

Compact
VOICE

Commission
for the **Compact**



CabinetOffice
Office of the **Third Sector**

JOINT COMPACT IMPLEMENTATION PLAN 2008 – 2009

Section 1

Target:

Stronger relationships and partnerships at national level, to deliver the national Compact

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Action	Task	Lead	Outcome	Outputs and Milestones	Timescale
1.1 Champion implementation of Compact principles across Government, its agencies and public bodies	<ul style="list-style-type: none"> Engage with Grade 3 Champions focussing on addressing common issues in implementation <p>(ensure coordination with actions 1.4 and 1.5)</p>	C4C	<ul style="list-style-type: none"> Solutions to issues in Compact implementation across Government identified Regular and productive engagement with Grade 3 Champions, resulting in practical action and tangible outcomes which improve the relationship 	<ul style="list-style-type: none"> OTS work programme with Champions agreed Issues in Compact implementation in priority departments identified Where issues have been identified, meetings at Grade 3 level arranged to resolve them Joint statements produced following each meeting to describe agreed issue resolution 	<p>End Apr 08</p> <p>End May 08</p> <p>Jun / Jul 08</p> <p>Jul 08 – Mar 09</p>
	<ul style="list-style-type: none"> Engage with Third Sector Liaison Officers, focussing on addressing common issues in implementation (via sub-group meetings organised by OTS) 	C4C	<ul style="list-style-type: none"> TSLOs are supported in their roles championing the Compact in their departments and related agencies 	<ul style="list-style-type: none"> Plan the agendas for initial meeting of Champions sub-group Sub-group meetings held Conclusions/learning from sub-group meetings disseminated to participants 	<p>End Jul 08</p> <p>Jul 08 - Mar 09</p> <p>Jan – Mar 09</p>
	<ul style="list-style-type: none"> Raise profile of the Compact within individual departments 	C4C	<ul style="list-style-type: none"> Information/messages on the Compact disseminated within individual government departments 	<ul style="list-style-type: none"> Contacts made in priority departments Information disseminated by or during Compact Week 	<p>End Apr 08</p> <p>Nov 08</p>
1.2 Prepare and publish thematic reviews and reports on particular areas of implementation in conjunction with representative bodies and Third Sector Liaison Officers	<ul style="list-style-type: none"> Identify three themes relating to the Compact on a national level, and prepare and publish reviews. 	C4C	<ul style="list-style-type: none"> Thematic reviews improve understanding of how to achieve good Compact implementation 	<ul style="list-style-type: none"> Identify themes Publish reports 	<p>Jun 08</p> <p>Dec 08</p>

*Commission for the Compact (C4C), Compact Voice (CV), Office for Third Sector (OTS), Local Government Association (LGA), Communities and Local Government (CLG) etc.

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Action	Task	Lead	Outcome	Outputs and Milestones	Timescale	
1.3	Promote the Compact with Departments across government so that it becomes part of the "ground rules" for their partnerships with the third sector, as part of activity to deliver the national "...environment for a thriving third sector..." PSA target.	C4C / OTS	<ul style="list-style-type: none"> Departments include the Compact in key strategic documents Departmental reviews assess the Department's efforts to mainstream and comply with the Compact 	<ul style="list-style-type: none"> Written responses to consultations submitted by deadlines Examine Departmental review reports for mentions of / compliance with the Compact 	As required during lifetime of plan	
1.4	Develop a benchmark of good practice, through further work with representative organisations and Third Sector Liaison Officers, in relation to funding, commissioning and procurement approaches, which also clarifies the role of grants and the application of the Compact in competitively neutral funding processes	Produce compendium of terms for funding environment	C4C/OTS	<ul style="list-style-type: none"> Consistent and shared approach to terms within commissioning, procurement and funding environment 	<ul style="list-style-type: none"> Identification of terms Agreement as to definitions Production of compendium 	Sept 2008
		Sign-post Government Departments to best practice in funding	C4C/OTS	<ul style="list-style-type: none"> An accessible best practice resource so that Government Departments can share approaches and ideas on Compact delivery 	<ul style="list-style-type: none"> Identify current good practice and publicise it through the Compact website 	Mar – May 08
		Work with individual departments to increase Compact use	C4C/OTS	<ul style="list-style-type: none"> Increase good practice and Compact application within Government Departments 	<ul style="list-style-type: none"> Establish sub-group of Grade 3 Champions network on grant funding to focus on grants, procurement, commissioning Run quarterly workshops / focus groups aimed at increasing awareness/use of Compact 	May 08 April 09
1.5	Monitor the extent to which good practice principles are followed when central government funding is devolved to Non-Departmental Public Bodies, local agencies and consortia	Report identifying the extent to which Compact principles and good practice are applied within to devolved funding.	C4C/OTS	<ul style="list-style-type: none"> Baseline position on the implementation of the Compact in relevant NPDB, local agencies and consortia 	<ul style="list-style-type: none"> Agree with OTS/Voice as to what constitutes good practice Identify representative organisations Design template to evaluate how/where Compact principles are relevant and can be applied to stated organisations. 	Apr –Jun 08 Jun 08 Jul 08
		Recommendations for increasing application of Compact good practice	C4C/OTS	<ul style="list-style-type: none"> Greater understanding of success factors and good practice where it exists 	<ul style="list-style-type: none"> Produce report on use of Compact 	Sept 08

