

The Westminster Compact

**Improving Relations between the Voluntary,
Community and Statutory Sectors in Westminster**

The Shared Vision

The aim of the Westminster Compact is to establish and sustain strong and vibrant partnerships between the statutory and voluntary sectors.

We want:

- Partnerships that clarify and improve working relationships to realise joint and sector specific objectives
- Partnerships that are informed by shared values and the involvement of our diverse local communities
- Partnerships that enable us to plan and achieve better social, economic, environmental and health outcomes in Westminster for the well-being of all residents.



City of Westminster



This publication and further information is available on the following websites:

www.vawcvs.org/compact.aspx
www.westminster.gov.uk/VSU
www.westminster-pct.nhs.uk

Or for hard copies of this publication, please contact:

**Westminster City Council
Grants and Voluntary Sector Unit
Children and Community Services Department
64 Victoria Street, London SW1E 6QP**

**Tel: 020 7641 5921
Fax: 020 7641 6088**

Contents

Foreword	3
Section One	
1 Introduction	4
What is the Compact	
Partners to the Compact	
Why establish a Compact	
The development of the Westminster Compact	
The scope and purpose of the Westminster Compact	
Compliance with the Compact Agreement	
Section Two	
2 Development and Sustainability	6
3 Consultation, Participation and Involvement	11
4 Working in Partnership	12
5 Volunteering	13
6 Equality and Diversity	14
7 Compact Review	15
Glossary / Definitions	17
Appendices	
1 Partners to the Compact	18
2 Overview of Westminster's Voluntary and Community Sector	19
3 Development of the Westminster Compact	21
4 Partnership and Community Involvement Structures in Westminster	23

Foreword

We are extremely pleased to welcome the publication of the Westminster Compact between the statutory and voluntary and community sectors

Following the initiative of central government in 1998 to develop and publish a National Compact, local statutory and voluntary agencies have committed resources to develop a Compact specific to the needs and requirements of Westminster.

The partners¹ to the Westminster Compact have contributed their time and knowledge to develop this document which will build on existing good practice to encourage effective and sustainable relationships between the sectors.

The development of a Compact with the voluntary sector seeks to effect the change in institutional cultures that is necessary to ensure the existing good practice becomes the foundation for genuine partnership work in the future. The Compact will also ensure the systematic inclusion of the voluntary and community sector in the circle of planning, provision and evaluation of services in Westminster.

The Westminster Compact partners recognise that meeting the needs of the City's diverse communities requires close co-operation and partnership working across the sectors and acknowledges the immense added value and contribution that each partner makes to the welfare and well-being of local individuals and communities.

The establishment of the Compact framework will contribute to the effectiveness of the Westminster City Partnership, including its work in preparing and implementing the City Plan and its approach to Neighbourhood Renewal as well as developing and supporting the Partnership's network of specific groups. It is envisaged that the Compact will support the delivery of key outcomes for all partners.

We are confident that our Compact will continue to develop and produce positive results for the well being of all of our residents.

We would like to thank all those who have been involved in its development



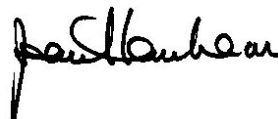
Councillor Simon Milton
Leader, of the Council



Guy Swales
Chair, Voluntary Action Westminster



Joe Hegarty
Chair, Westminster Primary Care Trust



Baroness Joan Hanham
Chair, St Mary's NHS Trust



Nick Bussey
Chair, Westminster Community Network



Dame Ruth Runciman
Chair, Central & North West London
Mental Health NHS Trust

¹ See page 21-22

1 Introduction

1.1 What is a 'Compact'?

Westminster's local Compact is the agreed framework for the development of closer partnerships between Westminster's voluntary and statutory sectors. This document sets out what that agreed framework is. It is not a legally binding document conferring legal rights on the parties to it or on others which they otherwise would not have had but is intended to provide a framework within which relationships between the sectors can develop.

1.2 Partners to the Compact

The Partners to the Compact are:

- Westminster's voluntary and community sector (VCS)
- Westminster City Council
- Westminster Primary Care Trust
- St Mary's NHS Trust
- Central and North West London Mental Health NHS Trust

A summary of the partners including contact details can be found at Appendix one and an overview of the VCS is at Appendix two.

1.3 Why establish a Compact?

Westminster's Compact will consolidate and develop the relationships between the statutory sector (the City Council, the PCT and NHS Trusts) and Westminster's diverse and independent VCS. It will thereby promote:

- greater levels of trust and co-operation
- transparency in negotiation and decision-making
- open communication
- shared objectives and mutual benefits
- greater understanding of the role, working methods and limitations of partner organisations

It will build on existing good practice to overcome the barriers to effective and sustainable relationships between sectors in whatever form that relationship might be i.e. contractual, partnership or statutory. The Compact will also ensure the systematic inclusion of the VCS in planning, provision and evaluation of services in Westminster.

1.4 The Development of the Westminster Compact

To ensure that the process of developing Westminster's Compact involved all partners, a multi-agency Steering Committee was established. Recognition of the breadth of Westminster's VCS led to the establishment of a VCS Compact Group that acted as a testing ground for the outcome of discussions held at the Steering Committee and that had the opportunity to influence decision-taking. Membership of the Steering Committee and VCS Compact Group along with further details regarding the development of the Westminster Compact can be found at **Appendix three**

The Steering Committee and VCS Compact Group established some shared principles. These 11 shared principles (shown overleaf) were considered key both in developing this document and in implementing the Compact and as such are considered generic to the Compact.

