

The Kensington and Chelsea Partnership



Kensington and Chelsea Partnership

COMPACT

And

CODES OF PRACTICE

The Principles for Working Together in Partnership

2007

Introduction to the Compact

Kensington and Chelsea is justly proud of its history of working with partners to provide good quality services for residents. The Kensington and Chelsea Partnership is an important element of this work. However successful we are, there is a need to lay down solid foundations as to how we should work together and have these agreed by all partners.



The Compact is the result of the hard work and commitment which brought together over time the Council, NHS Trusts, other statutory agencies and the voluntary sector to agree the principles of partnership working. With the appointment of a national Compact Commissioner who may, in time, review how our Compact is working, this is the opportune time for this new edition of the Kensington and Chelsea Compact. It combines the general principles and all the codes of practice, funding and procurement, consultation, volunteering and black and minority organisations, for the first time.

Organisations in both sectors are signing up and participating in its implementation. Partnership working is playing an increasingly important part in ensuring that we continue to provide really good services to the residents of Kensington and Chelsea. The Compact between the statutory and voluntary sector assists us in achieving this.

A handwritten signature in black ink, appearing to read 'Merrick Cockell'.

Councillor Merrick Cockell
Chairman Kensington and Chelsea Partnership

March 2007

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Partnership Working in the Royal Borough of Kensington and Chelsea

1 Background

- 1.1. In 1998 the Home Office published the document “Compact – getting it right together.” Its purpose was to provide a framework in which working relationships between the Government and the voluntary and community sectors could be strengthened and improved.
- 1.2. Compact Voice is the national body that monitors Government relations with the voluntary and community sectors and represents the views of those sectors to the Government. The Commissioner for the Compact, who works within the Office of the Third Sector in the Cabinet Office, monitors its operation across all Government Departments. An annual meeting is held between the Government and representatives from the voluntary and community sectors to assess progress and discuss ways forward. Local Compact Voice is a network of over 300 voluntary sector representatives from local authority areas in England and supports the work of Compact Voice.

2 Introduction to the Kensington and Chelsea Compact and Codes of Practice

- 2.1. The Compact was first agreed in 2001 following extensive consultation as an initiative of the Royal Borough and the voluntary and community sector. Its scope has subsequently broadened to include NHS trusts and other statutory agencies that comprise the Kensington & Chelsea Partnership. There are differences within sectors and between different agencies on forms of governance, ties to larger organisations outside of the Borough and levels of demand upon services. Within this varying context, The Compact and Codes of Practice continue to promote effective working and partnership relationships between the voluntary, community and statutory sectors. The Compact is essential not only to maintain, but also build upon existing good practice so that all partners, both old and new, are aware of the best practice that underpins the work currently taking place in the Royal Borough.
- 2.2. The environment in which the voluntary, community and statutory sectors work is constantly changing. Change can engender positive developments in services; locally it occurs within a long established environment of successful working relationships between the statutory, voluntary and community sectors.
- 2.3. Kensington and Chelsea has a diverse and vibrant range of communities. These include the indigenous population, black and minority ethnic communities, refugees and asylum seekers and those from the many faith groups. The Compact and Codes of Practice aim to provide a framework for ensuring good practice when partners to the Compact provide services for local residents from all communities.
- 2.4. The Compact is relevant to all voluntary and community groups working in the Royal Borough not just those funded by the local statutory sector. They are also partners in providing essential services to local residents.

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Both the national and local Compacts should be used as the partners plan and deliver services to local residents.

2.5. The Compact Implementation Group was formed in 2004 with representation from the statutory and voluntary sector. It aims to ensure that the Compact is well known and used by partners, and that it and the Codes of Practice are reviewed and updated to reflect change. The Group also wishes to extend the signatories to the Compact and by increasing active participation help to ensure the Compact is recognised and adhered to.

2.6. The following Codes of Practice have been agreed in Kensington and Chelsea:

- Black and Minority Ethnic Community Organisations Code of Practice
- Consultation Code of Practice
- Funding and Procurement Code of Practice
- Volunteering Code of Practice.

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3 Compact

3.1 The Kensington and Chelsea Compact: Core Principles

- 3.1.1 The parties to the Compact aspire to meet the following five core principles, which underpin the Compact and the four Codes of Practice.
- 3.1.2 To recognise all voluntary and community organisations which support the residents of Kensington and Chelsea.
- 3.1.3 To ensure a co-ordinated and equal partnership in planning and service delivery.
- 3.1.4 To save time and reduce bureaucracy for all parties to the Compact.
- 3.1.5 To bring together and better co-ordinate policies and procedures relevant to joint working between the statutory, voluntary and community sectors.
- 3.1.6 To improve the consistency of arrangements between statutory agencies and the voluntary and community sectors.

3.2 Shared Principles and Undertakings

The following principles and undertakings are agreed and will be adhered to by the statutory sector and the voluntary and community sectors.

- 3.2.1 The principles contained in the Compact are there to provide a framework for working together. They recognise and respect the different roles of the organisations involved and their differing positions in the community.
- 3.2.2 The parties to the Compact aim to have successful partnership and collaborative working in order to provide a range of services and community activities that meet the wide range of needs and expectations raised by the diverse communities and individual residents of Kensington and Chelsea.
- 3.2.3 The local Compact recognises the continuing importance of the statutory, voluntary and community sectors working together in order to contribute to local strategies and priorities, thereby enabling the best use of all the resources available in the Royal Borough.

The statutory, voluntary and community sectors agree to:

- 3.2.4 Acknowledge the distinct responsibilities and roles of each sector in the development of local services and give equal consideration to these differing perspectives.
- 3.2.5 Share information where appropriate (taking into account organisational and client confidentiality) between the sectors to assist effective planning, monitoring and delivery of services.

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3 Compact

- 3.2.6 Ensure that service users and others affected by service delivery are consulted and where appropriate, involved in decision-making. Also ensure that organisations have a consultation policy and that they can demonstrate that the results of consultation impact on service delivery.
- 3.2.7 Ensure that all decision making processes are clear and that resulting decisions are fully explained.
- 3.2.8 Encourage and enable staff and volunteers to participate in training and development in order to provide improved service delivery by building upon and developing staff and volunteer skills.
- 3.2.9 Ensure that organisations adhere to equal opportunities and equal access legislation when providing services and activities in a way that fully enables participation of service users, potential service users, staff and volunteers. All organisations will strive to develop and improve practice in this area.
- 3.2.10 Ensure all organisations work towards and maintain an appropriate quality assurance system to enable a systematic approach to service delivery.

3.3 Undertakings by the Statutory Sector

- 3.3.1 To recognise that voluntary and community organisations may actively seek the views and opinions of their clients in order to campaign or advocate on behalf of Kensington and Chelsea residents. To take account of those views, irrespective of any funding relationship which may exist.
- 3.3.2 To consult with the voluntary and community sectors at the earliest possible stage when developing policies and agreeing priorities.
- 3.3.3 To promote good practice when working with the voluntary sector. To ensure that the sector is consulted during the development of new guidelines and prior to final agreement. To ensure that guidelines are available to all funded organisations and are clear.
- 3.3.4 To ensure that sources of funding are widely publicised to ensure equal access by all voluntary and community organisations. Where appropriate, support will be given to those organisations which are under represented in any application process because they have insufficient resources.
- 3.3.5 To recognise that voluntary and community sector organisations attract significant inward investment into the Borough. To ensure that relationships with the sector maximise the ability of organisations to raise such inward resources.

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3 Compact

3.3.6 To develop funding relationships that are in keeping with principles held by voluntary and community organisations, and which promote value for money.

3.4 Undertakings by the Voluntary Sector

3.4.1 To recognise the legal obligations of the statutory sector.

3.4.2 To respect and be legally accountable to the law and act in accordance with the organisations governing instrument. In the case of charities, to observe the guidance of the Charity Commission.

3.4.3 Where appropriate, to provide a channel for the views of Kensington and Chelsea residents.

3.4.4 Where appropriate, to involve and support volunteers in the work of the organisation.

3.4.5 To participate in joint working groups where they are of relevance to the organisation and resources allow.

3.5 Implementing the Compact and Codes of Practice

3.5.1 The Compact encompasses this section as well as the four Codes of Practice: Funding, Consultation, Volunteering and Black and Minority Ethnic Community Organisations.

3.5.2 The Compact and Codes of Practice are reviewed annually by the Compact Implementation Group and will be revised as appropriate in response to changing need, legislation and policies current in the Royal Borough.

3.5.3 The implementation and promotion of the Kensington and Chelsea Compact is overseen by the Compact Implementation Group.

3.5.4 To assist in monitoring the progress of Compact implementation and ensure continuous improvement, regular reports will be made to Borough/Voluntary Organisations Advisory Group which includes Members of the Council, the Kensington and Chelsea Primary Care Trust and the voluntary sector.

3.5.5 On occasion, it may be necessary for a partner to complain that the Compact has not been adhered to. The comments and complaints procedure can be found at the end of the document in the Appendices. An independent arbiter has been appointed should the need arise.

