In Equal Respect:
A Shared Vision

The Edinburgh Compact Strategy

এডিনবরা কমপেক্ট
একটি যৌথ দূরদৃষ্টি

愛丁堡協定
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ایڈنبرا کومپیکٹ (ایڈنبرا کا معاہدہ)
ایک مشترکہ خیال

EdinburghCompact

A partnership agreement between
the city's public agencies
and the voluntary and community sector.

Partners involved in the Compact development

NHS Lothian

Communities Scotland Working for housing and regeneration

evoc

Voluntary and Community Sector Interests

Lothian and Borders Police

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Foreword

Voluntary and community sector activity, and volunteers have been particular and special treasures of the United Kingdom for centuries Collectively they make an enormous contribution to our society and social economy. This is so apparent in a number of ways. The sector adds economic value to our communities. It involves all age groups and helps the cohesion and stability of our society.

The voluntary and community sector articulates the aspirations of our society and works strenuously for the practical implementation of these. Gender, race, economic injustice and the trashing of the planet are some examples of issues addressed by these groups of citizens. The initiatives taken to establish sustainability by the voluntary and community sector have also put concern for future generations firmly on the agenda. The political institutions in our society are amongst the best in the world.

A positive and constructive synergy, then, can be achieved if understanding and mutual respect can be secured between these aspects of our society. A Compact will underpin such synergy and help to address the power imbalance between statutory and independent organisations.

The voluntary and community sector often initiates changes in society; at other times it follows change and fills in gaps created by such development. In recent times some changes have not sat naturally with the sector. The market provides a solution to many political, social and economic situations. All problems however can not be resolved in the market place. The public, in subscribing to the voluntary and community movement in both cash and kind does not want to see its energy consumed in needless competition and slick advertising; rather it wants its concerns translated into direct and effective action.

On the other hand Government has a duty to ensure that where it is purchasing services on behalf of society or granting public funds to third parties, it is securing efficiency and cost effectiveness. It is no simple matter to strike the correct balance. It is something to be worked at in a principled manner; the Compact will help.

Scotland is fully represented and indeed concentrated in the Capital. Edinburgh is a small and contained city, which enjoys influence and a position in the world out of all proportion to its size. This makes the complexity of a Compact manageable, and facilitates the development of similar models for other communities both in this country and elsewhere.

It has taken just under two years of painstaking co-operation to reach agreement on the proposed Edinburgh Compact, the first of its kind in Scotland. It seeks to secure an equitable and effective framework for a working relationship. It provides a basis for mutual respect and understanding between the statutory, voluntary and community sectors.

Through developing this city-level strategy, it is hoped that it will provide a collaborative framework for all the stakeholders in the public, voluntary and community sectors.

Appreciation is due to the Compact Working Group Members for their vision, their active support for the ideas generated both in the group and the earlier consultation process, GEN Consultancy for their facilitating efforts, the Edinburgh Partnership collectively for their support and, in particular, the Secretariat who have worked tirelessly to make this happen.

F. E. Edwards
Independent Chair

Vision

Defining the Compact

Developing the Compact

Context to the compact

In Edinburgh, the Compact Strategy is important in underpinning the work of the Edinburgh Partnership – the city's overarching community planning partnership. This is particularly in relation to the Partnership's emerging key challenges of improving services, ensuring effective community engagement and quality of life for all.

The Strategy sets out the vision, principles and values which will underpin the work of the new Compact Partnership. It reflects the local context and how it fits with the evolving community planning structures and the Edinburgh Partnership's priorities and related strategies. It then sets out Edinburgh's priorities for developing the Compact relationship between the partners, what the partners plan to achieve through the strategy and the initial proposals for an implementation framework and for monitoring and evaluation.

As the local community planning partnership structures below the city wide level are still evolving, the strategy will review and respond flexibly to those developments.

What is our vision?