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Action	Task	Lead	Outcome	Outputs and Milestones	Timescale
1.6 Support government Departments, Agencies, Non-Departmental Public Bodies and local public bodies in implementing the Compact	<ul style="list-style-type: none"> Produce "implementation guidance" for stakeholders on how to implement Compact 	C4C/OTS	<ul style="list-style-type: none"> Greater understanding of Compact and how principles can be applied to develop positive relationships with the third sector 	<ul style="list-style-type: none"> Identify key stakeholders to target Research into good practice case studies Develop and issue implementation guide on how to use Compact 	<p>Jun 08</p> <p>Jun – Oct 08</p> <p>Nov 08</p>
	<ul style="list-style-type: none"> Stage a series of workshops for stakeholders demonstrating benefit of Compact 	C4C / OTS / CV	<ul style="list-style-type: none"> Wider awareness of the benefits of Compact ways of working, evidenced by wide attendance at workshops and positive feedback 	<ul style="list-style-type: none"> Develop feedback response form to collect examples of good Compact working Organise series of regional workshops to coincide with Compact Week Collate and review feedback from participants 	<p>Oct 08</p> <p>Nov 08</p> <p>Jan 09</p>
	<ul style="list-style-type: none"> Establish a publicly accessible on line directory of NDPB's and their relationship to and use of the Compact 	C4C	<ul style="list-style-type: none"> Increased awareness of the application of Compact to NDPBs across the spectrum 	<ul style="list-style-type: none"> Directory developed and launched, to provide accessible and useful information resource which clears up misunderstandings around applicability 	<p>Apr 08</p>
1.7 Review the distinctive impact of Regional Compacts and the development of Multi Area Agreements	<ul style="list-style-type: none"> Review and impact study of existing regional Compact ways of working and application of Compact principles in regional structures, and key role of GOs in taking this forward 	C4C	<ul style="list-style-type: none"> Progress report on impact of regional Compact ways of working 	<ul style="list-style-type: none"> Comparative analysis of outcomes in regions with and without strong processes for promoting the application of Compact principles at a regional level Progress report published 	<p>Jun – Oct 08</p> <p>Nov 08</p>
	<ul style="list-style-type: none"> Examine in detail the role of RDAs in embedding the Compact in regeneration 	C4C / BERR	<ul style="list-style-type: none"> Research report on RDA role in relation to the Compact acts as evidence base for C4C activities to influence new regional structures 	<ul style="list-style-type: none"> Conduct qualitative interviews with RDA third sector leads Analyse emerging documentation on new regional strategic framework post-SNR as it is published 	<p>May / Jun 08</p> <p>Ongoing as necessary</p>
	<ul style="list-style-type: none"> Initiate review of relationship between MAAs and Compact 	C4C / CLG	<ul style="list-style-type: none"> Review initiated to examine early findings on impact of MAAs 	<ul style="list-style-type: none"> Complete think-piece Begin review of pilot MAAs 	<p>Mar 09</p> <p>Mar 09</p>