3.5.6 There will be a lead person or group in each sector who will be responsible for ensuring that the Compact is adhered to and can provide information on the Compact.

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4 Black and Minority Ethnic Organisations Code of Practice

4.1 Aims

- 4.1.1 People from Black and Minority Ethnic (BME) communities who live and work in Kensington and Chelsea make a significant contribution to life in the Royal Borough. The BME voluntary and community sector in Kensington and Chelsea reflects the diverse communities living in the Royal Borough and is an important partner in helping the statutory sector meet its commitments: to ensure equality of access to services; employment; making race equality a reality.
- 4.1.2 Although the principles and undertakings contained in the Kensington and Chelsea Compact apply to this Code of Practice, particular consideration needs to be given to the specific needs, interests and contribution of black and minority ethnic voluntary and community organisations and the communities they support.
- 4.1.3 This Code of Practice aims to strengthen relationships between the Council, the Primary Care Trust, the Acute Trusts, the non-BME voluntary and BME organisations. It seeks to identify and remove obstacles for black and minority ethnic residents and community organisations, enabling them to contribute effectively to partnership working, consultation, policy development and service delivery.

4.2 Black and Minority Ethnic Communities in Kensington and Chelsea

- 4.2.1 The Royal Borough of Kensington and Chelsea is one of the most diverse and densely populated London Boroughs, with highly visible contrasts of prosperity and deprivation. In 2004 the black and minority ethnic communities represented 22% of the Borough's total population with over a hundred languages spoken.
- 4.2.2 In order to meet and overcome the challenges faced by people from BME communities, many black and minority ethnic organisations have been set up on a self-help basis. Workers and volunteers often have a personal involvement and commitment, using their own experiences to support others. Many organisations have no paid staff and the services they provide are dependent solely on the commitment of volunteers.
- 4.2.3 The generic term "BME" encompasses a wide range of communities, all unique and diverse in their own right, with different histories and experiences of life in the UK and Royal Borough of Kensington and Chelsea. These communities include refugees, asylum seekers and members of some faith communities. One of the things that BME communities have in common is that they are disproportionately affected by prejudice, social exclusion, hate crime and racism.
- 4.2.4 The Government's Social Exclusion Unit states that 'ethnic minority disadvantage cuts across all aspects of deprivation. Taken as a whole, ethnic minority groups are more likely than the rest of the population to

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4 Black and Minority Ethnic Organisations Code of Practice

live in poor area, be unemployed, have low incomes, live in poor housing, have poor health and be victims of crime.' (Bringing Britain Together – a national strategy for neighbourhood renewal, 1998)

4.3 Undertakings

The purpose of the undertakings is to work towards

- 4.3.1 Meeting the needs of BME communities that are not currently met, and developing policies, strategies and good practice to meet those needs.
- 4.3.2 Breaking down the barriers, which exclude some people from BME communities participating in civic life and accessing the mainstream services which meet their needs.
- 4.3.3 Improving mainstream services so that they reflect the cultural needs of the diverse communities they serve.
- 4.3.4 Breaking down the barriers, which prevent BME organisations developing and delivering culturally appropriate services to their members.
- 4.3.5 Overcoming the barriers, which prevent existing local services and organisations addressing the needs of refugees and asylum seekers who are an important part of the BME voluntary and community sector in Kensington and Chelsea.

4.4 Joint Undertakings

The Statutory and BME voluntary and community sector will work towards

- 4.4.1 Developing effective partnerships, recognising the knowledge and experience of all sectors.
- 4.4.2 Being proactive in considering the needs of Black and Minority Ethnic citizens in the course of all activities and respond to the needs of groups for whom English is not a first language.
- 4.4.3 Eradicating racism and discrimination and encouraging the reporting of racial incidents and discriminatory practice. Adhere to policies that ensure an effective response to incidents of harassment.
- 4.4.4 Ensuring active steps are taken to involve minority ethnic groups and community representatives in consultations.
- 4.4.5 Providing training for staff, volunteers and management committee members on the issues identified in this Code of Practice.

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4 Black and Minority Ethnic Organisations Code of Practice

The Statutory and BME Voluntary and Community Sectors recognise that

- 4.4.6 The promotion of equality, tackling social exclusion and promoting civil society will better enable the BME communities to manage and determine their own affairs.
- 4.4.7 Work needs to be undertaken with non BME voluntary and community organisations to: improve their understanding of the needs of BME communities; plan how best to meet those needs; improve access to mainstream non BME voluntary sector services by BME communities. This could be achieved by joint working.

4.5 Statutory Sector Undertakings

The Statutory Sector will

- 4.5.1 Recognise the diversity of the local community and, taking into account other priorities, work to ensure that its services are culturally sensitive and meet the specific needs of the BME communities.
- 4.5.2 Be proactive in working with, and consulting with, the BME voluntary sector in order to improve its understanding of the issues affecting the BME communities in Kensington & Chelsea, including refugees and asylum seekers. The objective of which is to improve access to services and service delivery.
- 4.5.3 Be aware of, and utilise existing forums such as the MRCF, Race Equality Partnership and the Borough Community Relations Advisory Group where BME groups can set the agenda, raise their concerns and give their views on service priorities. Where possible such Forums to be chaired by, or attended by, senior officers from the Statutory sector, including those who are not signatories to the Compact, Members of the Council and PCT Board.
- 4.5.4 Utilise existing Forums as a means of consulting with minority ethnic groups on specific issues. Where possible to provide appropriate resources to facilitate effective consultation.

The Statutory Sector, within the limits of its varying priorities, statutory obligations and available resources, will work towards

- 4.5.5 Ensuring that mainstream service providers support the BME voluntary and community sector in its central role in the implementation of the partnerships and joint working agenda.
- 4.5.6 Developing synchronised ethnic monitoring systems of service users and workforce across sectors in order to provide data comparison; monitoring service uptake amongst different black and ethnic groups and workforce representation.

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4 Black and Minority Ethnic Organisations Code of Practice

- 4.5.7 Providing capacity building support to BME organisations, sometimes in partnership with second tier organisations, to assist them in effective service delivery. Where possible this will include advice and support in funding staff/volunteer training, staff retention, secondments and access to mainstream resources.
- 4.5.8 Identifying affordable office space with multi-functional use for BME groups.
- 4.5.9 Ensuring that funding regimes and processes do not exclude or disadvantage minority ethnic groups. Also to ensure that grants are advertised and the application process is fair and open, encouraging equal access to statutory funding.
- 4.5.10 Ensuring the continuation of diversity and equal access training for all statutory sector staff and where possible, that such training is provided for staff working in funded non-BME voluntary organisations.

4.6 BME Community Organisations Undertakings

BME Community Organisations in Kensington and Chelsea will

- 4.6.1 Work in partnership with statutory and mainstream voluntary sector agencies to ensure the delivery of quality services for BME communities. Where appropriate to be providers of specific services for the groups they represent.
- 4.6.2 Work in partnership with statutory and mainstream voluntary sector agencies to identify demographic trends and monitor the changing needs of BME communities. Offer solutions in response to those needs, including those of the new communities, refugees and asylum seekers.
- 4.6.3 Within the limited resources available, strive to take part in consultation in order to inform and present community concerns to Government, local statutory bodies and other partners. Ensure that the views represented are based on accountable partnerships with local communities.
- 4.6.4 Ensure proper governance of organisations, adopt appropriate quality standards and apply best practice in management and service delivery within organisations.
- 4.6.5 Play a full and active part within the wider voluntary and community sector in fulfilling the significant undertakings in the Compact, this Code of Practice and the other Compact Codes of Practice.

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4 Black and Minority Ethnic Organisations Code of Practice

Existing Codes of Practice

The Statutory and BME voluntary and community sector agree to implement the other Codes of Practice taking note of the key areas, listed below, that affect the BME voluntary and community sector.

Consultation Code of Practice

1. The Race Equality Partnership Kensington and Chelsea, Migrant and Refugee Communities Forum, BME Health Forum and representatives of other minority ethnic community groups will be included at an early stage in all relevant consultations, to make sure their views are taken into account.
2. Develop outreach work to enable smaller organisations to have a say through informal as well as formal meetings.

Funding and Procurement Code of Practice

The Statutory sector recognises that:

1. They may need to allocate resources to provide adequate support for BME organisations to enable them to build capacity and provide services.
2. BME organisations may need more support in completing funding applications than non-BME voluntary organisations.
3. After a grant has been awarded, organisations may take longer to establish a new service and that further support may be required to achieve a successful service.

Volunteering Code of Practice

The statutory and voluntary and community sectors will offer additional support to encourage volunteering amongst black and ethnic minority communities.