The Compact embraces a vision for the city where all sectors work together towards a shared goal of improving the quality of life for all residents and communities. It also provides (within community planning) a mechanism for other partnerships or initiatives and communities of interest strategically to engage on issues concerning the overall relationship with stakeholders in the voluntary and community sectors.

Both the public and voluntary and community sectors make a significant but distinctive contribution to the quality of life in the city. By working together they can add further value to the city in a number of ways:

- more considered development of strategy and policy;
- better planned and delivered services;
- more choice in service delivery;
- improved engagement, and;
- better results or impact from interventions.

What is the Edinburgh Compact and what is it about?

The Edinburgh Compact is a high level city agreement between the public and voluntary and community sectors which sets out the principles and actions to achieve better working relationships and closer collaborative working between organisations and agencies. The Compact is based on the principles of transparency, accountability, communication, equity and respect between partners. It is unique in linking the range of public and voluntary and community sector interests into shared aims for the first time.

The Edinburgh Compact is about the relationship between voluntary and community organisations and public agencies at a city-wide level. It is not about individual organisations and agencies or issues particular to them, but is about addressing the barriers to more effective partnership working between the sectors at a city wide level.

In summary, the Compact is a partnership agreement between the city's public agencies and voluntary and community sectors that, while not legally binding, provides an environment of mutual advantage.

What is meant by the voluntary and community sector?

There are around 1,800 voluntary and community organisations in Edinburgh.

The sector is diverse and comprises service-providing, advocacy and campaigning organisations, as well as organisations with and without paid staff.

The sector ranges from small, locally focused organisations with little or no regular income to major charities or social enterprises with annual turnovers running into millions of pounds.

There is also diversity in the ethos and operating model of organisations from those more traditionally charitable to those with a strong enterprise focus. Voluntary and community organisations adopt a number of structures including charities, companies limited by guarantee and trusts.

While the voluntary and community sector is diverse, all organisations in the sector share a number of characteristics which distinguish them from both the public and private sectors. These defining characteristics are:

- independence from statutory agencies;
- managed by voluntary committee or board;
- established for public or mutual benefit;
- non-profit distributing.

The Compact is about this broad voluntary and community sector, recognising that all organisations make a contribution to the city and that those interested in further developing this contribution come from across the sector, not from one particular type of organisation.

1 Developing the Edinburgh Compact

1.1 Purpose of the Compact

This Compact has been developed to progress and improve the working relationships between the public and voluntary and community sectors in Edinburgh for the benefit of the city and its residents. It is a practical and focused agreement which seeks to improve collaboration and partnership between organisations and agencies in both sectors over the next five or more years.

The Compact sets out a number of strategic aims backed by a plan of action which will address identified barriers and issues and enable us to move towards our vision of better partnership working between the public and voluntary and community sectors. Our vision is to advance working relationships between public agencies in Edinburgh based on the following underpinning principles:

- transparency;
- accountability;
- communication;
- equity; and
- respect between partners.

We recognise that the Compact Strategy is a complex process, and so have set clear aims and actions to ensure that it will lead to real change.

The Action Plan will provide a shared basis upon which the sectors can move forward in partnership. This requires continued commitment of all organisations and agencies involved and a willingness to focus on action for the benefit of Edinburgh residents, and the public and voluntary and community sectors.

1.2 Strategic Aims

To move towards our vision of better partnership working for the benefit of the public and voluntary and community sectors and the city as a whole, we are committed to taking forward a plan of action designed to:

- improve the joint planning and provision of services in the city;
- increase mutual recognition of the particular role and strengths of the voluntary and community and public sectors and the contributions they make to the city;
- increase the role of the voluntary and community sector in policy, decision-making and service delivery at all levels in the city;
- retain and develop the shared commitment to inclusion, diversity and equity;
- sustain and develop the resources available to the voluntary and community sector;
- support and develop the particular role of volunteering and active citizenship in voluntary and community and public sectors;
- support increased and improved community engagement, and
- increase mutual confidence in the ability of partners to deliver effectively.