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Action	Task	Lead	Outcome	Outputs and Milestones	Timescale
1.8 Issue an annual third sector report outlining the experience and key messages from the sector about its relationship with government	<ul style="list-style-type: none"> Run a research programme consisting of surveys, focus groups and feed back to C4C and OTS. 	CV	<ul style="list-style-type: none"> Views, experience and desired outcomes of the sector are represented and responded to. 	<ul style="list-style-type: none"> Detailed plans including research programme for Local and National Compact Voice Production of research findings and final sector report 	Apr 08
	<ul style="list-style-type: none"> Run thematic meetings on key issues in the relationship with clear recommendations for change to action. For example EU Funding, resourcing Local Compact implementation, how central and local government co-ordinate work and messages on the Compact, Independence. (ensure coordination with task 1.9 and 1.1) 	CV / C4C	<ul style="list-style-type: none"> An improvement in specific areas in the relationship between government and the third sector. 	<ul style="list-style-type: none"> Identification of themes 2-4 meetings held Joint statements produced following each meeting to describe agreed issue resolution Report on progress (measurement of change) 	Jul 08 Aug 08 Sept – Nov 08 Sept – Nov 08 Mar 09
1.9 Programme of development work within third sector, feeding back third sector perspectives on the Compact to Government via Compact Voice and discussions with relevant government representatives.	<ul style="list-style-type: none"> Analyse third sector report to identify themes and issues from the third sector relating to the Compact 	C4C/CV	<ul style="list-style-type: none"> Third sector perspectives and issues on the Compact identified 	<ul style="list-style-type: none"> Action plan produced detailing prevalent themes and issues, and proposals for tackling them 	Aug 08
	<ul style="list-style-type: none"> Select recommendations from the annual third sector report to discuss with government Use thematic meetings (task 1.8) to discuss taking forward recommendations 	C4C/CV	<ul style="list-style-type: none"> Third sector perspectives on the Compact reported to and discussed with relevant government representatives 	<ul style="list-style-type: none"> 2-4 meetings held Joint statements produced following each meeting to describe agreed issue resolution Report on progress (measurement of change) 	Nov 08 Nov 08 – Mar 09 Mar 09
1.10 Publish the Baseline Study of the implementation of the Compact by government to date and its impact on relationships between government and the third sector and follow up on its recommendations	<ul style="list-style-type: none"> Produce executive summary of Baseline study and recommendations and publish 	C4C	<ul style="list-style-type: none"> Evidence of Compact implementation promoted to stakeholders through publication of executive summary 	<ul style="list-style-type: none"> Executive summary produced Summary published 	Mar 08 Apr 08
	<ul style="list-style-type: none"> Plan how to take forward recommendations in the Baseline Study. 	C4C	<ul style="list-style-type: none"> Plan of work to improve implementation of the Compact 	<ul style="list-style-type: none"> Action plan produced 	Apr 08

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Action	Task	Lead	Outcome	Outputs and Milestones	Timescale
1.11 Undertake further assessment, following on from Baseline Study, of the extent to which third sector organisations are observing their commitments under the Compact	<ul style="list-style-type: none"> Engage with other bodies involved in developing standards for third sector organisations. 	C4C	<ul style="list-style-type: none"> Influence other bodies to include the Compact in assessment of third sector organisations where appropriate 	<ul style="list-style-type: none"> Set up meetings with PQASSO Set up meetings with Charity Commission 31/6/08 	<p>Jun 08</p> <p>Jun 08</p>
	<ul style="list-style-type: none"> Commission workshops about what third sector organisations understand about their commitments under the Compact 	C4C	<ul style="list-style-type: none"> Baseline evidence of what third sector organisations understand about their commitments under the Compact 	<ul style="list-style-type: none"> Plan/tender produced and potential partners identified Workshops held Final report 	<p>Jul 08</p> <p>Oct 08</p> <p>Dec 08</p>
	<ul style="list-style-type: none"> Discuss this topic with Grade 3 champions (see task 1.1) 	C4C	<ul style="list-style-type: none"> Evidence base on government's view of third sector observance of the Compact 	<ul style="list-style-type: none"> See task 1.1 	
1.12 Further research as necessary on the use and impact of the Compact at national level	<ul style="list-style-type: none"> Identify and monitor key measures of Compact implementation derived from Baseline Study relating to: <ul style="list-style-type: none"> Understanding; Use; and Relevance of the Compact 	C4C / CV	<ul style="list-style-type: none"> Annual Compact review highlights progress and trends in implementation 	<ul style="list-style-type: none"> Identifying (six) indicators taken from the baseline review Put monitoring regime in place to track progress Showcase examples of good practice in each of the six areas during Compact Week 	<p>Apr 08</p> <p>May 08</p> <p>Nov 08 and ongoing</p>

Section 2

Target:

Stronger relationships and partnerships at local level, supported by Local and Regional Compacts and Compact Action Plans