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5 Consultation Code of Practice

5.1 Aims

- 5.1.1 This Code of Practice, first signed in 2003, aims to improve the way in which the Statutory and Voluntary and Community Sectors in the Royal Borough of Kensington and Chelsea consult each other on policy, planning, commissioning and delivery of services.
- 5.1.2 The Code aims to contribute to the development of effective partnerships, recognising the knowledge and experience of all sectors.
- 5.1.3 This code sets out agreed good practice for such consultations. It provides a framework for both the statutory sector and representatives of voluntary and community sector organisations.
- 5.1.4 The Consultation Code of Practice is seen as a way to enhance the relationship between the sectors. It will be the responsibility of individual local statutory agencies as well as organisations in the voluntary and community sector.

Undertakings

5.2 Joint Undertakings

- 5.2.1 All sectors recognise that working more effectively together can be achieved and will benefit local residents. It is further recognised that consultation is a two-way process. Central Government may sometimes determine the scope and time period for consultation.

All sectors believe that effective consultation will lead to more realistic and workable policies and services that reflect local needs. It is recognised that consultation with voluntary and community organisations might be part of a wider consultation process. It is acknowledged that consultation has a cost both in terms of time and resources.

Organisations in both sectors shall:

- 5.2.2 Build, develop and improve on existing consultation mechanisms by using and/or enhancing existing networks, partnerships and fora.
- 5.2.3 Incorporate equality and access principles into their consultation by taking into account the needs, interests and contributions of black and minority ethnic groups, disabled people and other socially excluded groups.
- 5.2.4 Aim to use language which is clear and simple, avoiding unnecessary jargon, acronyms and abbreviations.

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5 Consultation Code of Practice

- 5.2.5 Recognise and understand that there may be constraints, such as time constraints, imposed from external bodies within which each sector will have to work.
- 5.2.6 Commit to the Code of Practice, including using it as a reference point in any complaint or dispute about consultation processes.
- 5.2.7 Work together to disseminate and develop mechanisms to share concerns and information effectively between the statutory and voluntary sectors.

5.3 Statutory Sector Undertakings

To build an effective consultation framework, statutory organisations in Kensington and Chelsea will:

- 5.3.1 Work to good practice guidelines to consult the public. (See Appendix 2 for list of current guidelines.)
- 5.3.2 Develop effective partnerships with the voluntary and community sectors and ensure they are consulted as appropriate.
- 5.3.3 Recognise the legal and regulatory framework within which voluntary organisations work.
- 5.3.4 Where possible, build early consultation into policy and strategy developments, recognising that where timescales are short, the voluntary sector is less likely to be able to give effective feedback.
- 5.3.5 Provide information on consultation processes well in advance, setting out the purpose of the consultation and the time period.
- 5.3.6 Produce a summary of the consultation report with consultation and feedback documents that are concise and clear. Feedback should be accurate and carefully analysed.
- 5.3.7 Use different methods of consultation to ensure that the process is accessible to all, e.g., questionnaires, group discussions.

5.4 Voluntary and Community Sector Undertakings

To build an effective consultation framework, voluntary and community organisations will:

- 5.4.1 Recognise and respect the role of organisations and the statutory requirements and regulations placed on statutory organisations.

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5 Consultation Code of Practice

- 5.4.2 Publicise and provide information to members and service users as appropriate about consultation exercises, and encourage participation in consultation.
- 5.4.3 In any consultation responses, define how they are representing the community they serve, making clear whether their responses are made as a service provider, advocate and/or user representative.
- 5.4.4 In the case of infrastructure organisations, e.g., Kensington and Chelsea Social Council, Migrant and Refugee Communities Forum, they should make it clear whether the response is based on consultation with members, or on accumulated experience and knowledge.
- 5.4.5 Ensure that, within available resources, members, users and volunteers are informed and involved, and where possible, consulted directly.
- 5.4.6 Ensure that the views expressed as a result of consultation are conveyed accurately in responses, giving feedback to the community they serve on the outcome of the consultation.

5.5 Key principles for effective consultation and policy appraisal between the voluntary and statutory sector:

- 5.5.1 **Seek help or advice** – Before embarking on any consultation exercise, assess the skills and experience available to those who will be carrying out the consultation process. Wherever possible help or advice should be sought to ensure that the consultation carried out is sound and will stand up to scrutiny. Those carrying out consultation should also refer to any existing guidelines published by their organisation.
- 5.5.2 **Methods of consultation** – There are many methods of consultation, and many factors can influence the choice of method. The most appropriate methods should be chosen, depending on the subject and implications of the consultation, timescales and the nature of the groups being consulted. For example, surveys can provide information on the weight of views, whilst focus groups and workshops can provide a more detailed understanding of complex and varied views. For many consultations, more than one method will be appropriate and can be used in conjunction with each other. In some instances it may be beneficial for those responsible for the consultation to seek advice on what the most appropriate method will be.
- 5.5.3 **Timescales** – Ample time should be allowed for the consultation process to enable as many groups as possible to have the opportunity to participate. Government advice states that the minimum time period allowed for organisations to respond to written consultation should be 12 weeks, wherever possible. However, both sectors recognise that this timescale can be affected by external factors, and can often not be achieved. A 12 week timescale can be viewed as the ideal; a shorter timescale is acceptable when circumstances dictate. Allowing a shorter

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5 Consultation Code of Practice

timescale may affect the quality of the response from voluntary organisations, as it may affect their ability to consult directly with their members or users.

- 5.5.4 **Accessibility** – All consultations should be open and accessible. For example, any written material should be clearly laid out and written in language that can be understood by the audience. Consideration should also be given to ensure any written communication is provided in accessible formats such as large print, Braille or audio formats, and in languages other than English. Any meetings should be held in accessible venues, and every effort should be made to ensure appropriate provision for anyone attending with specific needs. Those consulting should ensure that every effort is made to hear the views of ‘hard to reach’ groups. Different methods of consultation may be suitable for groups with different needs.
- 5.5.5 **Publicity** – Any consultation should be publicised as widely as possible e.g., using local press and the Voluntary Organisations Forum. This will help to ensure that groups are aware of the types of consultation that are forthcoming. This will also enable any groups or individuals who have not been directly targeted as part of the consultation process to seek further information, and make their views known as appropriate.
- 5.5.6 **Open and Meaningful** – Consultation should be an open and meaningful process if it is to command credibility, and make the best use of the time and resources of all those involved in the process. Those matters which are open to change and those on which a firm decision has already been made should be made clear from the outset. This will make it clear where those responding should concentrate their efforts, and avoid unnecessarily raising expectations.
- 5.5.7 **Feedback** – The findings of any consultation should always be fed back to those who have taken part. Feedback should include a summary of the results, details of who can be contacted for further information or for a fuller version of the results, and wherever possible an indication of what the next steps are and how these results have influenced change.

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6 Funding and Procurement Code of Practice

6.1 Aims

This Code of Practice aims to improve the funding and procurement relationship between the Statutory and Voluntary and Community Sectors in the Royal Borough of Kensington and Chelsea. This will assist the Statutory Sector to fulfil its duties towards residents in a responsive and cost effective way, and will encourage and support the wide range of aspirations of residents as represented by voluntary and community organisations.

Undertakings and Commitments

6.2 Joint Undertakings

6.2.1 Organisations and agencies in all sectors recognise that more can be achieved for the benefit of local residents by working together effectively and striving for equal access to funding and resources.

Organisations in both sectors shall:

6.2.2 Work to increase the level of external funding brought into the Royal Borough of Kensington and Chelsea.

6.2.3 Work together to disseminate and develop good practice in funding and procurement as set out in this Code.

6.2.4 Develop and strengthen mechanisms for formal and informal partnership working.

6.3 Statutory Sector Undertakings

To build an effective funding and procurement framework, statutory organisations in Kensington and Chelsea will aim to:

6.3.1 Develop clear strategies on funding programmes that include the voluntary and community sector as potential providers. Work to develop consistent procedures and practices in funding, procurement or commissioning, programmes, with clear criteria and priorities for each programme, including recognition of the “added value” brought in by the sector. Develop clear strategies on what and why agencies are funding the voluntary and community sector.

6.3.2 Undertake to evaluate and discuss risks with the voluntary sector associated with the funding programme and when negotiating a contract.

6.3.3 Aim to improve working practices, to achieve improved services and best value for local residents.

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6 Funding and Procurement Code of Practice

- 6.3.4 Recognise that where funding comes from external statutory sources, such as Central government or Department of Health, this may be tied to specific processes or outputs.
- 6.3.5 Ensure that funding policies and practices are fair, open and transparent, and that the voluntary and community sector is consulted when major changes are being considered.
- 6.3.6 Recognise the voluntary and community sector's independence, regardless of any funding agreements which may be in place. Also to recognise the role of the voluntary and community sector in meeting the needs and concerns of local residents. Work towards ensuring that the funded voluntary and community sector has the capacity and resources to provide best quality services to local residents, by recognising the need for funding to cover core costs and the different ways these can be met, where appropriate applying the principles of full cost recovery. Also recognising the cost of user involvement in the development and management of services.
- 6.3.7 Respond to the voluntary and community sector need for financial stability by:
- Informing the sector of decisions as early as possible;
 - Working towards multi-year funding for those organisations proven to be effective and that fulfil local priorities;
 - Recognising and seeking to minimise the financial risks to organisations in multi-year programmes where funding decisions are made annually;
 - Making payments in advance and taking prompt decisions.
- 6.3.8 Work towards the development of co-ordinated funding and contracting arrangements, including monitoring and evaluation requirements and funding terms and conditions, among the main funding bodies.
- 6.3.9 Only request information on application forms relevant to deciding which organisation will receive funding or be awarded the contract. Be proportionate in monitoring requirements and focus on outcomes and benefit to the community.
- 6.3.10 Undertake to give at least three months notice of the end of grants or contracts. This will enable voluntary and community organisations to fulfil their duties as good employers and prepare alternative plans. Notices will give the reasons for the decision to end funding.
- 6.3.11 Unless a grant or contract is ended immediately or at very short notice because of mismanagement or poor service delivery, support and time will be given to enable the organisation to improve and possibly continue to provide the service.
- 6.3.12 Acknowledge and invest in the capacity of the voluntary and community sector's infrastructure such as local umbrella organisations.