The Compact partners' commitment to these strategic aims will be given practical expression in action to address a number of key challenges:

- developing more inclusive policy and decision making;
- improving the planning and delivery of services;
- addressing funding and resourcing issues;
- facilitating improved voluntary and community engagement;
- ensuring that change at a local as well as a citywide level;
- building capacity and mutual understanding, and
- ensuring effective implementation of the Compact.

While a detailed action plan is to be developed and agreed, an initial list of key actions to be taken to address these key challenges is outlined in section two.

1.3 Background

The proposal to develop a Compact between the public and voluntary and community sectors in Edinburgh has been in discussion and development for over two years and reflects a joint desire to move forward to another stage and to fit within the wider framework being provided by community planning. Activities have included:

- detailed consultations with voluntary and community organisations and discussions among key partners on how best to take this forward, and;

- two stages of consultation, June – October 2002, to examine the concept, implications and action of the Compact, with both city partners and voluntary and community organisations, and further in October – December 2003, when independent research company GEN Consulting were commissioned to examine impacts, identify the difficulties in the relationship between the parties, and provide recommendations and a way forward.

The development of this Compact has been led by a Working Group comprising; Edinburgh Voluntary Organisations Council (EVOC), The City of Edinburgh Council, NHS Lothian, Lothian and Borders Police, Communities Scotland, Scottish Enterprise Edinburgh and Lothians and representatives of voluntary and community sector interests. Observers from the Scottish Executive, Scottish Council of Voluntary Organisations (SCVO) and CoSLA have also been part of this process.

This Compact Strategy and associated actions have been informed by comprehensive consultation with public sector bodies and voluntary and community organisations across the city. A key aspect of the work to date has been the commitment to involve as many organisations as possible at an early stage. The vision, objectives and actions detailed reflect the views of those who took part in the consultation events and opportunities.

1.4 Local Context

Community Planning provides a framework for different sectors to work together to plan, provide for and promote the wellbeing of the communities they serve. Key to achieving the goals identified for the city are:

- a shared vision;
- better and closer collaboration between organisations and sectors, and;
- greater involvement of the wider community.

The 'Edinburgh City Plan 1999 – 2003' set out a shared set of goals for Edinburgh with stated aims that support;

"all organisations in the city working together for the benefit of the community and to ensure that the community in its widest sense is able to influence what these organisations do on its behalf".

The above plan also acknowledged that the most important tasks facing the city are not the sole responsibility of any one organisation or sector. It is noted that the development of a new City Plan is now progressing, and that this new Compact will provide the main structure and mechanism for advancing and supporting future community planning activity connected to voluntary and community sector issues and stakeholders in the city.

The intention is that improved engagement and communication between public agencies and the voluntary and community sectors will operate at all levels; city-wide and local; through city strategies, and policy; and from planning to the development and delivery of local services. The Compact recognises that better partnership working needs to be underpinned by a mutual understanding of each sector's role, strengths and perspectives and recognition of the independence of the voluntary and community sector.

Public agencies and voluntary and community organisations have a significant role in delivering services and providing facilities across the city. Both sectors have a responsibility to tackle exclusion and disadvantage, promote inclusion and diversity and eliminate discrimination. The voluntary and community sector plays a key role in advocating for groups and communities, particularly those most excluded or disadvantaged and provides a way for citizens to organise themselves to have a say in decision-making and service delivery and/or to develop their own services and activities to meet identified need.

Both sectors share common goals, but need to work together if effective solutions to the key issues facing Edinburgh are to be found. The public sector has a track record of investing in, and delivering to communities. This is complemented by the voluntary and community sector's track record of innovation and creativity in the development and delivery of services and, by its nature, can be more flexible and responsive than the public sector. Indeed one of the key strengths of voluntary and community sector organisations are their independence from government (and their ability to work outside government) both to deliver services where needed and to lobby government for changes in legislation, resource allocation, service planning and delivery.