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Action	Task	Lead [†]	Outcome	Outputs and Milestones	Timescale
2.1	Research the impact of the inclusion of the “ <i>environment for a thriving third Sector</i> ” and “ <i>increased regular volunteering</i> ” indicators in Local Area Agreements	C4C	<ul style="list-style-type: none"> Initial report, listing indicative early findings from first year of new LAAs, which forms basis for future best practice work on how the Compact can promote success in achieving these targets 	<ul style="list-style-type: none"> Research brief for impact study put out to tender and researcher appointed Impact study report published March 2009 	<p>Apr 08</p> <p>Mar 09</p>
2.2	Ongoing work to ensure that Compact principles are at the heart of new Local Area Agreements and the partnerships which underpin them	C4C / CV	<ul style="list-style-type: none"> Case study research report on 5 selected local areas promotes good practice across local government 	<ul style="list-style-type: none"> Conduct (or commission) case study research on LAA drafting process with 5 pilot areas Report on LAA drafting process 	<p>May – Jun 08</p> <p>Jul 08</p>
		C4C / CV	<ul style="list-style-type: none"> Government Offices have a shared approach to including Local Compacts in the negotiation process for LAAs and benchmark themselves against recognised good practice guidelines 	<ul style="list-style-type: none"> Guidelines developed for Government Offices in determining adequate involvement of the third sector in negotiating LAAs Joint statement with representatives of the Government Office Network and LGA on the role of the Compact in LAA negotiation 	<p>Aug – Dec 08</p> <p>Jan 09</p>
		C4C / CV / OTS / CLG / LGA	<ul style="list-style-type: none"> Research report providing strong evidence for the impact of Local Compacts as basis for a campaign for recognition of the importance of Local Compacts 	<ul style="list-style-type: none"> Conduct impact study on Local Compacts Study evidence informs Joint Advice Note 	<p>Jun – Aug 08</p> <p>Sept 08</p>

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Action	Task	Lead ^f	Outcome	Outputs and Milestones	Timescale
2.3 Contribute to the development of Comprehensive Area Assessment and other regulation regimes and ensure that the Compact is reflected in the assessment	<ul style="list-style-type: none"> Engage with Audit Commission and Local Government Association during the process of drafting the CAA guidance 	C4C / OTS	<ul style="list-style-type: none"> Inspectorates and LGA recognise the relevance of the Compact and the need to reference it in CAA 	<ul style="list-style-type: none"> Meeting set up with Audit Commission representative Meeting set up with LGA representative Joint statement on Compact issued by AC/LGA/C4C/OTS 	<p>Apr 08</p> <p>Apr 08</p> <p>Jun / Jul 08</p>
	<ul style="list-style-type: none"> Evaluation and joint event on links between Compact and inspectorate objectives to "Compact-proof" CAA and other methodologies, involving: <ul style="list-style-type: none"> Audit Commission OFSTED CSCI Healthcare Commission HMI Probation 	C4C / OTS	<ul style="list-style-type: none"> Inspectorate staff are made aware of the links between the Compact and inspection regimes and act to ensure that they are compatible 	<ul style="list-style-type: none"> Joint seminar with CLG / DH / DCSF staff with performance remit, inspectorate staff, Better Regulation Executive and Third Sector in June/July 2008 Commission work on Compact-proofing after publication of firm proposals for CAA, concluding in evaluation of links between Compact and inspection methodologies 	<p>Jun – Jul 08</p> <p>Jul – Oct 08</p>
2.4 Expand work of Local Compact Voice with frontline organisations, building on links with Local Government Association and Third Sector Liaison Officers in CLG and other stakeholder departments to ensure that better national policy and guidance leads to better local delivery	<ul style="list-style-type: none"> Develop a model Local Compact resourcing business case 	CV	<ul style="list-style-type: none"> Increased awareness/evidence that local compacts assist in delivering local objectives Increased commitment and application to local compacts by partners at the local level 	<ul style="list-style-type: none"> Development of business case framework Agreement of framework by LGA, C4C Promote framework 	<p>Mar - Jul 08</p> <p>Sept 08</p>
	<ul style="list-style-type: none"> Develop implementation of a Local Compact Scorecard set 	CV	<ul style="list-style-type: none"> Self assessment tool kit that increases understanding and awareness of direction of travel for Local Compacts 	<ul style="list-style-type: none"> Development of combined Local Compact Scorecard Agreement of framework by LGA Promote scorecard 	<p>Mar – Jul 08</p> <p>Jul 08</p> <p>Sept 08</p>
	<ul style="list-style-type: none"> Explore the development of a joint online knowledge bank/forum between C4C & CV 	C4C/CV	<ul style="list-style-type: none"> Local Compacts have capacity building mechanism to access best practice, implementation guidance and support tool kits Increase in awareness and implementation of Compact principles at local level 	<ul style="list-style-type: none"> Identification of good practice/support tools for webpage Work with key partners to signpost forum Forum goes live 	<p>Apr 08</p> <p>Apr – Jul 08</p> <p>Sept 08</p>

