



March 2005

**West Sussex**  
**Compact**  
working together better together



# Compact Aim

*The West Sussex Compact is an agreement between local government, local health services, other public bodies and the voluntary and community sector. It aims to improve our relationships for mutual advantage and for the ultimate benefit of people in West Sussex.*



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# Introduction

The origins of this local Compact date back to the 1996 report from the Deakin Commission on the future of the voluntary sector and the need to agree basic principles for its relationship with government.

Whilst in opposition, the Labour Party, in April 1997, launched a policy document “Building the Future Together” which concluded that the basis for future partnership should be set out in a Compact that was underpinned by a set of principles. In November 1998, the “Compact on Relations between Government and the Voluntary and Community Sector in England” was published.

The Compact process in West Sussex was initiated through the West Sussex Voluntary Forum and a steering group of interested voluntary and community organisations and statutory agencies began developing the document in early 2000. The West Sussex Compact document ‘Working Together’ was launched at the December 2001 Voluntary Sector Forum.

It was always intended that this original document be considered as a ‘First Edition’ which would be reviewed relatively quickly. Discussions are now underway in a number of areas across the county on the production of ‘local’ Compacts. In order to ensure that these local Compacts reflect the content of the countywide Compact, it seems timely to revisit the 2001 document and make revisions as necessary.

This work has been led by a Compact Review Steering Group, facilitated by West Sussex VOLG (Voluntary Organisations’ Liaison Group) which met for the first time in June 2004. The Group, which consisted of representation from the voluntary, community and statutory sectors has worked on how any revisions necessary should be identified and how best to involve the key stakeholders in this process. A list of Steering Group members is shown at Appendix A.

A key event in the process was the Autumn Voluntary Sector Forum which was held on 5<sup>th</sup> October 2004 to which the Steering Group brought the results of their work. A wide range of stakeholders attended this event and used a new consultation tool known as 'The People's Court'. This enabled a more inclusive debate on the continuing development of the Compact beyond the initial revisions of the Steering Group and resulted in a number of changes and improvements to the document.

It is intended that the document should be dynamic and should be subject to update as and when necessary. The document contains an Implementation/Action Plan which will be monitored by a West Sussex Compact Group, meeting quarterly initially and then at least twice yearly. This Group will:

- ensure the West Sussex Compact reflects current guidance and good practice
- monitor progress on the Compact Implementation Plan
- and evaluate the impact of the Compact using appropriate tools.

It is acknowledged that the publication of this second edition of the Compact document is not the end of the Compact process but the beginning of ongoing work. The statutory and voluntary and community sector organisations in West Sussex will continue to work together and forge relationships using the Compact document as their framework. It is to be hoped that the result for people in West Sussex will be a thriving voluntary and community sector working with statutory sector organisations in the delivery of first class services.

**Compact Revision Steering Group**  
**March 2005**

# Key Objectives of the Compact

To develop between the voluntary and community sector and statutory agencies over the next three years:

- improved communication, common understanding, collaboration, trust and respect
- a framework for effective consultation, representation and partnership working including agreeing definitions, shared values and joint and distinct undertakings
- principles for developing working relationships
- agreement to use the Compact as a reference document and for monitoring and evaluating the quality of relationships and partnership working at all levels
- support for continuous improvement of efficiency and effectiveness in dealings between the sectors
- a widespread awareness of and commitment to the 'Compact Way of Working'.



# Shared Values and Principles

It is the belief of statutory and voluntary organisations in West Sussex that the statements set out below are central to ongoing and successful relationships and partnerships. Funding agreements which respect these statements enable organisations to deliver high quality services, respond to people's needs and make explicit the mutual responsibilities of each party.

## All partners agree to:

- listen to each other and respond constructively
- acknowledge the vital contribution that community development and volunteering make towards the social, economic and environmental well-being of the people in West Sussex
- work to enhance accountability, honesty, leadership, integrity, objectivity and transparency
- communicate in an open and informative manner, using clear language and avoiding jargon
- identify, develop and promote good practice when working in partnership
- provide induction, learning and training opportunities for people new to working in partnership
- maintain high standards by focussing on people using services and their carers and taking account of their views
- ensure that service users, their carers and community groups are involved in identifying need and are consulted when services are planned
- represent information fairly and respect confidentiality where required
- work with an ethos which encourages the resolution of conflict with an agreed process for breakdowns in negotiation
- practice relationships in which all partners are equally valued and where the independence and autonomy of voluntary and community organisations should be respected alongside the responsibilities and constraints of statutory organisations
- monitor and review the Compact in order to assess its continuing effectiveness and impact.