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6.3.13 Promote fair access to all funding opportunities in the Borough; ensure that the needs of black and minority ethnic communities, disabled people and small community organisations are considered.

6.3.14 Recognise the importance and value of the work done by volunteers and the need to resource the costs of volunteer management.

6.4 Voluntary and Community Sector Undertakings

6.4.1 The voluntary and community sector recognises that receiving public money brings responsibilities, both to the funding agency, the organisation, and to the public benefiting from the services provided. In working to achieve good practice the voluntary and community sector will:

- Respect confidentiality
- Ensure it meets funding criteria when applying for grants or contracts
- Have clear lines of accountability, especially in partnership bids
- Develop and implement clear and effective policies and management standards, for

The employment of paid workers;

Use of volunteers;

Appropriate financial systems and controls;

Compliance with Charity Commission and Companies House accounting and regulatory frameworks;

Compliance with relevant legislation;

Undertake to consider and discuss risks in respect of funding applications and service delivery.

6.4.2 Develop appropriate systems to plan and implement work programmes that include systems to monitor achievement against agreed objectives.

6.4.3 The voluntary and community sector recognises that funding may end as priorities change or if outcomes are not delivered. The sector undertakes to plan in good time for different situations to reduce any potential negative impact on both beneficiaries and the organisation.

6.4.4 Develop systems to maintain and build good quality services that meet the needs of local residents, including quality monitoring, complaints procedures, and service user feedback.

6.4.5 Ensure the involvement of service users, where possible in the development and, if appropriate, management of services.

6.4.6 Demonstrate that there is fair access to services, volunteering opportunities and employment within the organisation.

6.4.7 Promote fair access to all funding opportunities in the Borough. This includes sharing information on funding opportunities.

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6.5 Key Principles for Funding Programmes

Statutory Sector	Voluntary and Community Sector
Design of funding programmes	Design of funding programmes
<p>Ensure effective mechanisms for consultation and involvement of the VCS in the planning and delivery of statutory funding programmes:</p> <ul style="list-style-type: none"> ▪ As representatives and advocates of their client groups; ▪ As agencies with an interest in the impact of funding programmes on local communities and services; ▪ As potential providers of services in the delivery of these programmes. <p>The statutory sector should seek to include the VCS when considering:</p> <ul style="list-style-type: none"> ▪ Risks to delivery programmes and who best to manage these; ▪ Barriers to delivery; ▪ the optimum size of grants or contracts – by ensuring that sizes are small enough to help secure a diverse supply base and allow smaller organisations to compete. <p>Recognise the value and need for longer term planning and funding arrangements.</p> <p>Consider how the outcomes of the programme can be best sustained and contribute to long-term capability of VCS organisations.</p> <p>Support for partnership programmes the statutory sector should consider:</p>	<p>To participate constructively in consultations by:</p> <ul style="list-style-type: none"> ▪ Gathering and providing relevant information on local communities and services; ▪ Working together to ensure contribution from as wide a representation of the sector and local communities as is possible; ▪ Providing feedback on issues relating to the implementation and delivery of funding programmes (e.g. potential impact on communities and services); ▪ Providing a co-ordinated response to the potential for the sector to act as a provider of services in any funding programme; ▪ Respecting confidentiality (and being clear about who the VCS represents and provide evidence on how those views were obtained); ▪ Working to ensure that planning for the end of a financial relationship is built into the programme design

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<ul style="list-style-type: none"> ▪ Meeting the cost of involvement in a new programme from the outset, including infrastructure support for the VCS; ▪ Consult as early as possible in the process, not just at the end; ▪ Build in reparatory work and partnership building into the timescales for programme design/development. 	
<p>Application and tender process</p>	<p>Application and tender process</p>
<p>Any funding policy should be fair, open and transparent, and voluntary and community groups should be consulted if there are major changes to the policy (refer to Consultation Compact).</p> <p>The application process should be clear, concise and written in plain English.</p> <p>The process should be advertised to ensure an open process. It will be made clear in the advertising that if requested, funding proposals will be translated into the main ethnic minority languages spoken in Kensington and Chelsea. Also that the information provided may be available in large text and alternative formats provided, if requested.</p> <p>Relevant information on the funding and tendering application process will be given, to include: -</p> <ul style="list-style-type: none"> • How to apply; • Closing dates for the different rounds; • Reasonable time to complete the application form prior to the closing date; • An indication on how much can be applied for; • Clear criteria and priorities; • Named contact officers on the form. • Keeping the VCS informed of the process. 	<p>Ensure the application is clearly written in legible writing and plain English.</p> <p>Where an organisation is made aware of local funding opportunities, this information will be shared with other voluntary and community organisations.</p> <p>When returning the application form:</p> <ul style="list-style-type: none"> • All questions will be answered; • The application form will be completed and returned on time; • Applicants will provide all relevant information requested by the funding body; • Applicants may request support if and when there are difficulties in completing the application form in plenty of time; • The application will address clearly how the applicant fits the criteria and meets any eligibility criteria; • The applicant will give a named contact who is available to answer any queries. • Ensure that there are clear lines of accountability, especially with joint bids

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Assessment Process	Assessment Process
<p>Applications will be assessed against agreed criteria and organisations will be informed of the outcome within a given timescale.</p> <p>Organisations in receipt of continuing funding will be given reasonable notice of any changes to funding levels.</p> <p>Funding decisions will be fully explained.</p> <p>Recognise it is legitimate for VCS organisations to include appropriate core costs in their estimates for providing a particular service.</p>	<p>Applicants will provide any supplementary information requested as part of the assessment process within a timescale agreed between the organisation and assessor.</p> <p>Funded organisations will keep the statutory body informed of delays and difficulties that may affect the successful completion of the funding application.</p> <p>Recognise that the final decision is the funder's.</p>
Terms of delivery/Conditions of funding	Terms of delivery/Conditions of funding
<p>In funding and procuring from the voluntary sector, care should be taken to ensure that additional conditions or controls are not applied unnecessarily, other than that which is needed to ensure that public money is spent for the purpose that it was intended and to achieve an effective outcome.</p> <p>Make clear the conditions of funding or contract requirements and any actions that will be taken if the VCS organisation is failing to deliver, before the contract or funding agreement is entered into.</p> <p>To ensure that there is a simple and pre-agreed process for identifying and controlling change by both parties.</p> <p>Discuss risks upfront and place responsibility with the public sector or voluntary and community organisation best placed to manage them.</p>	<p>Organisations should recognise that some controls are necessary to allow statutory agencies to fulfil their statutory obligations.</p> <p>Policies should be maintained to comply with current legislation. These should include policies to promote appropriate and accessible services to diverse communities, including the publication on the accessibility of its services to disabled people and/or other socially excluded groups.</p> <p>Seek to agree terms of delivery at the outset and be aware of the risks for which they are responsible, in particular risks associated with delivery outputs and outcomes.</p> <p>Recognise legitimacy of funders to ask for public recognition of funding received.</p>

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Payments	Payments
<p>Many voluntary and community organisations are unable to undertake work before funds are made available. Payments should be made in advance, except in exceptional circumstances.</p> <p>Clear decisions will be made about the treatment of underspends.</p> <p>Consider longer term funding commitments where appropriate and within available resources.</p>	<p>Organisations will have good systems in place to manage finances and funded projects, and account for them.</p> <p>Payment terms to be agreed beforehand especially in relation to any underspends.</p> <p>Organisations will provide all documents and information necessary to enable the grant payment to be made on time.</p> <p>Voluntary organisation to inform funders if any problems arise as soon as possible.</p>
Monitoring and evaluation	Monitoring and evaluation
<p>Monitoring and evaluation process will be published with the grant agreements, outlining expectations on the organisation and giving clear targets, including an outcomes focus and timescales.</p> <p>Monitoring and evaluation arrangements should be relevant and proportionate to the size and nature of the funding provided.</p> <p>Within partnerships, funders should work towards monitoring arrangements which are co-ordinated and standardised.</p>	<p>Organisations will inform the statutory body of any changes in the organisation that may impact on the effective delivery of the service.</p> <p>Reliable internal quality standards will be maintained in relation to organisational management. This will include a complaints procedure that is accessible to all service users, and an effective consultation system that involves all service users.</p> <p>Organisations should be clear about how the monitoring and evaluation process adopted is used in service planning and delivery.</p>
Organisations in difficulty	Organisations in difficulty
<p>It is recognised that organisations occasionally experience difficulties, and at such times should be offered appropriate support. Guidelines for how officers should work with organisations in these circumstances have been agreed by the Borough.</p>	<p>Organisations will inform funders of possible difficulties as early as possible to enable the funder to give appropriate support and advice.</p> <p>Organisations in difficulties may also seek advice from infrastructure voluntary organisations as soon as the difficulties are identified.</p>