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Action	Task	Lead ^f	Outcome	Outputs and Milestones	Timescale	
	<ul style="list-style-type: none"> Build representational role of Local Compact Voice 	CV	<ul style="list-style-type: none"> Increased and strengthened membership of Compact Voice Increased knowledge and expertise gathered from widened and deepened membership 	<ul style="list-style-type: none"> Engage with Compact champions and front line organisations 	April 09	
2.5	Work with the Parliamentary and Health Service and Local Government Ombudsmen to consider the relevance of the Compact in cases of alleged maladministration.	C4C / CV	<ul style="list-style-type: none"> Joint meeting concludes protocols for recognising Compact in maladministration cases 	<ul style="list-style-type: none"> Joint meeting convened by Commissioner and CV Chair Joint statement by C4C / CV and Ombudsmen Create central point of information on thecompact.org.uk advising on appropriate routes of redress for disputes 	Jun 08 Sept 08 May 08	
2.6	Develop joint guidance on the role of the Compact in this process	C4C / CV	<ul style="list-style-type: none"> Guidance ensures consistency in approach across maladministration cases where the Compact is referenced 	<ul style="list-style-type: none"> Develop guidance Guidance published 	Jul – Aug 08 Sept 08	
2.7	Undertake thematic reviews	C4C	<ul style="list-style-type: none"> Thematic reviews improve understanding of how to achieve good Compact implementation 	<ul style="list-style-type: none"> Identify themes Publish reports 	Mar – May 08 Jul 08 – Mar 09	
2.8	Develop arrangements for recording issues raised by third sector organisations and central and local government to arrive at evidence based solutions through dialogue and engagement	<ul style="list-style-type: none"> Record all substantial liaison with the sector on key issues 	CV	<ul style="list-style-type: none"> To effectively represent the third sector's experience, needs and perspectives on the Compact 	<ul style="list-style-type: none"> Database of contact in place, recording themes 	Jun 08
		<ul style="list-style-type: none"> Record all substantive liaison and issues raised by public sector Compact stakeholders 	C4C / OTS / LGA	<ul style="list-style-type: none"> C4C acts as a "clearing house" for issues raised by public sector stakeholders 	<ul style="list-style-type: none"> Contact management system records nature of key issues Emergent issues and themes to be included as a standing item on agendas for scheduled tri-lateral meetings 	Ongoing throughout lifetime of plan
		<ul style="list-style-type: none"> Thematic discussion and action plans as outlined above 	CV / C4C	<ul style="list-style-type: none"> To effect a positive change in relationships between the third sector and government 	<ul style="list-style-type: none"> Recorded actions from meetings 	Ongoing throughout lifetime of plan

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Action	Task	Lead ^f	Outcome	Outputs and Milestones	Timescale	
	<ul style="list-style-type: none"> Make stronger links with the Compact Advocacy Programme and use evidence from case work more strategically in all meetings and contact with statutory contacts and in the annual sector report 	CV	<ul style="list-style-type: none"> To effect a positive change in relationships between the third sector and government To effectively represent the third sector's experience, needs and perspectives on the Compact 	<ul style="list-style-type: none"> Recorded actions from meetings Annual sector report Information on particular areas and government departments 	Nov 08 Publications as required	
2.9	Produce more sophisticated guidance on implementing the Government's commitments to full-cost recovery	<ul style="list-style-type: none"> Review all interpretations and applications of FCR 	OTS	<ul style="list-style-type: none"> Wider and deeper understanding of the full range of components of FCR 	<ul style="list-style-type: none"> Identify key outcomes from National Audit Office review into FCR 	April 08
		<ul style="list-style-type: none"> Engage with key stakeholders ACEVO, NAVCA, Audit Commission to develop shared understanding of FCR and its application. 	C4C / OTS	<ul style="list-style-type: none"> Hold key stakeholders workshop to look at application of FCR Agree common application on FCR 	<ul style="list-style-type: none"> Identify best practice/ key issues 	Jul 08
		<ul style="list-style-type: none"> Publish guidance note on how FCR can be appropriately applied to new funding environment 	OTS / C4C	<ul style="list-style-type: none"> Shared understanding between Government and sector on FCR and its application within current funding environment Understanding of the application of FCR to volunteering 	<ul style="list-style-type: none"> Publish guidance note 	Oct 08
2.10	Review progress on the implementation of move towards three year grant funding	<ul style="list-style-type: none"> Review the use of 3 year funding within current Government funding programmes 	OTS	<ul style="list-style-type: none"> Clear understanding on the application of three year grant funding. 	<ul style="list-style-type: none"> Meet with OTS to discuss development of monitoring framework 	Sept 08
		<ul style="list-style-type: none"> Assessment on number of grants programmes from October 2008 	OTS	<ul style="list-style-type: none"> Increased clarity over the number of grant programmes available from October 2008 for the sector 	<ul style="list-style-type: none"> Undertake review Produce findings 	Oct 08
		<ul style="list-style-type: none"> Examine the relevance of 3 year funding 	OTS / C4C	<ul style="list-style-type: none"> Clear statement on 3 year funding 	<ul style="list-style-type: none"> Statement published 	Nov 08