The multi-agency Steering Committee will oversee the implementation of the Compact from April 2005 and facilitate an annual review process which is set out in section 7.

1.4.1 Shared Principles

The Partners to the Compact are committed to:

- Recognising and respecting that the VCS and statutory sectors have distinct but complementary and interdependent roles to play in representing the communities they serve and the development and delivery of policy and services.
- Recognising that they each have their own distinct routes of accountability and that these affect the way they work and the policies and timetables they adopt.
- Integrity, objectivity, openness, transparency, honesty and leadership in all of their work.
- Working in partnership, wherever appropriate, with each other and other stakeholders to pursue common aims and objectives.
- Equal rights and responsibilities, mutual respect demonstrated through clear communication and reasonable timescales and recognition of difference as well as similarity of purpose.
- VCS organisations' entitlement to campaign within the law to advance their aims.
- Promoting equality of opportunity for all people, regardless of race, age, disability, gender, sexual orientation or religion and to continuously improve equality practice throughout organisations and sectors.
- Service provision by accountable VCS organisations that work closely with the communities that they serve.
- Working to develop good governance, clear systems of accountability and best management practice.
- Improving the quality of life for Westminster people through community empowerment, and putting individual service users at the heart of service provision.
- Respecting the confidentiality of information from each other.

1.5 The Scope and Purpose of the Westminster Compact

The Westminster Compact covers five broad areas dealt with in later sections of this document as follows:

Section 2: Development and Sustainability

Section 3: Consultation, Participation and Engagement

Section 4: Working in Partnership

Section 5: Volunteering

Section 6: Diversity and Equality

Each section includes:

- A brief introduction of each area and what the Compact aims to achieve;
- Shared Principles relating to each area which both sectors have committed to;
- Agreed undertakings particular to each sector;
- Specific actions that each sector will carry out.

1.6 Compliance with the Compact Agreement

This Compact has been drawn up by the partners and signed collectively on behalf of the VCS in the City by Voluntary Action Westminster and on behalf of the other agencies by the head of each organisation. It is intended to govern relations between the sectors and as such reflects a model of good practice that it is expected all organisations will observe. It should be used as a reference point in negotiations and discussions in order to engender good relations and clarity over roles and responsibilities. It is important to note that legal and resource restriction may influence the extent to which some undertakings can be implemented. Compliance with the Compact may be included as a condition of funding from the commissioning bodies who are a party to this Compact.

2 Development and Sustainability

2.1 Introduction

The National Council for Voluntary Organisations (NCVO) estimates that there are approximately 3,000 voluntary organisations based in the City of Westminster. These organisations provide a broad spectrum of services and differ in size and capacity from small community based groups to multi-million pound operations who provide services to users from all over London and even nationally and internationally.

The sectors share a common interest in a strong, vibrant and locally accountable VCS. Local voluntary and community activity adds richness and value that complements statutory services and improves the quality of life for Westminster people. This section addresses what can be done to enhance the ability of voluntary and community organisations (VCO) to serve the communities of Westminster by looking at their development and sustainability.

2.2 Shared Principles

The Partners to the Compact are committed to:

- The long-term support and development of the VCS.
- Working together in positive ways to advance mutual understanding of the other partner in relation to:
 - financial issues;
 - premises issues;
 - the legal and regulatory mechanisms which inform governance and activities.

2.3 Infrastructure

2.3.1 Introduction

Infrastructure organisations are defined as providing support for organisational capacity, giving a voice to VCOs and access to representation and policymaking. VCS infrastructure organisations include all those playing a supporting, co-ordinating or development role within the sector.

A cornerstone in ensuring the development and sustainability of the VCS in Westminster is the adequate support of a Council for Voluntary Services (CVS) that can provide information, advice, training, guidance and one-to-one capacity building support. The CVS should ensure access to information and advice on best practice finance and human resources policies and procedures, new and emerging funding streams, and increase opportunities for partnership and joint working.

2.3.2 The Statutory Sector Undertakes to:

- Support the provision of a CVS to support and build the capacity of local VCOs.
- Be aware of the complex legal restrictions under which the VCS operates and not ask it to work outside of Charity Commission rules and guidance.

2.3.3 The Voluntary and Community Sector Undertakes to:

- Work to achieve core quality standards through adopting best practice in structures, service delivery and employment.
- Ensure that the voluntary sector networks and forums represent the full range of community groups across the sector.
- Work through representative networks as much as possible.

2.3.4 Action Points

Action: Review current arrangements for support of CVS. **Lead Responsibility:** WCC/PCT **Target Completion Date:** June 2006

Action: Develop training/development opportunities for all partners on the legal and regulatory mechanisms which inform governance and activities. **Lead Responsibility:** Compact Steering Group. **Target Completion Date:** April 2006

Action: Develop joint workforce development programmes. **Lead Responsibility:** Compact Steering Group. **Target Completion Date:** September 2006

Action: Review current membership of VCS networks and forums to ensure representation of the full range of community groups across the sector. **Lead Responsibility:** VAW **Target Completion Date:** March 2006

2.4 Funding Streams

2.4.1 Introduction

The VCS operates within a mixed economy and works to a variety of funding bodies and funding streams, including a number of different local statutory funds. It is common for a single project to be funded through more than one source, indeed for many funders match funding from an alternative source is a criterion of funding allocation. This section sets out undertakings to encourage clarity, consistency and transparency in resource allocation and to enable effective long-term planning and maximisation of resources.

