community sectors including faith groups.

Mediation
A process conducted through an independent third party for dispute resolution and which is an indispensable part of compact mechanisms.
Monitoring
An ongoing accountable process of checking that an organisation is performing as it should.

Not for profit
To make sure that any surplus unrestricted income is reinvested in the organisation/group as a whole and not distributed to individual shareholders.

Primary care trust
A local statutory organisation, often called the PCT, with wide responsibility for the delivery of health services through GP surgeries, clinics and centres.

Procurement
Acquisition of goods and services from third party suppliers under legally binding contractual terms. Such acquisitions are for the direct benefit of the contracting authority, necessary for the delivery of the services it provides or the running of its own business. Most procurement from the voluntary community and faith sector is for the delivery of services

Quality standard
A set of statements about the quality of a service that can be verified and measured as part of monitoring and evaluation processes.

Resources
Time, people, money, premises, equipment etc.

Service provider
An organisation/group that provides a direct service to the public or support and advisory services to other organisations/groups

Service user
Individuals who use direct services or organisations that use support or advisory services.

Stakeholder
Person or group that has a vested interest in, and is potentially able to influence, the work of an organisation or the delivery of a service.

Statutory bodies
Organisations created by Acts of Parliament which define their powers and duties.

Undertaking
Commitments or promises that each side makes to the other, or jointly, in a compact, that are implemented by the signatories and we breached can be remedied through compliance mechanisms.

Voluntary community and faith sector (VCFS)
The voluntary and community sector is the collective name for all the voluntary, community and faith organisations.

Volunteer
Someone performing a service without payment (except expenses) or coercion.
Newham Compact sign up form

The Newham Compact needs the support of your organisation.

The compact is about improving the way the statutory, voluntary, community and faith sectors work together to provide services and opportunities that better meet the needs and aspirations of Newham residents.

By signing up your organisation can utilise a resource that can provide valuable guidance and assistance.

Please complete the details below to sign up to the compact.

By completing these details, you have read and understood the principles of the Newham Compact and publicly declare your commitment.

Name of your group/organisation

Please tick one of the boxes below that best classifies your group/organisation.

☐ Registered charity
☐ Community group

☐ Voluntary organisation
☐ Faith organisation

☐ Public sector organisation

Address

Your name

Your job title

Telephone no.

Fax no.

Email

Signature

Date

It is intended that all organisations that sign up to the Newham Compact comply with the terms of the compact, however this agreement is not contractually binding.

Please return this completed form to:

Compact Administrator
Community Support Unit
292 Barking Road
East Ham E6 3BA
Newham Compact feedback form

The Newham Compact is an evolving document and we need your feedback to help make improvements. Your feedback is very important to us. Please write any comments or suggestions below.

........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................

Please complete your personal details below. Although this is not compulsory, it will help us improve the compact should we need further information relating to your comments or suggestions.

Name

Group/organisation

Address

Telephone no.

Email

Please return this completed feedback form to:
Compact Administrator
Community Support Unit
292 Barking Road
East Ham E6 3BA
For free translation phone
للترجمة المجانية الرجاء الاتصال هاتفياً
欲索取免费譯本，請致電。
Pour une traduction gratuite, téléphonez
यूट्रुजिनाल स्त्रपेटल दे लाइफह्यूम नेम्बर
Turjubaan lacag la’aan ah ka soo wac telefoonka.
Para una traducción gratuita, telefone.
নাম প্রতিপাদ্য মাঝে ফোন করুন
Маал хаядага ханднын хувцас
Za besplatne prevode pozovite
Para obtener una traducción telefónica gratuita llame al:
Перевод – бесплатно. Звоните.
Për një përkthim falas telefononi.
Dia othrom metáfrasή, τηλεφωνήστε.
Ücretsiz çeviri için telefon edin.
Diễn thoại để được thông dịch miễn phí.
بحث ودرگیران (تهرجومه کردن) به خورایی. تله فون وکه.
Del nemokamo vertimo skambinkinte
Po bezplatne tłumaczenia prosimy dzwonić
For large print or braille phone
020 8430 6291
© Newham Language Shop