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Action	Task	Lead ^f	Outcome	Outputs and Milestones	Timescale
2.11 Gather evidence of how the new public sector commissioning environment relates to the Compact and the impact of this on third sector organisations	<ul style="list-style-type: none"> Conduct a series of regional "focus groups" with commissioners and providers from both sectors 	C4C	<ul style="list-style-type: none"> Increased understanding of issues affecting commissioners, Local Authority Finance and Legal Departments and third sector organisations Increased understanding of which issues are the greatest priority 	<ul style="list-style-type: none"> Establish project plan including: Identify key participants, Develop key questions/topics for groups to comment on Run regional events Commission produces public statement on website 	<p>May 08</p> <p>May 08 Jul 08</p>
	<ul style="list-style-type: none"> Publish research report on the impact of commissioning and sub contracting on the third sector and how the Compact is applied to competitive commissioning and decision making. 	C4C	<ul style="list-style-type: none"> Clear and greater understanding of the application and awareness of Compact principles in Commissioning. 	<ul style="list-style-type: none"> Initial scoping document produced Engage with researchers Tender and appoint researchers Production of report outlining key issues 	<p>May 08</p> <p>Jun 08 Jun 08</p> <p>Aug 2008</p>
	<ul style="list-style-type: none"> Assess good practice at national, regional and local level in commissioning 	C4C	<ul style="list-style-type: none"> Commission can highlight / signpost principles of best practice in commissioning Clear best practice that can inform debates around relevance of current funding and procurement code 	<ul style="list-style-type: none"> C4C/OTS joint event identifying good practice in commissioning approaches across government April 08 Desk based assessment of regional and local commissioning strategies Good practice guide to commissioning - 	<p>Dec 2008</p>

Section 3

Target:

***Increase understanding of the role of the Compact
in promoting equality and community cohesion***

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Action	Task	Lead [†]	Outcome	Outputs and Milestones	Timescale
3.1 Undertake specific campaigns to promote use of the Compact, and raise awareness of how to use it, in particular within:					
o Black and Minority Ethnic third sector organisations;	• Undertake joint awareness campaign with Voice4Change England	C4C / V4C / CV	• Media campaign highlights issues in BME Code implementation	• Issue media release (also promoting BME Code workshops)	May 08
	• Hold workshops on awareness, use and development of BME Code	C4C	• Wide attendance at 3 workshops in North / Midlands / South	• Hold 3 BME Code workshops	Jun – Jul 08
o Community groups; and	• Work with Development Trusts Association / BASSAC and other stakeholders to increase profile of the Code	C4C / CV	• Joint media release with Community Matters / ACRE / DTA / BASSAC	• Issue media release	Oct 08
	• Analyse Compact implications of specific issues relating to community groups	C4C / CV	• Compact guidance on: <ul style="list-style-type: none"> o community asset transfer o the “grassroots grants” programme o Community Anchors etc. 	• Guidance developed and issued	Oct 08 – Jan 09
o Volunteer-involving organisations	• Research cost of volunteer involvement with a view to issuing guidance	C4C	• Research provides quantitative assessment of the ancillary costs of volunteering	• Report produced	Oct – Nov 08
	• Prepare C4C guidance on full-cost recovery	C4C	• Guidance to funders builds on research and clarifies the situation on appropriate recognition of voluntary activity	• Guidance developed and issued	Nov 08 – Mar 09