2.4.2 The Statutory Sector Undertakes to:

- Encourage fair and equal access to, and allocation of, resources by:
 - Clarifying programme aims, purpose and relationship to statutory sector policy;
 - Setting objective criteria;
 - Providing timely information on actual or likely amounts of funding available;
 - Clarifying the process at its outset;
 - Ensuring transparency and consistency of process and decision-making in allocating funds;
 - Monitoring requests and applications for funding.
- Provide reasonable costs, including a contribution to overheads, to support the service or project using an agreed methodology.
- Operate funding arrangements that encourage effective long term planning.
- Give advance notice, where reasonably possible, before making significant changes to the funding position.

2.4.3 The Voluntary and Community Sector Undertakes to:

- Support statutory sector agencies in developing appropriate funding schemes and their supporting systems.
- Recognise that receiving public money to support their structure and work brings responsibilities, both to the funding body and to the service users.
- Meet legal, reporting and accounting obligations to funding bodies.
- Diversify funding bases and avoid reliance on any single source of funding.
- Explore ways in which resources within the sector can be shared and maximised.

2.4.4 Action Points

Action: Develop clear strategies on what and why funding is awarded to the VCS. **Lead Responsibility:** WCC/PCT **Target Completion Date:** May 2006

Action: Devise an agreed methodology for core costs/overheads for funded services and projects. **Lead Responsibility:** VAW **Target Completion Date:** January 2006

2.5 Commissioning

2.5.1 Introduction

Commissioning is a process of procurement and purchasing that shapes and develops services to ensure that public funding is focused on priorities that meet the needs of Westminster residents and, in some cases, the requirements of funding bodies and external inspection regimes. The key elements to commissioning are clear strategies and plans that specify what services are needed, how they will be developed, paid for and monitored and how their impact will be evaluated.

The move from the more traditional funding of VCS services through grant aid to a commissioning led approach has meant that the VCS may in future need to:

- Bid along with other not for profit organisations and the private sector to deliver services, including through a tendering process
- Negotiate service agreements
- Deliver services to clearly specified performance standards
- Evidence that their services are meeting the required outcomes
- Demonstrate Best Value
- Anticipate the consequences of possible de-commissioning, if services fail to meet the required standards or when priorities change

Both sectors recognise that some organisations do not yet have the infrastructure and skills to participate effectively in the commissioning process. It is recognised that the VCS must be helped to acquire the skills to compete with each other and the private sector on an equitable basis.

2.5.2 The Statutory Sector Undertakes to:

- Give positive consideration to the potential for the VCS to undertake work when developing commissioning strategies or undertaking Best Value review procedures.
- Involve the VCS in service planning.
- Ensure performance monitoring and assessment is transparent, consistent, proportionate, constructive and objective.
- Give reasonable notice to an organisation in the event of de-commissioning of a service, unless termination is due to poor service delivery or exceptional circumstances, and to offer advice and support through the process.

2.5.3 The Voluntary and Community Sector Undertakes to:

- Make an effective contribution to service planning.
- Establish sound internal performance monitoring systems.
- Work within the statutory sector's policies, for example, PCT's Involving People and Equality and Diversity Strategies.
- Meet legal, reporting, inspection and accounting obligations to external bodies.

2.5.4 Action Points

Action: Make all relevant strategies and service plans publicly available. Any changes to statutory funding to be published on that organisations website. **Lead**

Responsibility: WCC/PCT **Target Completion Date:** January 2006

Action: Explore the viability developing quality assurance protocols for commissioners so that they are able to commission better and quality services that are value for money. **Lead Responsibility:** WCC **Target Completion Date:** March 2008

Action: Publish an annual Commissioning Cycle that sets out key times for consultation, budget setting and decision-making and ensure that information and

advice is available on the tendering process. **Lead Responsibility:** WCC/PCT **Target Completion Date:** January 2006

Action: Develop training/development opportunities for the VCOs relating to skills and requirements necessary to participate effectively in the commissioning process. **Lead Responsibility:** WCC/PCT **Target Completion Date:** September 2006

2.6 Premises

2.6.1 Introduction

The availability of affordable, accessible premises is key to a thriving VCS. There is, however, throughout London and most acutely in Westminster, a lack of suitable premises for VCOs, especially at locations that provide easy access for clients. There is also limited and confusing information about premises availability, as well as information about VCOs' premises requirements and some groups do not have sufficient legal knowledge, resources or support to negotiate effectively about leases.

The high cost of purchasing or renting premises is beyond the means of many VCOs. However, the provision of rent-free accommodation can be problematic as it makes it difficult for groups to move, be transparent in accounting, demand maintenance, maintain their independence, or lever in capital funds.

2.6.2 The Statutory Sector Undertakes to:

- Provide information on planning proposals that may present opportunities for the VCS and involve the sector in new developments.
- Ensure development schemes are informed by community groups' premises needs, where possible, e.g. regeneration programmes, private sector developments, Local Authority developments.
- Deal promptly with health and safety issues in statutory sector owned community buildings where they are the landlord's responsibility.
- Invest in premises owned by the statutory sector which are used for community purposes to improve functionality e.g. by improving accessibility, subject to normal budgetary and legal considerations.