**The voluntary and community sector agrees to:**

- work to appropriate recognised quality standards covering a wide range of activities including planning and delivery of services, campaigning, governance and accountability
- ensure that Trustees understand their role with respect to charity and/or company law including trustee responsibilities in respect of reporting and accountability for the organisation concerned
- meet reporting and accounting obligations to members, funders and partners
- acknowledge and respect the responsibilities and constraints placed on the statutory sector, either through legislation or central government directives and performance indicators
- recognise the decision-making role of elected members of local Councils and representatives from health organisations and their responsibility to balance the needs of everyone within the locality or county and work within the resources available
- support the work of umbrella and infrastructure organisations in the county to enable them to provide information, support, training and resources for voluntary and community organisations.

**Statutory sector organisations agree to:**

- recognise the breadth of knowledge and ideas within the voluntary and community sector and to value this resource when developing policy, strategy and service delivery
- communicate support for the voluntary and community sector to the general public whenever possible
- acknowledge and support the independence of the local voluntary and community sector in determining and managing its own direction, policy and philosophy
- develop long term policy about support and investment (either financial or 'in kind') in voluntary and community sector activity
- acknowledge the right of the voluntary and community sector to comment on and, where relevant, challenge policies, irrespective of any funding relationship which might exist.

# Codes of Good Practice

Following the publication of the National Compact document in 1998, a series of Codes of Good Practice were published which were described as enabling mechanisms to enhance the relationship between Government and the voluntary and community sector.

This document uses the Codes of Good Practice, as recommended for local use in Government guidance. The subjects covered are Funding, Consultation, Volunteering, Black and Minority Ethnic Groups and Community Groups.

The following Codes of Practice are a starting point in respect of each of the areas covered. The Compact Implementation/Action Plan at Appendix C outlines the programming of detailed further work on these Codes of Practice which will keep them relevant, up to date and, most importantly, helpful tools for future partnership working.



# Code of Good Practice on Volunteering

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This Code of Good Practice sets out principles and undertakings on good practice for volunteering. These undertakings aim to tackle the barriers to volunteering so that more people are able to volunteer and that volunteering benefits both the individual and the organisation or cause where that volunteering takes place. For the purpose of this code, volunteering is defined as 'an activity which involves spending time, unpaid, doing something which aims to benefit someone (individuals or groups) or the environment'.

Volunteering is an important expression of citizenship and an essential ingredient of active community life throughout West Sussex. The 2003 Home Office Citizenship Survey suggests that 37% of people participate in informal volunteering at least once a month while 42% of people had volunteered formally (through groups, clubs or organisations) in the twelve months before the survey. Anecdotal evidence from local communities and organisations indicates the national picture is reflected in West Sussex.

The commitment of time and energy for the benefit of people and organisations within local communities can take many forms. Recognition needs to be given to the diverse nature of volunteering, to the role of volunteers who work in a complementary way to the provision of public services and to the 'hidden' volunteering undertaken by people serving on management committees and boards of trustees. It is estimated that up to one million people nationally are involved in some form of Charity Trusteeship.

Volunteering is undertaken freely and by choice, without concern for personal financial gain. It can also be the means by which people, including those who are socially excluded, contribute to their personal development, to the acquisition of new skills and to the well-being of others. It should be open to all, regardless of background, gender, disability, age, race, sexual orientation or faith. The giving of time is recognised as establishing a reciprocal relationship between volunteers, organisations and users of their services - a relationship in which the giver also receives.