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Action	Task	Lead ⁺	Outcome	Outputs and Milestones	Timescale
3.2 Examine the Black and Minority Ethnic Organisations' Code for consistency with wider race relations and equalities legislation	<ul style="list-style-type: none"> Commission legislative compliance review on BME Code 	C4C	<ul style="list-style-type: none"> Research paper Refreshing the Code 9 regions implementation paper on the BME code. 	<ul style="list-style-type: none"> Commission LCR Use outcomes of LCR to inform consultation events on BME Code (see 3.1) Regional implementation dossier produced 	<p>Mar -Jun 08</p> <p>May 08</p>
	<ul style="list-style-type: none"> Approach V4C +CV for a partnership in sharing tasks regarding the research. 		<ul style="list-style-type: none"> Joint publication/paper on research 	<ul style="list-style-type: none"> Partnership working between V4C + C4C 	Mar 08
	<ul style="list-style-type: none"> Research the ways in which diversity, equalities and cohesion have been mainstreamed into the BME Code in local and/or regional Compacts 		<ul style="list-style-type: none"> Number of BME organisations listed with various 3rd sector umbrella groups and statistics on the status of the BME sector Analytical paper on selected BME / Equalities / Diversity Codes from Local Compacts 	<ul style="list-style-type: none"> Details to be added to the CRM List from Regional observatories Produce comparative analysis paper on 5 Local Compact Codes of Practice relating to BME / Equalities / Diversity 	<p>Jun 08</p> <p>Jun 08</p> <p>Sept 08</p>

Section 4

Target:

Strengthen the independence, voice and campaigning work of the third sector

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Action	Task	Lead ^s	Outcome	Outputs and Milestones	Timescale
4.1 Monitor the extent to which government Departments, Agencies, Non-Departmental Public Bodies and local public bodies are observing their commitment to respect the right of third sector organisations to campaign	<ul style="list-style-type: none"> Conduct desk based monitoring exercise on campaigning activity, looking at government strategies, local Compacts and findings from research into campaigning / independence by other bodies 	C4C	<ul style="list-style-type: none"> Initial evidence of implementation of Compact principles relating to campaigning and independence. 	<ul style="list-style-type: none"> Desk study published 	Apr 08
	<ul style="list-style-type: none"> Design and conduct joint research into awareness and commitment to independence/campaigning 	C4C/CV	<ul style="list-style-type: none"> In depth evidence of implementation of Compact principles relating to campaigning and independence 	<ul style="list-style-type: none"> Report that scopes research objectives submitted to Third Sector Review Detailed plan of research in collaboration with CV Data collection completed by C4C Data collection completed by CV (as part of generic research – see task 4.3 below) Case studies produced of issues/themes Final joint report end 	Apr 08 Jun 08 Oct 08 Oct 08 Oct 08 Feb 09
	<ul style="list-style-type: none"> Identify others engaged in Compact relationships beyond TSLOs / Grade 3 Champion and equivalents in public bodies 	C4C/CV	<ul style="list-style-type: none"> Comprehensive list encompassing as many Compact stakeholders as possible which can be used to promote future engagement 	<ul style="list-style-type: none"> Compile list over time using C4C Knowledge Base 	Mar 09
4.2 Undertake a programme of learning and development to address issues identified from this monitoring activity	<ul style="list-style-type: none"> Produce implementation guidance based on issues identified from monitoring activity 	C4C/CV	<ul style="list-style-type: none"> Both sectors have enhanced capacity and knowledge to implement Compact principles relating to campaigning and independence 	<ul style="list-style-type: none"> Guide produced and published 	Jan 09

^sCommission for the Compact (C4C), Compact Voice (CV), Office for Third Sector (OTS), Local Government Association (LGA), Communities and Local Government (CLG) etc.