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Concluding a financial relationship	Concluding a financial relationship
<p>Give a minimum three months notice (except cases of fraud or poor performance) of the end of grants or contracts. Give reasons and allow for responses to proposals to change or end the contract/funding agreement.</p> <p>If targets not being met, to enter into discussion first and agree actions for improvement and only to withdraw funding if no, or limited, improvement in performance.</p> <p>Consider alternative ways of delivering original outcomes.</p>	<p>Organisations must recognise that funding may end as priorities change or if outcomes are not delivered. They should undertake to plan in good time in order to reduce potential negative impact on beneficiaries and the organisation.</p> <p>If organisations wish to end a funding agreement or contract then a minimum three months notice should be given, unless there are exceptional circumstances e.g. insolvency.</p>

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6.6 Types of Funding and Resources

This Code of Practice uses the analysis of different types of funding set out in the National Code of Good Practice on Funding. The type of funding agreed for an organisation may be affected by the level of funding agreed and internal financial controls of the statutory sector.

6.6.1 Core funding

Core funding covers core management and administration costs. It is recognised that many voluntary and community groups have difficulty in securing funds to meet these costs. The statutory sector accepts that these need to be met if organisations are to operate efficiently and effectively.

It is also recognised that by contributing towards core costs it assists organisations in securing funding from external sources for specific project costs.

6.6.2 Project or service funding

Project funding meets the costs of a specific piece of work or activity for an agreed period of time, often longer than one year.

It is good practice that the project is funded for the duration of the agreed timescale, subject to satisfactory reviews at regular intervals. It should be made clear what the expectations are of the reviews and when they are to be held.

Funders should make it clear that it is acceptable for applicants to include an element of their core costs in applications for project funding.

6.6.3 Multi-year strategic funding

This type of funding meets the broader aims and needs of the funder and funded organisation. It also allows organisations to achieve better planning and longer-term stability.

Strategic funding should form part of an on-going relationship between the funder and funded organisation. Strategic funding agreements should usually be for a longer period. Best practice on multi-year strategic funding should include:

- A clear statement of the expectations the funder has of the organisation
- A mutually agreed framework for monitoring and evaluation
- A clear statement about the funding period
- Clarity on the terms and conditions, including circumstances in which the agreement may be terminated or funding reduced.

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6.6.4 Contract funding

Contracts are used when services meet key priorities as agreed in national and local strategy documents. Contracts can either be tendered or negotiated. The contract period is usually for three years with an option to extend. This gives an organisation long term financial and planning stability as well as additional levels of responsibilities and risks.

Voluntary organisations and community groups are able to apply for contracts tendered by the Council as long as the contract criteria are met.

Best practice on contract funding includes:

- Detailed service specifications, targets and outcomes;
- The service delivery standards that the organisation will be expected to meet;
- Detail on the contract monitoring and evaluation;
- The contract period and any extension options;
- The contract cost will be reviewed annually.

6.6.5 Small groups funding and one-off funding

Small, one-off grants are an important way of supporting voluntary and community groups at an early stage in their development. They frequently support one-off local projects or pilots for further development.

Best practice on small groups funding includes:

- Small grant application processes should be simple and straightforward;
- Monitoring processes should be significantly less demanding than those required for larger-scale funding;
- Small grants are dependent on the organisation meeting agreed conditions set out in the initial statement of grant.

6.6.6 Partnership working

A range of funding programmes are based on partnership working between the voluntary, public and private sectors, e.g., Sure Start, Connexions, Learning and Skills Council.

Best practice on partnership working includes:

- Joint initiatives and collaborative working should be encouraged and developed;
- The needs and capabilities of each partner should be recognised;
- The different roles and responsibilities of partners should be clear.

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6.6.7 Fair access to funding

It is recognised that access to funding opportunities should be fair. Many of the undertakings ensure that there are no barriers to funding, such as making information about funding programmes widely available, giving clear guidance, priorities and criteria.

It is also important to ensure that funding policies take account of the particular needs and circumstances of black and minority ethnic groups, small community groups, disability groups and groups which are recognised as hard to reach. The role of generic and specialist infrastructure organisations is significant in their support to voluntary and community groups seeking funding.

6.6.8 Other resources

It is recognised that funders often provide support in kind for the voluntary and community sector. This could include:

- The lease of property owned by the funder at non-market rents and low cost accommodation;
- Subsidised rent or hire in community halls and centres;
- Discretionary rate relief on business rates;
- Staff time and expertise.

These resources are important to the voluntary sector and cover many organisations that are not funded through grants or contracts. They can often be used when an organisation is applying for funding from external sources as match funding. Wherever possible requests for this support will be dealt with sympathetically.

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7 Volunteering Code of Practice

7.1 Aims

7.1.1 This code of practice, first agreed in 2004, aims to improve the recognition, value and understanding of the importance of volunteers in the delivery of service provision across all sectors and the personal development of volunteers themselves.

The code aims to provide a framework of good practice for all organisations involving volunteers in any capacity, for the benefit of both volunteers and service users.

7.1.2 The code will contribute to the development of effective partnerships, recognising the knowledge and experience of all sectors.

7.1.3 The statutory and voluntary and community sectors within Kensington and Chelsea recognise the contributions of both volunteers and paid staff. Volunteers sometimes complement the work of paid staff, but often a service or activity is provided entirely by volunteers. In either case, volunteers and paid workers should be valued equally. Many volunteers undertake paid work elsewhere and bring a range of skills and qualifications to their voluntary work.

7.1.4 The National Survey of Volunteering undertaken in 1997 is currently the most comprehensive source of data on voluntary activity in the UK. The following statistics provide a snapshot of participation in the various types of voluntary activity:

- a. Around half of the UK's population is involved in formal volunteering, giving on average 1.9 hours a week;
- b. 29% of the adult population, the equivalent of approximately 12 million people, volunteer at least once a month;
- c. Three-quarters of the population (74%) are involved in neighbourly helping out (informal volunteering).

7.1.5 Most volunteering is done in the voluntary and community sector, but not exclusively. The National Survey found that:

- a. 84% of volunteers were involved with voluntary and community organisations;
- b. 24% were involved with public sector organisations e.g., hospital friends, meals on wheels, day centre helpers, prison visitors, special constables, school governors and youth activity helpers;
- c. 13% were involved with private sector organisations e.g., employee volunteering schemes.

7.2 The Importance of Volunteering

7.2.2 Volunteering has been described as 'an important expression of citizenship and essential to democracy. It is a commitment of time and energy for the benefit of society and the community, and can take many

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forms. It is undertaken freely and by choice, without concern for financial gain.'

7.2.3 For the purpose of this code another operational definition is 'an activity that involves spending time, unpaid, doing something that aims to benefit the environment or someone (individuals or groups) other than, or in addition to, close relatives.

7.2.4 Because volunteers are active in all areas of life, all decisions-makers need to be volunteer-friendly and also volunteering-literate; that is, aware of ways that their actions and decisions may affect community and voluntary activity. Local government can play a vital strategic role here by helping volunteering and community activity to contribute to wider social policy objectives.

7.2.5 The Royal Borough, NHS Trusts and Voluntary and Community sector agree that there should be greater recognition and publicity for the achievements of volunteers, and agree to work together to expand the public perception of volunteering by improving the profile, status and range of volunteer activity.

7.2.6 There are four principles fundamental to volunteering. These are:

- **Choice** Volunteering must be a choice that is freely made by each individual. Any encouragement to become involved in volunteering should not result in any form of coercion or compulsion. Freedom to volunteer implies freedom not to become involved.
- **Diversity** Volunteering should be open to all and should encourage diversity no matter what their background, age, race, disability, sexual orientation, faith, etc. Inclusiveness can build bridges, helping a diversity of people to feel usefully involved. Social exclusion barriers can be overcome by skills, experience, confidence and contacts gained while helping others. Policy-makers and practitioners in all sectors can learn much from working with volunteers from a diversity of backgrounds, who may bring considerable relevant experience from their cultural and other backgrounds. Equal opportunities principles are basic to supporting diversity.
- **Mutual Benefit** Volunteers offer their contribution unwaged but should benefit in other ways in return for their contribution to wider social objectives. Giving voluntary time and skills must be recognised as establishing a reciprocal relationship in which the volunteer also receives. Benefits that volunteers expect to gain include a sense of achievement, useful skills, preparation for entry into further education and employment experience and contacts, sociality and fun, and input into government policy and practice.