# Code of Good Practice on Volunteering

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## All partners agree to:

- work together to expand the public perception of volunteering by improving the profile, status and range of volunteer activity
- make visible the value of volunteer contributions, for example in reports and publications
- ensure that volunteers are brought into policy-making consultation processes
- challenge barriers to volunteering
- acknowledge the distinctiveness of volunteering but promote volunteers' equality of treatment
- create and maintain a modern and dynamic volunteering infrastructure with access to sustainable funding
- recognise the role volunteers play in the provision of funded services
- understand the legal responsibilities and liabilities of volunteers acting as trustees on boards of management
- assess the impact of organisational policies on volunteers and appreciate the administration needed for policy compliance
- develop, promote and celebrate volunteering as an expression of active citizenship
- give volunteers the support, management and other resources they need to be involved effectively
- identify a named person within the organisation to be responsible for volunteer involvement and for monitoring and reporting on such
- identify a Board level champion for volunteering.

# Code of Good Practice on Volunteering

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## Management of Volunteers

The following is adapted from the good practice checklist taken from the Code of Good Practice on Volunteering and organisations endorsing the Compact undertake to use this checklist in a relevant and proportionate manner when involving volunteers in their work. These are basic summary points and they apply to organisations where paid members of staff manage volunteers, not to community groups:

- prior to recruitment, be clear about why you want/need a volunteer
- ensure there is a clear and appropriate recruitment process for volunteers including assessment of suitability by interview
- volunteer applicants should be provided with clear details of the recruitment process and timescales for the process
- provide the volunteer with a clear role/task description, identifying anticipated requirements of the organisation
- provide the volunteer with an initial induction and training programme which should include reference to relevant policies and procedures, particularly regarding confidentiality and information sharing
- provide the volunteer with appropriate line management
- add volunteers to organisation charts and encourage volunteers to participate in the organisation's wider decision-making process
- monitor and acknowledge the contribution that volunteers make to the organisation, to the wider public, to funders and to other volunteers
- ask the volunteer what they seek from their placement and share with the volunteer what you require. Any placement should be by mutual consent

*continued...*

# Code of Good Practice on Volunteering

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- offer to reimburse out-of-pocket expenses (volunteers should not be out-of-pocket because of their voluntary activity)
- ensure that Health and Safety standards are in place and applied equally to all employees and volunteers and that Criminal Record Bureau checks are made whenever appropriate
- extend insurance policies to volunteers
- provide opportunities for volunteers to acquire or develop new or existing skills and to gain accreditation towards recognised qualifications
- volunteers should not be recruited to fill the place of paid staff
- ensure that the work and contribution of the volunteer adds quality and value to the organisation's aims and objectives
- ensure that Equal Opportunities and/or diversity policies are in place and applied equally to volunteers
- encourage and promote a diverse range of employees at all levels to enable volunteers of different ethnic groups, ages, disabilities, etc. feel welcome.

# Code of Good Practice for Community Groups

Community groups operate closest of all to the grass roots level. They can be a community of interest (sharing a common purpose, concern or interest) or a neighbourhood group aiming to improve the quality of life of residents.

The 'Community' in 'Voluntary and Community Sector' would benefit from greater definition and the national Compact Code of Good Practice on Community Groups gives the following typical features of each type of organisation

## Community Group

- usually volunteers only
- member-led (where the community controls direction and purpose)
- neighbourhood, village or community of interest
- less formal structure
- lower or no income
- membership based
- self-help and mutual support
- providing informal and autonomous contracted services
- representing community interests, residents and community members

## Voluntary Group

- often paid staff
- trustee managed
- wider area
- more formal structure
- higher income
- client based
- support and development
- providing specialist or (independent) services

Community groups are by their nature often small, independent of formal bodies, unfunded (or with few funds) and with a simple or absent infrastructure. They frequently have no paid staff. Each of these characteristics can be both a strength and a weakness but indicate the reason for the particular emphasis on engagement with these groups. Community groups often have intimate knowledge of local people and services and bring much to service planning and evaluation.

# Code of Good Practice for Community Groups

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Recognising the distinct nature of community organisations and the contribution they make to local areas, **statutory sector organisations agree to:**

- value the work, knowledge and expertise of the community sector
- as far as possible, unify and simplify small grants funding programmes for community groups
- work with community groups to ensure that monitoring requirements for small grants are realistic and proportional
- consider supporting community groups by payment 'in kind' to include premises, equipment, etc.
- recognise the value of the contributions of volunteer time to projects as equivalent to 'match funding'
- work with voluntary and community sector umbrella organisations to identify small, hard-to-reach community groups to ensure their inclusion in work with statutory sector organisations
- encourage the active engagement of community groups in community strategy and other statutory sector work within communities
- actively seek out community groups with an interest when developing new or ongoing initiatives
- recognise the particular challenge of partnership working with organisations which have no paid staff or funds.