2.6.3 The Voluntary and Community Sector Undertakes to:

- Take responsibility for being properly constituted, and have sufficient financial and legal information to undertake any property commitments.
- Develop skills within the sector regarding premises management.
- Take responsibility for reasonable running and upkeep of buildings, within the constraints of lease and other agreements.
- Ensure compliance with health and safety and other legislation.
- Maximise the use of community buildings and spaces and seek to share accommodation wherever possible in order to minimise costs.

2.6.4 Action Points

Action: Make information on vacant properties in the statutory sectors' estates publicly available. **Lead Responsibility:** WCC/PCT Property Departments **Target Completion Date:** December 2005

Action: Make information on statutory sector partners policies regarding premises including rent arrangements publicly available. **Lead Responsibility:** WCC/PCT Property Departments **Target Completion Date:** December 2005

Action: Review PCT and WCC rent arrangements for consistency and appropriateness for the VCS. **Lead Responsibility:** WCC/PCT Property Departments **Target Completion Date:** March 2006

Action: Provide information on funding opportunities relating to premises. **Lead Responsibility:** WCC Voluntary Sector Unit **Target Completion Date:** March 2006

Action: Provide training/development opportunities for the VCS on premises management and responsibilities. **Lead Responsibility:** VAW **Target Completion Date:** July 2006

3. Consultation, Participation and Involvement

3.1 Introduction

Both the statutory and voluntary sectors share a commitment to user and public participation in their activities. This commitment is driven by Government requirements² (in the case of the City Council and Primary Care Trust), but also by the need to improve services, to increase local democracy, ensure good governance³ (in the case of the voluntary sector), and to support ongoing development and sustainability.

There are established and comprehensive community involvement structures in Westminster including the Westminster Community Network, the Local Area Renewal Partnerships and the BME Health Forum. The details can be found in Appendix four.

3.2 Shared Principles

The Partners to the Compact are committed to:

- Inclusive and accessible consultation and engagement that ensures all sections of the community are informed and given the opportunity to participate in decisions affecting their lives.

3.3.1 The Statutory Sector Undertakes to:

- Recognise the unique role of the VCS in enabling consultation and participation.
- Aim to ensure that the VCS represented on public boards, agencies, working groups, etc as appropriate.
- Consult the VCS when new roles or responsibilities for it are being proposed, taking into account the financial implications.
- Support the role of VAW and other umbrella bodies in facilitating consultation.
- Consult or engage the VCS at an early stage on all matters relevant to it, including services, policies, procedures and strategic plans.
- Allow the VCS a reasonable time (minimum of 12 weeks) to respond to major consultations where reasonable and practical within imposed timescales.
- Consider any VCS representations before reaching decisions.
- Provide clear and timely feedback to the VCS on its responses to consultation.

3.3.2 The Voluntary and Community Sector Undertakes to:

- Facilitate all sections of the community to take part in consultation and participation in accordance with good practice.
- Ensure the accurate reporting of the views of service users, volunteers and other stakeholders in its responses to consultation.
- Ensure that second tier organisations feed back to the VCS an accurate and balanced account of consultation initiatives and outcomes.
- Observe guidance from the Charity Commission on political activities and campaigning.

3.3.3 Action Points

Action: Develop corporate consultation guidelines across departments and services to ensure consultation and participation is fully inclusive and accessible. **Lead Responsibility:** WCC/PCT **Target Completion Date:** September 2006

² Requirements of Best Value Review and of the Health and Social Care Act 2001, Race Relations (Amendment) Act 2000

³ Requirements of Voluntary and Community Organisations' constitutions

4 Working in Partnership

4.1 Introduction

Westminster has a long history of partnership working between the City Council, local NHS bodies and the VCS, at both a strategic and an operational level. Partnership exists where each party has an opportunity to contribute to the decisions of the partnership and to influence the provision which arises from it, be this at a policy, strategic or implementation level.

There are several formal and informal partnership structures that bring together the skills, knowledge and expertise of the public and VCS, to prepare strategy and promote the physical, economic, social and cultural well-being of Westminster's diverse communities. Details of the formal and informal partnership structures in Westminster, including The Westminster City Partnership (WCP) are included in Appendix four.

Although much has been gained through partnership work over the last decade, the partners in Westminster are committed to continuous improvement. The legal obligations, resources and operational functions of individual departments within statutory sector organisations differ widely, just as they do from those of VCOs. It is recognised that this has an impact on the scope, substance and effectiveness of partnership work in which they engage.

It is also recognised that many VCOs, particularly smaller, emerging or developing ones, have not been fully involved in partnership initiatives. This may be because involvement in partnerships is outside the scope of their resources and priorities. Other reasons may include a lack of knowledge and access to partnership routes, or a perception that partnerships will not benefit their organisation.

4.2 Shared Principles

The Partners to the Compact are committed to:

- Taking active steps to ensure that partnership structures support and promote:
 - Participation;
 - equality and diversity;
 - accountability;
 - open and honest communication;
 - shared ownership of partnership outcomes;
 - the value of different levels and types of contributions.