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- **Recognition** Explicit recognition of the value of what volunteers contribute to the organisation, to the community, to the social economy and to wider social objectives, is fundamental to a fair relationship between volunteers, organisations and Government policy and practice.

7.2.7 The Compact is not a legal document, but its existence will help influence policies and strategies that do have a legal standing. It can also be taken into account when signatories are considered for special grants from Central Government.

Undertakings and Commitments

7.3 Joint Undertakings

Both statutory and voluntary and community sectors will:

- 7.3.1 Recognise that more can be achieved for the benefit of local residents by working together effectively and striving for equal access.
- 7.3.2 Undertake to apply the principles of this code of practice in their work with volunteers.
- 7.3.3 Strive to treat volunteers with respect and care and protect them from exploitation.
- 7.3.4 Maintain the principles of this code of practice in service provision agreements between the statutory and voluntary/community sector organisations.
- 7.3.5 Provide suitable training opportunities to volunteers working in both sectors.
- 7.3.6 Raise awareness around the training needs and issues of volunteering.
- 7.3.7 Adhere to principles of good practice as outlined in Section 7.7.
- 7.3.8 Ensure that volunteers reflect the diversity of the local community.
- 7.3.9 Ensure that opportunities for volunteering will be meaningful with recognised outcomes.
- 7.3.10 In partnership review the strengths and weaknesses of local volunteering information and infrastructure, and make recommendations based on best practice examples identified.
- 7.3.11 Strive to include volunteers at all levels during consultation, review and development of services.

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7.4 Statutory Sector Undertakings

The statutory sector recognises the role of volunteers in undertaking valuable work that often complements the work of paid staff and also recognises that although volunteers give their time freely, they may need the resources with which to work. It is also recognised that volunteers bring a range of skills and experiences to their voluntary work.

The statutory sector undertakes to:

- 7.4.1 Fund and actively support local development agencies (currently the Volunteer Centre Kensington & Chelsea) to promote voluntary and community involvement and raise awareness of the value of volunteering with policy makers across all sectors.
- 7.4.2 Recognise the work that volunteers do and not expect volunteers to do the work that should be undertaken by paid staff.
- 7.4.3 Not exploit volunteers and ensure that equal status, treatment and back-up resources for community or lay members of public bodies are in place.
- 7.4.4 Recognise and support the role of volunteers on management committees and boards of trustees.
- 7.4.5 Work to ensure barriers to volunteering are overcome by:
 - Providing assistance with Criminal Records Bureau checks and/or setting up the process for undertaking these checks through a local development agency (Volunteer Centre);
 - Recognising the need for volunteer out of pocket expenses;
 - Recognising the legitimacy of the costs of volunteering in organisations' budgets;
 - Exploring and developing volunteering opportunities within the statutory sector;
 - Promoting volunteering within the statutory sector;
 - Within funding agreements, allowing for the possibility that some services may be interrupted if suitable volunteers are not available and assisting organisations to overcome this and not penalising them;
 - Ensuring that all funded organisations have a volunteering policy in place;
 - Ensuring recruitment process of volunteers is inclusive and reflects equal opportunities and diversity.
- 7.4.6 Support initiatives to provide accessible information about volunteering opportunities at a local level.
- 7.4.7 Where the statutory sector directly manages volunteers, act on relevant undertakings for the voluntary and community sector, as set out in 7.5 of this code.

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7.4.8 Endeavour to assist volunteers to access skills development, recognising that personal development should be individually tailored to broaden opportunities, including accreditation.

7.5 Voluntary and Community Sector Undertakings

Voluntary and community organisations carry out a number of roles in relation to volunteering. Both can develop, promote, celebrate and provide opportunities for volunteering and community activity. Recognising this, the sector will:

7.5.1 Develop policies for working with volunteers, identifying key responsibilities for both the volunteer and the organisation in order to be inclusive and as accessible as possible – no barriers to volunteering.

7.5.2 Recognise the importance of high standards and effective management of volunteers, and that fulfilling this responsibility requires allocation of organisational resources.

7.5.3 Identify an appropriate person with authority in the organisation to be responsible for ensuring volunteer involvement and for monitoring and reporting on it, as well as championing volunteering.

7.5.4 Ensure proper records are kept of how funding supports volunteering, and the value this produces.

7.5.5 Recognise that, as part of the reciprocal relationship, volunteers should be given thanks and recognition for their contribution at the very least. All organisations should ensure volunteers receive fair treatment, training, supervision and support and a clear definition of roles and responsibilities.

7.5.6 Endeavour to assist volunteers to access skills development, recognising that personal development should be individually tailored to broaden opportunities, including accreditation.

7.5.7 Work in partnership with other agencies to ensure that no volunteer's potential is wasted, developing referral systems to enable this. Organisations/agencies that provide infrastructure support for voluntary and community groups should provide support for these systems.

7.5.8 Take action and campaign on behalf of small developing groups (particularly BME community groups and disability groups) to ensure barriers to volunteering are broken down. This should include undertaking support tasks such as Criminal Records Bureau checks.

7.5.9 Champion and promote volunteering generally and support the statutory sector in developing key volunteering policies and practices.

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7.6 Barriers to Volunteering

7.6.1 The statutory and voluntary and community sectors are committed to making it easier for people to get involved and to work towards inclusive volunteering policies and practices. Both sectors agree to work together to identify and dismantle barriers to volunteering and community involvement.

7.6.2 Some of the barriers are attitudinal and commitments on Promoting Volunteering in section 7.8 of this code will tackle these.

7.6.3 Some real and perceived barriers to volunteering have been identified, and include:

- The effect of the national minimum wage law on benefits in kind for volunteers;
- The benefits rules and how they are applied in practice;
- Lack of knowledge of tax allowances in relation to volunteering including petrol mileage allowances for volunteer car drivers;
- Possible treatment of reimbursed volunteer expenses and community exchange credits (LETS, Time Banks) as taxable income;
- Employer policies on hours of work, flexible working and time off for volunteering and community activity;
- Lack of consistent criteria on what public duties can be asked of volunteers and what should be paid;
- Conflicts and confusion between volunteering and training for employment schemes, e.g., New Deal;
- Unavailability of disability aid subsidies for volunteers as well as for employees;
- Definitions of work and economic activity that currently exclude unpaid volunteers, community and household activity;
- Poor image of volunteering in the media and amongst young people in particular;
- Social isolation which can make it difficult to obtain information about volunteering;
- A lack of clarity and consensus about what constitutes volunteering activity;
- Organisational stereotypes that discriminate against people by race, culture, gender, sexuality, age, health status, disability, faith, criminal conviction and life style.

7.7 Key principles and good practice guidelines to volunteering

- Volunteers should be recruited to enhance a service not to replace paid staff;
- Organisations should provide clear task descriptions for their volunteers and working agreements;

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- Opportunities should be developed for volunteers which are skills based – meaningful tasks with opportunities for personal development;
- Payment of volunteers' expenses (but not recompense for lost working time);
- Policies on harassment including race, sexuality, disability, age and faith;
- Health and safety policies;
- Complaints and grievance policies for volunteers;
- Disciplinary policies;
- Confidentiality policies;
- Induction and supervision systems, including training provision for volunteers' personal development, possibly accredited training. Organisations should meet the costs of compulsory training for volunteers.

7.8 Promoting Volunteering

The statutory and voluntary and community sectors agree to promote the status and image of volunteering and community involvement. Ways in which this can be achieved include:

- Promotion of volunteering events such as Volunteers Week and Make a Difference Awards to secure greater media coverage, and a higher public profile for volunteering and community activity;
- Developing and promoting innovative programmes for enabling the contribution of volunteers;
- Developing partnerships between organisations that promote volunteering or deploy volunteers and media agencies. This will encourage greater media coverage in order to inspire, promote and encourage individuals volunteers, community activities and special volunteering events;
- Use of information and communication technology (ICT) to communicate volunteering information via the Internet, while ensuring organisations without access to ICT are not excluded;
- Encourage and develop networking opportunities to increase awareness of volunteering opportunities.