In return, **community groups and organisations agree to:**

- recognise that statutory sector funders have limited resources and have to decide between competing claims
- accept that when they receive funding, there is a need for monitoring and evaluating their spending in proportion to the size of the grant
- be prepared to accept payment 'in kind' (to include premises, staff, equipment, etc.)
- be open and transparent about resources or funding received
- encourage partnership working and community involvement.

Many opportunities exist for the improved engagement of community groups and organisations and work to update this Code of Practice (as outlined in the Implementation/Action Plan at Appendix C) should consider any further action which needs to be taken to achieve this.

# Code of Good Practice for Black and Minority Ethnic Groups

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Black and Minority Ethnic Voluntary and Community Groups (BME groups) play an important part in improving the quality of life of their communities and play a major role in ensuring social inclusion and promoting anti-racist practice. They are particularly valuable because they are rooted in their communities and act in direct response to an identified need.

It is a duty on all public sector bodies to promote equal opportunities between people of different racial groups and thus community involvement techniques, policies and procedures should not discriminate against particular groups.

BME groups are often small, unfunded and absolutely reliant on volunteers and they face many of the challenges outlined for small community groups. BME groups can feel that their voice is not heard and that they are minor players in decision-making partnerships. As with community groups, both the statutory sector and umbrella voluntary sector organisations have a role to play in enabling BME organisations to fully engage and participate in processes.

Over the years it has been recognised that BME groups have tended to be under-funded compared with mainstream voluntary and community groups. This under-funding compounds the problem of limited resources leading to inability to engage with statutory sector funders.

Noting the challenges above and recognising the distinct skills, expertise and experience that the BME sector has, **statutory sector organisations agree to:**

- value the work, knowledge and expertise of BME groups
- operate effective and transparent equal opportunity monitoring and evaluation systems which ensure BME groups are treated fairly
- ensure that BME groups have equal opportunity to participate in multi-agency partnerships
- ensure fair and equal access to available resources for BME groups, particularly those which have significant impact on BME communities
- encourage the active engagement of BME groups in community strategy and other statutory sector work within communities.

# Code of Good Practice for Black and Minority Ethnic Groups

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In return, **Black and Minority Ethnic Groups agree to:**

- work in partnership with statutory sector organisations and other voluntary and community sector groups to promote race equality and tackle social exclusion
- facilitate partnership working among diverse ethnic and religious groups within the BME sector, sharing professional leadership expertise and other practical skills
- promote appropriate training opportunities, particularly support and training for trustees, staff and volunteers
- adopt appropriate quality standards and apply best practice in management and delivery within organisations
- develop organisations which provide opportunity for action on wider equality issues in addition to race equality.

# Code of Good Practice on Consultation and Policy Appraisal

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Through effective consultation with voluntary and community organisations, statutory organisations can ensure that future policies are informed by a wide range of experience and a good understanding of their potential impact on communities and individuals.

In turn, voluntary organisations are given the opportunity to bring their knowledge, experience and expertise to bear on influencing statutory organisations on behalf of the causes and people they work for.

## Effective consultation:

- enables others to contribute to the policy-making process
- leads to more realistic and robust policy that better reflects people's needs and wishes and leads to local communities shaping their future
- helps to plan, prioritise and deliver better services
- creates a working partnership and mutual understanding with those consulted
- provides feedback about what has changed as a result of consultation.

The following guiding principles allow consultation to be effective in this way.

## The Approach:

- programme consultation into decision-making processes early enough to allow for effective planning
- consider impact of new policies on the voluntary and community sector in situations where formal consultation is not required
- raise awareness of and gain support for consultation exercises through advance warning
- use consultation sparingly and in a meaningful way that adds real value
- carry out consultation jointly with other agencies whenever possible.