4.3.1 The Statutory Sector Undertakes to:

- Develop and strengthen mechanisms for formal and informal partnerships.
- Ensure that the objectives, structure, role and working style are made clear to partners and that all partners have a clear understanding of their role on partnership committees, working groups and activities.
- Ensure that VCOs are dealt with fairly and consistently when dealing with contractual issues and when challenging decision-making.
- Ensure that disagreements and disputes are dealt with promptly and appropriately to minimise any negative impact on individual organisations or the sector.

4.3.2 The Voluntary and Community Sector Undertakes to:

- Work with other partners to develop and promote a wide range of partnership styles to ensure fair access to services and decision-making.
- Participate in, and encourage other VCOs to work in, partnership with each other and with statutory sector organisations in Westminster.

5 Volunteering

5.1 Introduction

Volunteering is defined in the national compact Code as

'the commitment of time and energy for the benefit of society and the community.... undertaken freely and by choice, without concern for financial gain.'

The Community Service Volunteer's 'Hidden Volunteers' research shows that in the UK approximately £14 billion worth of work is done by the 22 million adults who commit an average of four hours a week of their time to voluntary work. A recent survey of Voluntary Action Westminster with Volunteer Centre Westminster estimates that as many as 12,800 volunteers are involved in the VCS in Westminster and carry out around £23 million worth of work locally, boosting service delivery and benefiting the community.

5.2 Shared Principles

The Partners to the Compact are committed to:

- Recognising the role and benefit that volunteers make to individual organisations and the community in general.
- Ensuring, if working with volunteers, that the organisation:
 - has a best practice volunteering policy which clearly details the rights and responsibilities of both the organisation and individual volunteer including support and supervision to be given, a task description for the volunteer and an expenses policy;
 - ensures sufficient resources are provided to support volunteers, including office space and reimbursement for out-of-pocket expenses.

5.3.1 The Statutory Sector Undertakes to:

- Support the infrastructure that supports volunteering activity such as a volunteer centre, time banks and voluntary and community activity generally as defined elsewhere in this Compact.

5.3.2 The Voluntary and Community Sector Undertakes to:

- Gather appropriate data on volunteers and volunteer outputs so that this information can be shared with the partners in order to demonstrate the added value volunteering brings.
- Promote the value of volunteering to statutory sector partners.

5.3.3 Action Point

Action: Working with partners, and the Volunteer Organiser's Forum, produce and promote an agreed Code of Good Practice and provide support to VCOs in setting in place best practice Volunteering Policies. **Lead Responsibility:** Volunteer Centre Westminster **Target Completion Date:** September 2006

6 Equality and Diversity

6.1 Introduction

In Westminster, some communities may experience inequality based on multiple differences, for example age, sexuality, ethnicity and disability. Local NHS bodies, Westminster City Council and Voluntary Action Westminster have already begun to develop comprehensive equality frameworks and action plans, designed to promote equitable treatment for all groups who experience discrimination and social exclusion. These frameworks are supported by existing legislation⁴ to promote equality, and by new legal requirements contained in the proposed Equality and Human Rights Bill due to be in force in 2006. Such equality policies have, separately and together, deepened the understanding about the multiple barriers which hinder large sections of Westminster's communities from achieving their full social and economic potential.

Compliance with the Undertakings set out in the Compact will ensure that VCOs representing the different sections of the community are adequately and appropriately represented. This will enable them to influence policy, participate in partnership arrangements and have equitable access to information, funding opportunities and capacity building to enable them to approach a level playing field in the relationship between the sectors. The following are designed to complement and enhance the principles and undertakings outlined elsewhere in this document.

6.2 Shared Principles

The Partners to the Compact are committed to:

- The employment of a workforce that reflects the communities they serve.
- The provision of services that are reasonably, fairly and equitably available.
- Addressing inequality and exclusion in partnership with other key bodies as well as stakeholders.
- Working in partnership to identify demographic trends and monitor the changing needs of Westminster's communities and offer solutions in response to those needs.
- Recognising and valuing the contributions that VCOs can bring in terms of exceptional skills, experience and knowledge about their communities.

6.2.1 The Statutory Sector Undertakes to:

- Develop strategies and action plans which fully consider the specific needs of those sections of Westminster's communities who may be discriminated against or socially excluded from democratic participation, employment and equitable access to services.
- Work to ensure that all VCOs which work at the forefront of equality and diversity are actively encouraged to participate in service planning, review and delivery and represented on strategic bodies so as to influence change and development.

6.2.2 The Voluntary and Community Sector Undertakes to:

- Work in partnership with statutory partners to ensure that all sections of Westminster's communities are actively involved in community cohesion programmes, service planning, reviews and delivery where this is appropriate.
- Work to develop and implement equality and diversity programmes which enable access to employment and involvement of volunteers and service users.
- Support small, emerging and issue specific VCOs to participate as full and respected members of Westminster's VCS.

⁴ Equal Pay Act 1970, Sex Discrimination Act 1975, Disability Discrimination Act 1995 and the Race Relations (Amendment) Act 2000 and EU Directives on faith, sexual orientation

7 Compact Review

Partners to this Compact have made a mutual commitment to follow the shared principles and implement the undertakings and best practice outlined in the Compact.