Both sectors comprise a variety of organisations and interests. It is recognised that the voluntary and community sector in Edinburgh is diverse in terms of organisation size, area of activity, approach and area of operation. Furthermore the public sector, whilst comprised of a much smaller group of organisations, cannot be seen as a single entity. The Compact Strategy recognises this diversity and seeks to put forward a vision, objectives and actions which will result in change for the better in some way for all those involved.

1.5 National Context

The development of the Edinburgh Compact Strategy is taking place against a backdrop of national initiatives that will result in policy and legislative change. The development of the Compact for the city will not occur in isolation and requires to be mindful of these developments and their potential impacts at local levels. The Compact in turn could play a significant role in the development and roll-out of these national initiatives where and if deemed appropriate. These are:-

The Scottish Compact, which sets out the principles for Government and the voluntary sector working together at a national level. The Scottish Compact was published in October 1998 and endorsed by the Scottish Parliament in November 1999. The Scottish Compact has recently been revised in light of a review and re-issued in February 2004 along with an implementation strategy for the period 2003-2006. Revisions of note include the requirements for all (national) public agencies to develop or play a full part in the delivery of local Compacts.

The Strategic Funding Review being taken forward by Scottish Council for Voluntary Organisations (SCVO), the Convention of Scottish Local Authorities (CoSLA) and the Scottish Executive was launched in early 2003 and is due to report soon. The aim of the review is to 'maximise the contribution of voluntary organisations to the common good of Scotland by identifying and making a shared commitment to resolve the cultural and practical issues related to the funding of voluntary organisations that currently constrain them'.

In August 2004 the Scottish Executive launched the Futurebuilders initiative which has the twin aims of extending and strengthening the role of the voluntary and community sector in delivering public services, and encouraging the financial sustainability of the sector. The initiative will provide a total of £18 million of investment over the next two years in the form of grants to voluntary and community organisations; financial support to support services and training for people managing or working in the sector. This is likely to have an impact on those parts of the voluntary and community sector that can be described as forming the social economy.

The National Volunteering Strategy, launched by the Scottish Executive in May 2004, sets out a programme of work over five years to embed a robust culture of volunteering in Scotland. The strategy is focused on increasing the number and range of young people involved in volunteering through the Project Scotland initiative; dismantling the barriers to volunteering; and improving the volunteering experience.

In June 2004 the Minister for Communities published the Draft Charities and Trustee Investment (Scotland) Bill for consultation. This bill sets out a Scottish definition of charity based on the principle of public benefit. It also aims to promote confidence in the voluntary and community sector by making provision for the Office of the Scottish Charities Regulator (OSCR) to be turned from an executive agency into an independent statutory organisation with an enhanced range of powers. The Bill will be progressed towards legislation in 2005.

1.6 The Compact in Operation

A new city-level strategic Compact Partnership will be created and as part of its function, it will be responsible for overseeing the implementation of the Compact Strategy and delivery of the various tasks detailed in the Action Plan. This Compact Partnership will fit within the current city framework and will therefore embed the Compact and its aims for better partnership working between the public and voluntary and community sectors into this overarching framework for planning, decision-making and resource considerations. This new arrangement will therefore:

- provide the main platform for issues connected to the relationship between the public and voluntary and community sectors to be discussed, and;
- play a full and considered part in supporting governance structures in the city.

It is envisaged that all key city public agency partners will be represented within the group forming the Compact Partnership. The partnership will select a chairperson from within the group. The Compact Partnership will draw up and adopt a protocol for joint working to ensure that it operates in a manner which is transparent, fair and in keeping with the intentions and ethos of the Compact.

The voluntary and community sector's representation on the Partnership creates a formal channel for sector representation on the Edinburgh Partnership. The need for a strategic group within the voluntary and community sector to oversee both the sector's participation in the management of the Compact and its representational role on the Edinburgh Partnership has been identified. Proposals for this have been agreed after consultation with the sector and will be taken forward.