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Appendices

Appendix 1

Glossary

Accreditation	Certification of an individual / organisation that they have met a required standard.
Acute Trusts	Hospitals
Added Value	The contribution of the VCS through their knowledge of local communities; as representatives and advocates on behalf of their users and stakeholders; and access to additional resources e.g. volunteers, voluntary and trust donations.
Advocate	To put forward a cause; to enable others to present their own views.
Asylum Seeker	Someone who has lodged a claim for asylum under the 1951 Geneva Convention on Human Rights and who is waiting for his or her application to be considered by the Government. (1951 Geneva Convention).
BCRAG	Borough Community Relations Advisory Group.
BME HF	Black and Minority Health Forum, Kensington, Chelsea and Westminster.
BME Organisation	An organisation with 51% or more members from one or more ethnic minority groups. For this purpose ethnic minority means groups other than White British. (Commission for Racial Equality Guidance on Procurement 2004).
B/VOAG	Borough/Voluntary Organisations Advisory Group.
CIG	Compact Implementation Group.
Commissioning	<p>Is the process of specifying, securing and monitoring services to meet people's needs at a strategic level (Audit Commission).</p> <p>Is the set of linked activities required to assess the health care needs of a population, specify the services required to meet those needs within a strategic framework, secure those services, monitor and evaluate outcomes (PCT)</p>

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Compact	An agreement between statutory, voluntary and community organisations.
Consultation	This is a process of gathering views, opinions and ideas from affected or interested groups or individuals about a given topic, in order to shape and influence policies, decision making and planning.
Contracting	Is the technical process of selecting a provider, negotiating and agreeing the terms of a contract for services and ongoing management of the contract including payment, monitoring and variations.
Core Costs	The costs incurred in running an organisation or services, including management, premises, administration, training, research and IT.
Evaluation	This is the judgement made on systematic information received about activities, characteristics and outcomes. Its purpose is to help an organisation or funder assess how well it is achieving its goals and what needs to be done.
Full Cost Recovery	Developed by ACEVO and New Venture Capital, FCR is a “framework to enable the voluntary and community sector organisations effectively identify core costs and use the information to secure those costs through contract and grant funding negotiations in the local authority procurement and commissioning processes”, Sir Brian Briscoe, Chief Executive, Local Government Association.
IG	Implementation Group
Infrastructure	Organisations and processes that enable the voluntary sector to function effectively.
Infrastructure/ Second Tier Organisation	Organisations that provide support and advisory services to other voluntary organisations. They act as a channel of communication between individual groups and public agencies and have the capacity to effectively represent the views of the voluntary and community sector.
KCP	Kensington and Chelsea Partnership.

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Appendices

KCPCT	Kensington and Chelsea Primary Care Trust is responsible for providing and making improvements to local health services. They provide a wide range of health care services, including primary care and community care services such as GPs, district nursing, health visiting and hospital services.
KCSC	Kensington and Chelsea Social Council.
LSP	Local Strategic Partnership.
MRCF	Migrant and Refugee Communities Forum.
Migrant	A person who leaves his/her country of origin to seek residence in another country.
Monitoring	This is the consistent collection and recording of information about an organisation or service within the organisation. Its purpose is to provide regular feedback on how things are going and help the organisation make decisions.
Outcomes	Are the changes, benefits or other effects that happen as a result of the activities individuals and organisations carry out. Outcomes can be: expected as well as unexpected; short or long term; intermediate steps as well as final intended outcomes; negative as well as positive.
Partnership Working	A set of agreed procedures for people working together.
PCT	Primary Care Trust – responsible for the commissioning and provision of health services in Kensington and Chelsea. Kensington and Chelsea Primary Care Trust is responsible for providing and making improvements to local health services. They provide a wide range of health care services, including primary care and community care services such as GPs, district nursing, health visiting and hospital services.
Procurement	Is the process of identifying a supplier, and may involve for example competitive tendering, competitive quotation or single sourcing. It may also involve stimulating the market through awareness raising and education.

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Purchasing	Is the process of buying and funding services in response to demand or usage.
Refugee	A person granted refugee status according to the 1951 Geneva Convention. Article 1 of the Convention states, "Owing to a well-founded fear of being persecuted for reasons of race, religion, nationality, membership of a particular social group or political opinion, is outside the country of his nationality and is unable or, owing to such fear, is unwilling to avail himself of the protection of that country".
REP K&C	Race Equality Partnership Kensington and Chelsea
Resources	A general term that can include funding, staff time, volunteers, premises, information, training and assets.
Second Tier/ Infrastructure Organisation	Organisations that provide support and advisory services to other voluntary organisations. They act as a channel of communication between individual groups and public agencies and have the capacity to effectively represent the views of the voluntary and community sector.
Service Provider	An organisation that provides a direct service to the public or provides support and/or advisory services to other organisations.
Service Users	Individuals who use direct services or organisations that use support or advisory services from second tier organisations.
Statutory Sector	Organisations that provide services required by law, e.g., health, education, social services, housing. They are funded directly by Government and/or local Council Tax.
VOF	Voluntary Organisations Forum
Voluntary and Community Sector	Organisations set up by individuals and groups whose primary objectives are social. These organisations provide services and campaign on issues of concern to them and are independent. They are often funded by grants and donations.

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Volunteers

For the purpose of this code, volunteers are defined as individuals who choose to work unpaid in voluntary and community organisations (whether funded by the statutory sector or not) or departments of RBKC and the NHS.

VSPG

Voluntary Sector Policy Group

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Appendix 2 Useful Documents

For information on where copies of the following documents can be obtained, please contact the Voluntary Sector Team at the Royal Borough of Kensington and Chelsea on 020 7361 2239/2156 or e-mail: voluntary.organisations@rbkc.gov.uk

A-Z of Volunteering and Asylum – Ruth Wilson.

The Active Involvement of Young People in The Connexions Service. A Practitioner's Guide.

Better Government for Older People in Kensington and Chelsea: Good Practice Guidelines – Royal Borough of Kensington and Chelsea

Bridging the Gap - Ensuring Access for Ethnic Minority Communities – Kensington and Chelsea Social Council (formerly Notting Hill Social Council)

Compact - Getting it right together - The Home Office November 1998.

Compact Plus – Active Communities Unit, Home Office 2005

Compacts, Strategies, Partnerships: Exploring Relationships Between Local Authorities, The Voluntary and community Sector - Local Government Association 2000

Compact With The Community: A Survey On Developing Local Compacts - Local Government Association 2000.

Consultation and Policy Appraisal : A Code of Good Practice – Compact Working Group, National Council for Voluntary Organisations

Contract or Trust? The role of compacts in local governance - Gary Craig, Marilyn Taylor, Mick Wilkinson and Kate Bloor (Joseph Rowntree Foundation, published 14 January 2002)

Cross Cutting Review – HM Treasury 2004

Developing local compacts: relationships between local public sector bodies and the voluntary and community sectors - Gary Craig, Marilyn Taylor, Clare Szanto and Mick Wilkinson (Joseph Rowntree Foundation, published 17 February 1999)

Stakeholder Briefing – Metropolitan Police Service, Diversity & Citizen Focus Directorate

Evaluating the Significance of Local Compacts - Joseph Rowntree Foundation 2001

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In the introduction to Full Cost Recovery: A guide and toolkit on cost allocation
- Local Government Association, November 2004.

Local Compact Guidelines - Compact Working Group, National Council for
Voluntary Organisations July 2000

Royal Borough of Kensington and Chelsea Statement of Public Consultation
Principles

Volunteering: a Code of Good Practice – Compact working group, National
Council for Voluntary Organisations

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Appendix 3 Local Contacts

- (1) Community Accountancy Self Help, 1 Thorpe Close, London, W10 5XL
☎ 020 8969 0747
Email: services@cash-online.org.uk
www.cash-online.org.uk
- (2) Kensington and Chelsea Primary Care Trust, Community Partnerships
and Health Improvement Team, Courtfield House, St. Charles Hospital,
Exmoor Street, London W10 6DZ
☎ 020 8962 4845
www.kc-pct.nhs.uk
- (3) Kensington & Chelsea Social Council, 111 – 117 Lancaster Road,
London W11 1QT
☎ 020 7243 9800
Email: info@kcsc.demon.co.uk
www.kcsc.org.uk
- (4) Volunteer Centre Kensington & Chelsea, Canalside House, 383
Ladbroke Grove, London, W10 5AA
☎ 020 8960 3722 (also minicom)
Email: Enquiries@voluntarywork.org.uk
www.voluntarywork.org.uk
- (5) Migrant and Refugee Communities Forum, 2 Thorpe Close, London
W10 5XL
☎ 020 8964 4815
email: info@mrcf.org.uk
www.mrcf.org.uk
- (6) Royal Borough of Kensington and Chelsea
www.rbkc.gov.uk
- (6a) Community Relations Section, 2 – 4 Malton Road, London, W10 5UP
☎ 020 7598 4633
E-mail: communityrelations@rbkc.gov.uk
- (6b) Consultation and Engagement Team, Policy and Partnerships Unit,
Room 248, The Town Hall, Hornton Street, London, W8 7NX
☎ 020 7361 2262
E-mail: consult@rbkc.gov.uk
- (6c) Kensington and Chelsea Partnership, Room 248a, The Town Hall,
Hornton Street, London W8 7NX
☎ 020 7251 3671
E-mail: info@kcpartnership.org.uk
www.kcpartnership.org.uk
- (6d) Voluntary Sector Manager, Policy and Partnerships Unit, Room 250,
The Town Hall, Hornton Street, London W8 7NX
☎ 020 7361 2156
E-mail: voluntary.organisations@rbkc.gov.uk

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Appendix 4 National Contacts