7.1 Implementation

To assist the implementation of the Compact over its first 3 years and to encourage its wider adoption and applicability the current Partners have established a Compact Implementation Group (CIG)⁵ which has agreed:

- To review current relevant policies and procedures within the partner organisations in order to integrate Compact undertakings within these.
- To take forward the specific action points.
- To allocate one officer within each statutory and voluntary agency/forum as the lead for Compact on the CIG with specific responsibility for raising the profile and integration of the Compact within their organisations and networks or forums.
- The CIG will remain in place for at least the first 12 months of implementation in order to monitor and review progress.

7.2 Disputes

The Compact is intended to be an enabling framework, but in the unlikely event that there is a difference of opinion or dispute regarding compliance with the Compact undertakings between organisations who are within the scope of this Compact, it is envisaged that compliments or disputes relating to the spirit or letter of the Westminster Compact should be addressed to the following: Grants & Voluntary Sector Manager, Westminster City Council, the Community Health and Regeneration Manager at Westminster Primary Care Trust or Compact@vawcvs.org [see page 21 for contact details]. These will then inform the CIG and review process.

7.3 Review

The CIG will meet quarterly in the first year to regularly monitor and informally review progress, noting gaps and key issues arising from the implementation of the Compact that need to be addressed in the formal review process.

The CIG will arrange a formal joint annual review leading to a joint annual report. This joint review can be carried out by external consultants or by the CIG itself, depending on the nature of the issues and gaps to be addressed. It will include:

- Recording how the Compact has been applied and used within Westminster since its introduction.
- Recording significant achievements resulting from the Compact
- Examining how the relationship between the partners and sectors is perceived (by the partners themselves and other stakeholders) to have developed since the introduction of the Compact.
- Reviewing any disputes that may have arisen during the year to identify potential weaknesses in the Compact. Where the disputes occur and either one or both of the organisations have not worked to the standards of the Compact, the review will seek to demonstrate the difference that adhering to the Compact framework could have made.
- Agreeing and recording learning from the difficulties, issues and gaps identified.
- Reviewing the membership and terms of reference of the CIG.

⁵ For a full list of names as part of the CIG please contact VAW

The Joint Annual Report will be formally presented to appropriate meetings of the PCT, City Council and Voluntary and Community Sector, i.e. WCP, Council Meeting, Voluntary Sector Compact Steering Group, for consideration and approval.

It is proposed that a more detailed and fundamental formal review of the Compact takes place after 3 years.

Glossary

BME	Black and Minority Ethnic
CVS	Council for Voluntary Services
CIG	Compact Implementation Group
ESOL	English for Speakers of Other Languages
IT	Information Technology
LGBT	Lesbian, Gay, Bi-sexual and Trans-sexual
LSP	Local Strategic Partnership (same as the Westminster City Partnership)
NCVO	National Council for Voluntary Organisations
NHS	National Health Service
PCT	Primary Care Trust
VAW	Voluntary Action Westminster
VCW	Volunteer Centre Westminster
VCO	Voluntary and Community Organisations
VCS	Voluntary and Community Sector
WCC	Westminster City Council
WCN	Westminster Community Network
WCP	Westminster City Partnership

Definitions

Disability is defined and qualified in the DDA 1995 as:

- a mental or physical impairment
- this has an adverse effect on your ability to carry out normal day-to-day activities (this refers to mobility, manual dexterity, physical co-ordination, continence, ability to lift, carry or move everyday objects, speech, hearing or eyesight, memory or ability to concentrate, learn or understand, understanding of the risk of physical danger.)
- the adverse effect is substantial
- the adverse effect is long-term (meaning it has lasted for 12 months, or is likely to last for more than 12 months or for the rest of your life).

Diversity views differences as a contributing value. It means that the different needs of different stakeholders are recognised and considered in decision-making structures and service planning and delivery. Diversity ensures that every person, group or community is positively encouraged to contribute and develop.

Equality is about enabling and removing barriers to inclusion. Equality programmes are generally designed to meet legal, social, ethical responsibilities.

A **Voluntary Organisation** is an organisation with a volunteer management committee, which includes virtually all not-for-profit associations, from informal associations to registered charities. Hospitals and universities are normally excluded from this designation and fit into the more general category of non-profit.

Appendix One

Partners to the Compact

Westminster Community Network

The Westminster Community Network (WCN) was formed to contribute to the Neighbourhood Renewal Programme in Westminster and to be a link between the WCP and the local voluntary and community sector.

Contact: C/o Voluntary Action Westminster, 37 Chapel Street, London NW1 5DP.

Voluntary Action Westminster

The Westminster Council for Voluntary Service (CVS) set up, owned and run by local groups to support, promote and develop local voluntary and community action. CVS support their members by providing them with a range of services and by acting as a voice for the local voluntary and community sector.

Contact: Voluntary Action Westminster, Chapel Street, London NW1 5DP or Compact@vawcvs.org

Westminster City Council

Westminster City Council is the statutory body responsible for the planning, delivery and enforcement of a wide range of local services that impact on the quality of life in the City.

Contact: Voluntary Sector Unit, Westminster City Council, City Hall, 64 Victoria Street, London SW1E 6QP or www.westminster.gov.uk/vsu

Westminster Primary Care Trust (PCT)

The PCT is one of the NHS bodies responsible for making improvements to local health services across this part of London. It covers the same area as Westminster City Council. It brings together independent contractors such as GPs (local doctors) and pharmacists and community health services such as health visiting and district nursing, enabling better integration of services. The PCT is responsible for commissioning hospital and other health services for local people and also has a key role in bringing together health and social care services.