Each of the key partners will clearly allocate responsibility for taking forward the Compact Strategy actions as agreed within their organisation. Each public sector body will nominate a senior officer to represent them on the Compact Partnership, and to be responsible

for ensuring that the Compact and actions are taken forward effectively in all parts of their organisation. They will report back at least twice a year on progress against the Action Plan and any issues, problems or barriers to be addressed.

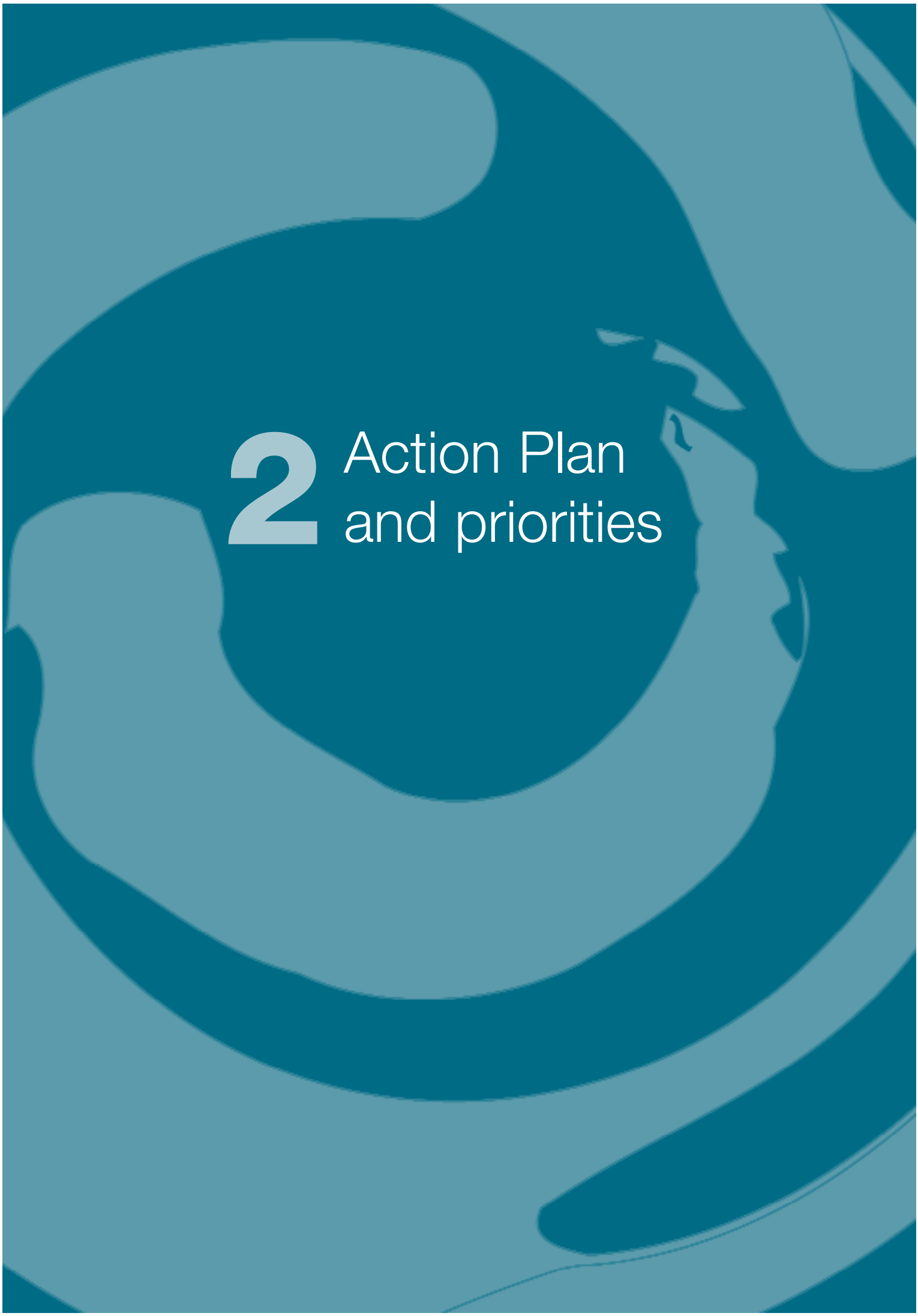
The voluntary and community sector is not one body. It is envisaged (and identified) that the Action Plan will contain elements for which key voluntary and community sector agencies will have lead function responsibility.