- (1) Commission for Racial Equality, St Dunstan's House, 201 – 211
Borough High Street, London, SE1 1GZ
☎ 020 7939 0000
www.cre.gov.uk

Replaced in October 2007 by the Commission for Equality and
Human Rights
www.cehr.gov.uk
- (2a) Compact Voice, NCVO, Regents Wharf, 8 All Saints Street, London, N1
9RL
☎ 020 7520 2453
Email: compact@ncvo-vol.org.uk
www.compactvoice.org.uk
- (2b) NCVO Helpline (for all Compact materials)
☎ 0800 2 798 798
- (3) Office of the Third Sector, Cabinet Office, 35 Great Smith Street, London
SW1P 3BQ
☎ 020 7276 6400
www.cabinetoffice.gov.uk/third_sector
- (4a) Joseph Rowntree Foundation, The Homestead, 40 Water End, York,
YO30 6WP
☎ 01904 629 241
Email: info@jrf.org.uk
www.jrf.org.uk
- (4b) London Office: Caledonia House, 5th Floor, 223 Pentonville Road,
London, N1 9NG
☎ 020 7837 3268
- (5) Local Government Association, Local Government House, Smith
Square, London SW1P 3HZ
☎ 020 7664 3131
www.lga.gov.uk
- (6) National Centre for Volunteering, Regents Wharf, 8 All Saints Street,
London N1 9RL
☎ 020 7520 8900
Email: volunteering@thecentre.org.uk

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Appendix 5 Terms of Reference of the Compact Implementation Group

1. The implementation of the Compact and related codes of practice will be overseen by the Implementation Group established to guide the implementation and further developments.
2. PURPOSE
 - To guide the work of the Compact through the work plan as set out below.
 - To raise awareness of the Compact and codes of practice throughout the Borough in the statutory and voluntary and community sectors.
 - Shared Learning – operate a variety of mechanisms to spread learning and best practice throughout Kensington and Chelsea.
 - To undertake annual review of the codes / Compact to assess their impact, effectiveness and identify further action required.
 - To consider appropriate feedback procedures, e.g. through the Borough Voluntary Organisations Advisory Group (BVOAG), the Local Strategic Partnership (LSP), the Voluntary Organisations Forum (VOF).
 - To collate the feedback on the impact of the Compact.
 - To review the operation of the Compact, identify breaches and take appropriate action.

3. MEMBERSHIP

The group will comprise an equal number from the voluntary and statutory sectors and will be facilitated by the Council. The Membership of the group should be a maximum of 12. All members will be signed up to the Compact and Codes.

4. FREQUENCY

The group will meet at least quarterly, more often if deemed necessary.

5. WORK PLANNING

The Implementation Group will devise a rolling work plan to fulfil its objectives listed under Purpose. This plan will include:

- An ongoing programme to publicise the Compact and its Codes and embed it into the working relationships of the voluntary and statutory organisations.
- Work identified under statutory undertakings will be undertaken by the Voluntary Sector Policy Group (to include officer from the PCT).

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- Work identified under voluntary and community group undertakings will be undertaken by the VOF, facilitated by KCSC and other relevant organisations.
- An annual review of the Compact and Codes of Practice, selecting any section that requires update or revision based on experience and changing circumstances.

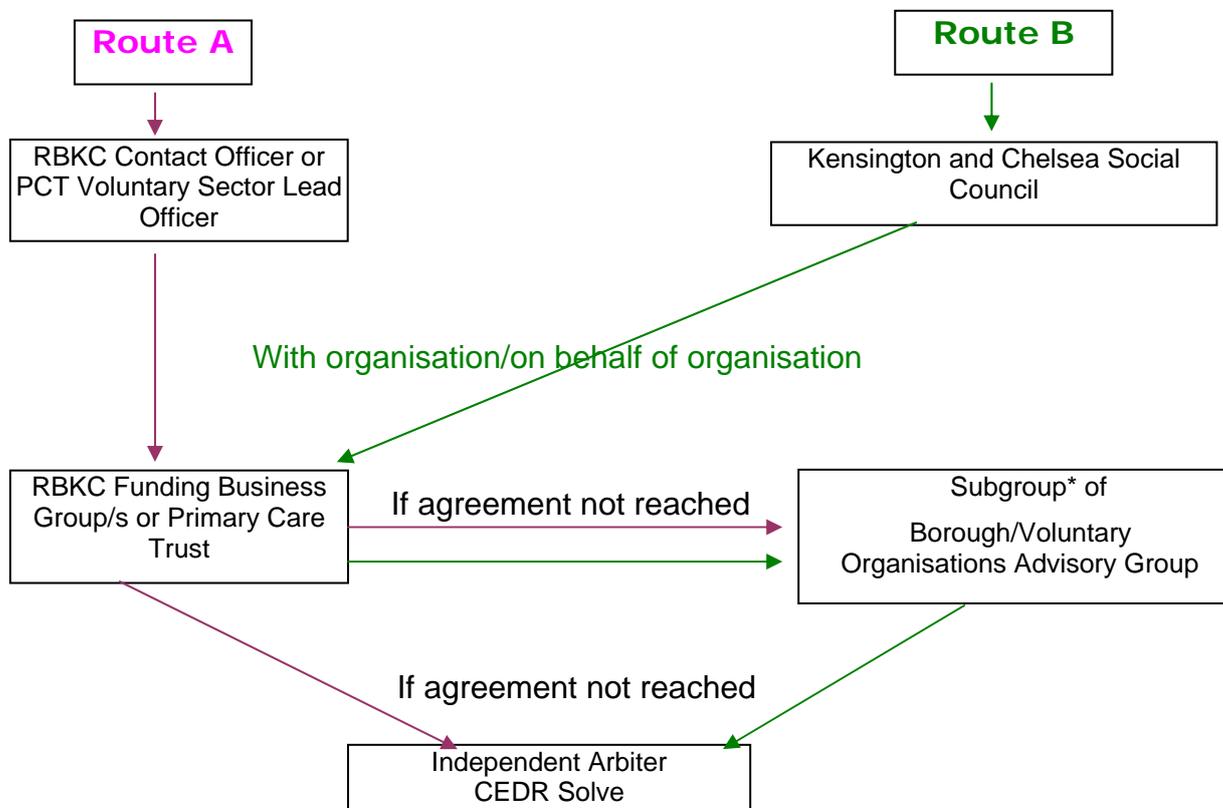
Revised
July 2007

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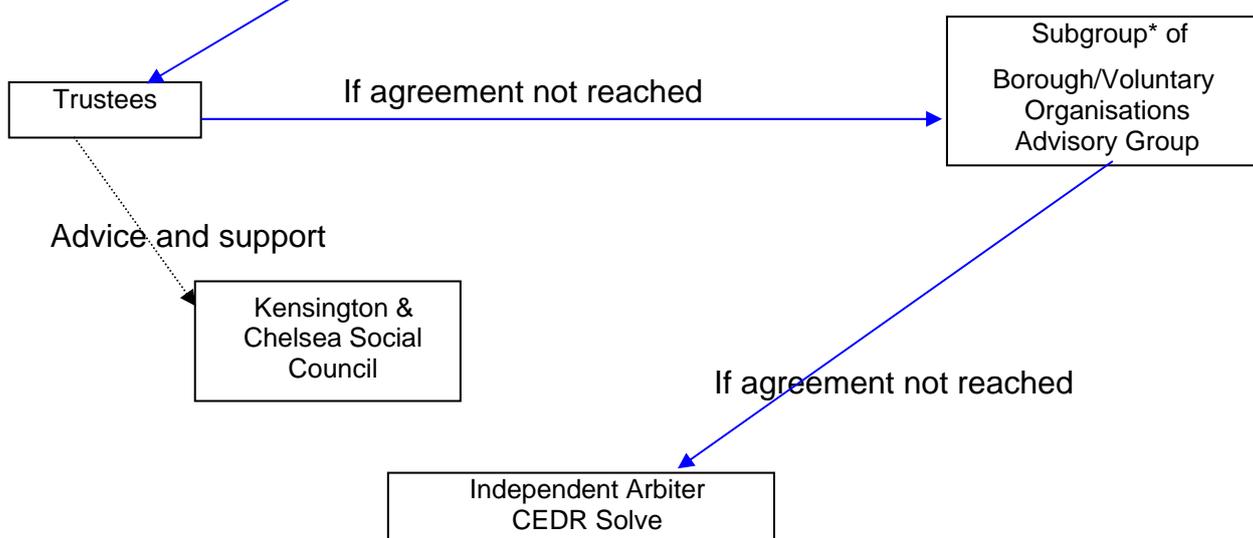
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Appendix 6 Comments and Complaints Process

Voluntary and Community Sector Process



Statutory Sector Process



*The sub group to consist of: The Chairman of the Advisory Group; Cabinet Member Responsible for Funding; two voluntary sector members of the Advisory Group, one of whom to be from the Kensington and Chelsea Social Council, unless it is they who are in dispute, when another representative will be identified; An officer to take notes.