Contact: Westminster Primary Care Trust, 15 Marylebone Road, London NW1 5JD or www.westminster-pct.nhs.uk.

St Mary's NHS Trust

St Mary's provides a wide range of specialist and acute services to people of all ages and backgrounds. Working in tandem with other local hospitals and care bodies, their aim is to ensure the very best standards of patient care at all times.

Contact: St Mary's NHS Trust, 41 Praed Street, London W2 1NY or www.st-marys.nhs.uk

Central and North West London Mental Health NHS Trust

Central and North West London Mental Health NHS Trust (CNWL) is one of the largest specialist NHS Mental Health Trusts in London. It provides services for a highly diverse population of 1.4 million across a total of eight boroughs.

Contact: Central and North West London Mental Health NHS Trust, Headquarters, 30 Eastbourne Terrace, London W2 6LA or www.cnwl.org.

Appendix Two

Overview of Westminster's Voluntary & Community Sector

1 Definition

Voluntary and community organisations are independent organisations with their own accountable structures. The organisations are primarily accountable to their members (usually through their management structures), and also accountable to the Charity Commission (where they hold charitable status), other bodies that regulate their status (e.g. Companies House), and to funders for the work that a particular funder may contract/grant aid them to do.

2 Number and scale

The National Council for Voluntary Organisations (NCVO) estimates that there are approximately 3,000 voluntary organisations based in the borough. However of these only 600 are registered with VAW as providing services locally. These organisations provide a broad spectrum of services and differ in size from small community based groups to multi-million pound operations who provide services to users from all over London and even nationally and internationally.

The scale and diversity of the voluntary sector in the area is particularly impressive. It is estimated that there are 400,000 uses of service provided by voluntary and community sector organisations based in the borough. 40% of all groups (240) cater in some way specifically for minority ethnic groups, 26% (180) are also 'open to all' or provide services to 'other' specific groups, such as disability. All ethnic groups access these services in numbers that closely reflect the overall local population.

3 Range of Services

A wide range of services and activities are provided by the Westminster's voluntary and community sector. The largest of which is information, advice and advocacy (offered by 270), followed by education and health related activities (100+). Other services include arts activities and projects supporting disabled people and carers.

4 Economic impact

The sector has a turnover of £198 million and organisations access funds from a wide variety of sources including contracts, charitable trusts, donations and income from assets.

The largest amount of income for the sector in absolute terms are contracts with the City of Westminster, closely followed by income from assets. However, the City of Westminster contracts are accessed by a relatively small number of organisations. In terms of the number of organisations who access each funding source the majority of organisations derive income from charitable trusts (50%), and donations (47%).

5 Staffing and Volunteering

The sector in Westminster employs 2,250 full time paid staff with an additional 1,400 part time staff. There are also significant numbers of temporary staff at any one time, whilst volunteers are also extremely important to the sector. On average organisations employ 7 full time staff 6 part-time employees and over 21 volunteers. However, almost 60% of organisations in the borough operate without any paid staff. These organisations are therefore driven solely by volunteers. The involvement of volunteers is also crucial to large organisations.

The sector accesses 12,800 volunteers who on average work for 8 hours per week. The value of volunteer hours worked, were they to be paid as employees, is 'worth' £23 million per year. Even so almost half of the organisations in the sector do not have access to

sufficient volunteers, larger organisations particularly not accessing enough to meet their requirements.

Volunteer Centre Westminster

Volunteer Centre Westminster is the local agency for recruiting volunteers for voluntary, community and public sector organisations that involve volunteers in the City of Westminster. The Centre also provides training and information, advice and consultancy services in good practice in involving volunteers.

Contact: Volunteer Centre Westminster, 53-55 Praed Street, London W2 1NR or info@volunteercentrewestminster.org.uk.

6 Recruitment and training

60% of organisations have particular difficulty with recruiting appropriately skilled staff. There are also significant training needs and requirements amongst current staff (paid and voluntary) in the sector. The principle area where organisations require training for staff is in fundraising, managing people, project management and monitoring and evaluation are also all areas where there is significant need.

Different sizes of organisation have different requirements. Smaller organisations require training in project and organisational development, and how to develop a strong management committee. Larger organisations are much more likely to require training relating to the management of people and also in IT administering. However some areas (especially fundraising training) are a key requirement to all organisations.

7 BME Community Groups in Westminster

There are nearly 200 known BME voluntary and community groups in Westminster. Most BME community organisations provide services to meet a wide range of needs as they arise – housing and welfare advocacy and advice; EAL classes; supplementary schools; social and cultural activities. Others target specific services - health promotion, arts, or groups, such as children and young people, women, older people.

A small number of them will have existed in one form or another, for over 30 years. However, the majority, including refugee and asylum seekers groups, have emerged in recent years, as Westminster's population has become more diverse.

There is some evidence that new and emerging BME community groups feel at a disadvantage in terms of dealing with the maze of paperwork, relationships and service development and delivery. This can lead to some BME community groups being excluded from the traditional structures of the voluntary and statutory sectors as well as the circles of influence and decision-making. In turn this denies them equality of opportunity to operate, develop and contribute in areas where they are potentially best suited to manage, supply and deliver services to those it seeks to represent.