EVOC as a voluntary and community sector resource will undertake a programme of awareness-raising and promotion to ensure that as many voluntary and community level organisations as possible know of the Compact and of the benefits of involvement. It will support the roll-out of the Compact and of the voluntary and community sector's representation in formal community planning arrangements.

The Compact Partnership will also appoint/identify independent monitors who will be responsible for annually reviewing the implementation of the Compact and will be able to request that any of the key partners assist them by providing information or evidence. It is envisaged at this point that it would be appropriate for them to be drawn from the observing agencies on the working group. Their remit will enable them to decide what areas or issues should be reviewed and the way in which the reviews will be undertaken.

Accountability

Where a key partner is found to be acting against the Compact or failing to take forward tasks allocated to them/agreed for them to progress or support, the Compact Partnership will work with them to seek a resolution. If required the independent monitors will be asked to consider these issues and make appropriate recommendations. Where an issue cannot be resolved it would ultimately go to the Edinburgh Partnership for further consideration.



2 Action Plan and priorities

Compact Strategy Action Plan

This Action Plan sets out a series of actions which will be progressed over five years from January 2005. These actions have been designed to address the key challenges identified. In taking these forward we will make significant progress towards the achievement of the strategic aims outlined in the Compact.

The actions specified are based on the issues raised during consultation on the Compact. The Compact Partnership will continue to react to issues that arise and will act or comment as appropriate. This will be guided and informed by the principles underpinning the Partnership and the strategic aims set out in the Compact.

There are also a small number of actions focused on ensuring that there are the appropriate structures and mechanisms in place to implement the Compact effectively, communicate and report progress to all stakeholders and other interested parties.

While this Action Plan will require further definition and development, it provides an initial list of the tasks which will be undertaken.

The Action Plan also indicates when these tasks are scheduled to be undertaken.

The Compact Partnership will work to identify outcomes and outcome measures for the Action Plan based on the strategic aims and key challenges identified.

2.1 Developing more inclusive policy and decision making

Our programme of work will be focused on action to promote and support the role of the voluntary and community sector in policy and decision making in the city. Key actions include:

- a comprehensive profiling of the voluntary and community sector; 2005/07
- developing protocols for involvement in strategy and policy development and consultation; 2005/06
- creating a new IT/Communications network for information dissemination. 2006/07

2.2 Improving the planning and delivery of services

We will focus on improving the planning and delivery of services by taking forward actions to:

- develop approaches to maximise the involvement of the voluntary and community sector in service planning and delivery; on-going
- develop a Social Enterprise Strategy for the city; 2005/06
- develop methods for assessing the impact of service delivery in a consistent manner, including the agreement of common terminology and measures. 2006/07

2.3 Addressing funding and resource issues

A city-wide joint funding strategy for the voluntary and community sector will be developed.

This will include: 2006/07

- clear guidelines on the provision of three year funding;
- a framework for determining the funding relationship (grant, SLA or contract);
- protocols governing the negotiation and monitoring of Service Level Agreements;
- a core set of elements including annual reporting required, review meetings, and key contact officer to be included in all funding agreements;
- a reserves policy; and
- a joint scheme for financial management standards.