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Action	Task	Lead ^s	Outcome	Outputs and Milestones	Timescale
	<ul style="list-style-type: none"> Launch implementation guidance at a series of learning events 	C4C/CV	<ul style="list-style-type: none"> Both sectors have enhanced capacity and knowledge to implement Compact principles relating to campaigning and independence 	<ul style="list-style-type: none"> Brief produced Partners selected Events held 	<p>Nov 08 Jan 09 Mar 09</p>
4.3 Explain the Compact's relevance and campaign to increase the sector's use of the Compact in situations where independence is challenged	<ul style="list-style-type: none"> Provide simple information clearly explaining the concept of third sector independence and campaigning and ways in which the Compact is relevant and of use 	CV / C4C	<ul style="list-style-type: none"> A reliable source of information on issues relating to campaigning and independence, which allows the third sector to express itself confidently 	<ul style="list-style-type: none"> Useable document/publication/leaflet Information on website Useful good practice examples 	<p>Nov 08 Nov 08 Nov 08</p>
	<ul style="list-style-type: none"> Include relevant questions on campaigning and independence in generic research and work programme on independence day (links to task 4.1 above) 	CV	<ul style="list-style-type: none"> Up-to-date and relevant information from the third sector on its experience, needs and perspectives on the Compact relating to independence 	<ul style="list-style-type: none"> Publish initial research findings on independence Events and publications for Independence day 	<p>Jun 08 Jul 08</p>

Section 5

Target:

Ensure the continued relevance of the Compact in a changing policy and legislative environment

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Action	Task	Lead	Outcome	Outputs and Milestones	Timescale
5.1 Clarify the legal status and scope of the Compact	<ul style="list-style-type: none"> Establish group of experts to assess different legal approaches. Group will include representatives from OTS/C4C/CV 	C4C	<ul style="list-style-type: none"> Clearer understanding of the type of power, remit and scope of Commission/Compact under different legal models 	<ul style="list-style-type: none"> Identify membership of working group Set terms of references for working group Working groups conduct series of scoping meetings Production of report that provides information on different legal approaches. 	<p>Jun 08</p> <p>Jun 08</p> <p>Jul – Nov 08</p> <p>Dec 08</p>
5.2 Examine the Codes for consistency and relevance in light of recent legislation and government policy guidance	<ul style="list-style-type: none"> List recent legislation and guidance issued from Government linked to the Compact. 	C4C	<ul style="list-style-type: none"> Information resource on Compact-related Government legislation and guidance which can be used to plan future work 	<ul style="list-style-type: none"> Knowledge Base is updated over time with relevant legislation and guidance 	May-Jul 08
	<ul style="list-style-type: none"> Commission research on consistency of Codes with current and projected legislation and guidance 	C4C / OTS / CV	<ul style="list-style-type: none"> Increased understanding on implication of recent legislation on Compact. Independent view as to how current Codes can be supported and supplemented by information and implementation guidance. 	<ul style="list-style-type: none"> Develop robust tender specification with OTS/CV Identify & approach and develop potential researchers to commission work to. Researchers publish authoritative paper on the Codes consistency and relevance. 	<p>Jul 08</p> <p>Aug 08</p> <p>Mar 09</p>
5.3 Develop "how to use" guidance on the Compact for the third sector once legal status and scope have been clarified	<ul style="list-style-type: none"> Publish guidance as a result of Government review planned in April 2009 	C4C	<ul style="list-style-type: none"> Third sector organisations are clearer about status and scope of the Compact 	<ul style="list-style-type: none"> Collaborative piece of work with input from the third sector via Compact Voice – by 2009 	Planned for 09
5.4 Examine the potential for greater use of the Compact Mediation Service and other forms of alternative dispute resolution	<ul style="list-style-type: none"> Evaluate effectiveness and use of the CMS, as against uptake of Advocacy 	C4C / C Adv	<ul style="list-style-type: none"> Clear picture of the use of the CMS, and why alternative resolution processes have been used instead 	<ul style="list-style-type: none"> Commission evaluation report Short evaluation report issued February 2009 	<p>Oct 08</p> <p>Feb 09</p>

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Action	Task	Lead	Outcome	Outputs and Milestones	Timescale
	<ul style="list-style-type: none"> Examine range of dispute resolution processes available locally and nationally 	C4C / C Adv	<ul style="list-style-type: none"> Information and good practice examples on dispute resolution are available to Government and the national and local third sector 	<ul style="list-style-type: none"> Short factsheet issued on ADR and mediation mechanisms with good practice examples, and case studies posted on website 	May 08
5.5 Review the codes of the national Compact for a potential update in 2009	<ul style="list-style-type: none"> Agree joint activity to take forward conclusions reached during the course of action 5.2 	C4C / CV / OTS	<ul style="list-style-type: none"> A clear plan of action for updating the Compact and Codes where necessary 	<ul style="list-style-type: none"> Initial scoping discussion Plan developed early in financial year 09/10 	Mar 09 Ongoing into 09/10