Even though some BME community groups lag several paces behind other sections of the voluntary and community sector, they are an essential partner in the huge service provider network in Westminster. Their particular skills and knowledge of working with people with multiple vulnerabilities are an important asset to the partnership between the BME, the statutory sectors and the rest of the voluntary and community sector. Many of these smaller community groups need on-going help, support and financial resources if they are to be sustained and developed over the medium to long-term.

Appendix Three

Development of the Westminster Compact

To ensure that the process of developing Westminster's Compact was undertaken in a way that involved all partners, a multi-agency Steering Committee was established. Recognition of the breadth of Westminster's VCS led to the establishment of a VCS Compact Group that acted as a testing ground for the outcome of discussions held at the steering committee and that had the opportunity to influence decision-taking. Following a series of meetings of the two groups, a stakeholder event was held in November 2003. The purpose of this meeting was to see input from a broader range of stakeholders than could be involved in the Steering Committee once the broad framework of Westminster's Compact had been drafted. The event attracted a healthy number and range of stakeholders, whose views have helped to shape the document.

Members of the Compact Steering Committee

Coreen Allen	Health and Social Care Worker (July 03 to Dec 04) Voluntary Action Westminster
Abu Sufian	Partners in Health and Social Care Project Voluntary Action Westminster
Nick Bussey	Community Network Representative Westminster Citizens' Advice Bureaux
Fidelma Carter	Head of Community Health and Partnerships Westminster Primary Care Trust
Bernard Collier	Chief Executive Voluntary Action Westminster
Sharon Glen	Grants and Voluntary Sector Manager (July 03) Westminster City Council
Geoffrey Lutaaya	Grants and Voluntary Sector Manager Westminster City Council
Gurjit Jessel	Corporate Planning and Policy Westminster City Council
Mary Nichols	Community Network Representative Westminster Federation of Residents Associations
Peter Nsumbu	BME Network Kongolese Centre
Monica Press	Grants and Voluntary Sector Manager (Jul 03 to Apr 04) Westminster City Council
David Ruse	Assistant Director Leisure & Lifelong Learning Westminster City Council
Carole Sturdy	Community Involvement Worker Voluntary Action Westminster
Anna Waterman	Community Health and Regeneration Manager Westminster Primary Care Trust

Central and North West London Mental Health Trust and St Mary's NHS Trust were involved in the consultation process of the compact and will be invited members of the Compact Implementation Group (see section 7).

Members of the VCS Compact Working Group

Bernard Collier, Chair	Voluntary Action Westminster
Charlie Dixon	Westminster Society for People with Learning Disabilities
Andy Elvin	Soho Family Centre Trust
Elcena Jeffers	Black People's Disabled People's Association
Faith Ndirangu	Umoja Pamoja
Peter Nsumbu	Kongolese Centre
Stephanie Willatts	Volunteer Centre Westminster

Appendix Four

Partnerships and Community Involvement Structures in Westminster

1 Westminster City Partnership

The Westminster City Partnership (WCP) is the overarching strategic partnership for the City of Westminster. It brings together a broad range of people and organisations, representative of public, private, voluntary and community sectors, to ensure co-ordinated action to improve the quality of life. By working closely with a variety of people and organisations that deliver services the Partnership aims to ensure collective effort and resources focus on improving life for all the people of Westminster in a more 'joined-up' way.

The Partnership's membership includes representatives of seven WCP thematic delivery networks (Community Network, Business Network, Learning, Employment & Enterprise network, Housing and Built Environment, Safer Westminster Network, Vulnerable Children and Young People's Network and the Health & Care Network).

2 Westminster Community Network

WCN brings together the wide range of voluntary organisations and community groups that exist in Westminster. It is a 'network of networks' made up of representatives from 13 member networks:

- North Westminster Community Network
- South Westminster Community Network
- Children and Young People's Forum
- Central/West End Partnership
- Westminster Refugee Consortium
- Westminster BME Network
- Westminster Federation of Residents Associations
- Older People's Forum
- Disability Network
- Homelessness Forum
- LGBT Networking Group
- Faith Exchange
- Women's Forum

WCN acts as a forum through which the needs, concerns and aspirations of the member networks are expressed to the local strategic partnership and other partners. Member networks also work within their own fields of interest to ensure that the vcs is involved in decision making.

3 Local Area Renewal Partnerships

There are currently six Local Area Renewal Partnerships which have been formed to promote joint working at local neighbourhood level. Each partnership involves vcs organisations active in the locality as well as the public sector, private sector and residents.

- Church Street Neighbourhood Forum
- Queen's Park Neighbourhood Forum
- Westbourne Neighbourhood Forum
- Harrow Road Forum
- South Westminster Steering Group
- West End Partnership

4 BME Health Forum

The BME Health Forum works to promote BME communities' views on health issues at a strategic level. It is a cross-sectoral partnership covering Westminster and Kensington & Chelsea, focusing on health-related issues.



City of Westminster



This publication and further information is available on the following websites:

www.vawcvs.org/compact.aspx
www.westminster.gov.uk/VSU
www.westminster-pct.nhs.uk

Or for hard copies of this publication, please contact:

**Westminster City Council
Grants and Voluntary Sector Unit
Children and Community Services Department
64 Victoria Street, London SW1E 6QP**

**Tel: 020 7641 5921
Fax: 020 7641 6088**