Establish common application, management processes and monitoring and evaluation frameworks. 2007/08

2.4 Facilitating improved voluntary and community engagement

Improving the engagement of the wider voluntary and community sector and citizens requires joint action between the public agencies and the voluntary and community sector. Key actions to take this forward this include:

- linking the composition and operation of voluntary and community sector forums more closely to the Compact and participation in community planning; — 2005/06
- developing a city-wide strategy for volunteering. — 2006/07

2.5 Ensuring change at a local as well as city wide level

A clear message from our consultation was that progress at a city wide level in facilitating increased participation in strategy and policy as well as service planning and delivery needs to be replicated at a local level. Community Planning provides a framework for this to happen. Our actions will focus on embedding the principles and strategic aims of the Compact Partnership in local community planning. Key actions will include:

- establishment of voluntary and community sector participation in local community planning structures; — 2005 onwards
- joint consultation initiatives; — on-going
- promotion of joint initiatives in local service provision. — on-going

2.6 Building capacity and mutual understanding

The Compact requires cultural change in both sectors. This will be taken forward through joint initiatives in the following areas:

- training initiatives, staff secondments and employer supported volunteering; 2006/07
- development of a marketing/promotional strategy to promote the activities and contribution of both sectors in the city. 2005/06

2.7 Ensuring effective implementation of the Compact

It is essential that the Compact is implemented fully and effectively. To do this a number of actions need to be taken forward to establish the structures and mechanisms required. Key actions include;

- establishing the Compact Partnership: 2005/06
- developing a communications strategy aimed at increasing awareness and understanding of the Compact across both sectors; 2005/06
- developing an outcome monitoring framework for the Compact, and: 2005/06
- Production of an annual action plan and annual reporting on progress to the Edinburgh Partnership and wider stakeholders. annually

Appendices

Glossary of Terms

Edinburgh has around 1,800 voluntary and community organisations operating in the city, of different size, operations, purpose and nature. In order to advance the Compact it is helpful for us to indicate what we mean by various terms used. These are explained as follows:

Voluntary and Community Sectors

Includes organisations that are:

- for public benefit;
- not for profit/not disperses profit;
- managed by voluntary Committee or Board;
- independent of statutory agencies;
- charities, companies limited by guarantee, trusts, etc.;
- delivering services, providing structural and advice support to the voluntary and community sector, etc.;
- supporting volunteering and active citizenship.

Social Economy/Social Enterprise

Groups of the above that:

- are not-for-profit, but have a trading operation for specific community benefit;
- have objectives to support access into employment and training;
- are based around enterprising or entrepeneurship principles, e.g. a community benefit business, an information service, etc.;
- operate in the community and contribute to the local economy;
- undertake an economic function.

Capacity and Capacity Building

Describes:

- the skills or knowledge that the individuals involved can being to the operation;
- organisational benefits;
- the ability to provide a particular service;
- support to empower individuals or groups to develop skills/knowledge for self and organisational benefits.

Investors and stakeholders

Public agencies, the voluntary and community sector or other parties:

- that provide funds or other resources to voluntary and community organisations, in support of specific service development;
- communities of interest/place that receive services.

Infrastructural

Organisations which:

- provide advice, structural, communication, resources, and/or independent support to organisations in the sectors.

The Edinburgh Compact Working Group
2003/2004 Membership

Independent Chairman

Fred Edwards

Members

Sandra Blake	Advice/Advocacy Services (V.S.)
Ian Burnside	Lothian & Borders Police
Ranbandara Dissanayaka	Black & Ethnic Minority Vol Orgs (V.S.)
Harriet Eadie	Volunteering (V.S.)
Liz Ferguson	Regeneration and Community Care (V.S.)
Fiona Hume (substitute)	Lothian NHS Trust
David Jack	City of Edinburgh Council
Stuart Mair	Youth Work (V.S.)
Anne McEwan	Lothian NHS Trust
Dominique Petitquex	Communities Scotland
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Pete Selman	Scottish Enterprise Edinburgh and Lothians

Observers

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Jon Harris	Convention of Scottish Local Authorities
Joanne Crone	Voluntary Issues Unit, Scottish Executive
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如欲查詢本文件的翻譯資訊，請致電愛丁堡市議會傳譯及翻譯服務部，電話0131 2428181並說明檔案編號04743。

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