# Code of Good Practice on Consultation and Policy Appraisal

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## Methods:

- match the nature of the topic to the method used and ensure there is clarity as to who is being consulted and on whose behalf
- include a clear declaration of any potential financial benefit/interest/conflict on the part of those carrying out the consultation
- make clear the decision-making process following consultation and indicate how much the consultation process is able to influence that decision
- where decisions, if any, have already been taken, an explanation should be given as to why a particular option is favoured
- where possible, target consultation exercises in order to involve only relevant voluntary and community sector organisations
- where groups to be targeted are 'hard to reach', infrastructure organisations should assist in facilitating access to such groups
- voluntary and community sector organisations should be explicit in their response as to whose views are represented (for example Trustees, members, Director, etc.)
- ensure that no barriers exist that exclude any individual or group from taking part and provide consultation materials in accessible formats such as Braille, large type, audio tape and community languages
- consider the benefits of using more than one method of consultation, for example, face-to-face discussions and always consider going **to** people who are to be consulted
- recognise there may be resource implications for voluntary and community groups, particularly in accessing their membership and users and managing the consultation process
- given increasing pressures to consult widely, look at opportunities to undertake consultation in partnership with other organisations
- the consulting body should make clear how and to whom people may make representation on the process or the result of the consultation.

# Code of Good Practice on Consultation and Policy Appraisal

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## Use of Documentation

Documentation should be concise and clearly laid out and written in clear language which avoids jargon. Accompanying papers need to provide:

- ▶ a summary of the key issues
- ▶ reasons for undertaking the consultation
- ▶ background to any decisions already taken
- ▶ supporting facts and sources of reference
- ▶ an outline of the potential impact
- ▶ a deadline for responding
- ▶ full contact details for any queries
- ▶ a request for identification of the respondent and details of who they represent
- ▶ a statement that responses will generally be made available unless a respondent requests confidentiality

Consultation should be planned well in advance and take into account:

- the time of year and any impact this may have on securing reliable results
- relative priority in relation to other consultation being undertaken
- an adequate period for replies - 12 weeks should be the minimum for written consultations.

## Following Consultation

Whilst undertaking analysis, care should be taken to ensure that undue weight is not placed on responses from larger organisations that might marginalise the views of smaller ones.

Once complete, results should promptly be made widely available, particularly to those consulted.

Feedback should always be given and should include full information regarding decisions made as a consequence of consultation, being open and honest about what, realistically, can be achieved.

If a view is required on the consultation process itself, organisations should be mindful of the resource implications and an appropriate and cost effective method should be sought.



# Code of Good Practice on Funding

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For West Sussex, the following guiding principles aim to set a framework which makes a positive impact on the funding relationships which exist between voluntary and community organisations and the statutory sector.

## The Voluntary and Community Sector recognises that:

the receipt of public funds carries with it responsibilities to both the funder and the recipients of funded services that should be addressed through good practice, appropriate to the scale of funding and operation. They undertake, therefore, to:

- apply for funding and use such funding only for the purposes agreed
- consider payment 'in kind' wherever appropriate
- give as much notice as possible to funders in the event of problems continuing to provide a funded service
- ensure that financial and other management procedures are consistent with relevant regulations and are based on the Charity Commission's recommendations (for charitable organisations)
- pursue good employment practice through the application of clear and effective policies and procedures
- be proactive in involving service users, carers, beneficiaries, volunteers and other stakeholders in the planning, development, delivery and monitoring of activities and services
- demonstrate a commitment towards equal opportunities in service delivery and employment practice
- meet the reporting and monitoring obligations of funders, respecting the responsibilities and constraints placed upon them
- work with statutory organisations and other funders to consider flexible and proportional monitoring systems across agencies
- work with statutory organisations and other funders to explore a common requirement for quality standards
- support the wider interests of the sector through opportunities provided by local networks and umbrella organisations
- consider sustainability by exploration of more diverse funding streams

# Code of Good Practice on Funding

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## Local Funding Agencies recognise:

the added value that voluntary action brings to service delivery and the need to adopt best practice methods in their funding relationships. They undertake, therefore, to:

- enable voluntary and community organisations to plan with confidence and provide needed services by developing funding policies that support sustainability, core costs and a robust local infrastructure, for example through three-year rolling funding programmes or by encouraging more diverse income streams
- work with the voluntary and community sector to minimise late payment and the problems this causes using HM Treasury guidance\* as appropriate
- ensure that for schemes with short term funding, the service provider is given clear detail as to the length of the funding stream
- provide clear procedures and guidance for funding applications to include priority areas, types of agreement sought and the decision making process
- assist smaller organisations by collaborating on local funding priorities and criteria and, where possible, standardise or combine application processes, forms and monitoring requirements
- consider support by means of payment ‘in kind’ if appropriate (to include premises, staff, equipment, etc.)
- ensure that organisations have fair, easy and equal access to funding
- ensure that funding decisions are clear, and that effective feedback is given to applicants who were not successful.

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\* *HM Treasury document ‘Guidance to Funders – Improving funding relationships for voluntary and community organisations (a response to recommendations 19 and 21 of the Cross Cutting Review)’ September 2003*

# Code of Good Practice on Funding

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- enter into discussions at the earliest possible stage and give as much notice as possible, for example six months, about reduction or removal of funding. (Shorter timescales, and even immediate cessation of funding and/or recovery of monies paid, may apply in the event of a breach of contract, non-delivery of service or an unscheduled cessation of service by the provider)
- inform and discuss at an early stage with voluntary and community sector organisations, any plans to cut statutory sector services which are likely to impact on the voluntary and community sector
- understand that voluntary and community organisations need to carry appropriate reserve funds in accordance with Charity Commission guidance
- adopt clear and open procedures for determining efficiency and effectiveness in service delivery and ensure funding reflects the costs of delivering services to the required standards
- ensure that volunteers maintain the role of 'adding value' when assessing the cost of delivering and funding services
- recognise the need for voluntary and community organisations to identify the true costs in service delivery and their need to recover those costs, i.e. full cost recovery



# Compact Revision Steering Group Membership

Jaqui Ball  
 Pat Buesnel  
 Lindsay Carpenter  
 Julian Carrington  
 Liz Catchpole  
 Philip Coleman  
 Ruth Cottington  
 Nik Demetriades  
 Mike Denwood  
 Craig Downs  
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 Sarah Hawke  
 David Hayman  
 Ben Hockliffe  
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 Rob Jones  
 Julie Kilner  
 Sue Knight  
 Jeremy Leggett  
 Doreen Mills  
 Maggie Nairn  
 Sheila Peever  
 Helen Peirce  
 Karen Picksley/Lin Parkinson  
 Andy Pilley  
 Richard Pittman  
 Sue Pumphrey  
 David Richardson  
 Liz Roe  
 Roger Saych  
 Nigel Scott-Dickeson  
 Janice Spence  
 Geoff State  
 Nigel Tinkler  
 Tony Toynton  
 Elisa Vaughan  
 Ian Vinall  
 Nicola Webb  
 Jill Wright

Arun District Council  
 Action in Rural Sussex  
 CARE Walberton  
 Worthing Borough Council  
 Horsham and Chanctonbury Primary Care Trust  
 West Sussex County Council, Chief Executive's Office  
 Adur Arun and Worthing Primary Care Trust  
 3 Towns Shopmobility  
 Adur District Council  
 Crawley Borough Council  
 MIND  
 Crawley Primary Care Trust  
 Mid Sussex Primary Care Trust PPI Forum  
 West Sussex Disabilities Network  
 Western Sussex Primary Care Trust  
 West Sussex VOLG  
 West Sussex VOLG  
 Crawley Council for Voluntary Service  
 Action in Rural Sussex  
 Sussex Deaf Association  
 West Sussex County Council, West Sussex Learning Partnership  
 Horsham District Council  
 Worthing and Southlands NHS Trust  
 Mid Sussex District Council  
 Chichester District Council  
 Crawley Ethnic Minority Partnership  
 Mid Sussex Primary Care Trust  
 West Sussex County Council, Social and Caring Services  
 Crawley and Horsham Homestart  
 Sussex Ambulance Service NHS Trust  
 The Springboard Project  
 Mid Sussex (South) Council for Voluntary Service  
 West Sussex County Council, Social and Caring Services  
 Horsham Area Council for Voluntary Service  
 Sussex Police  
 Alzheimer's Society  
 West Sussex County Council, Family and Schools Support  
 West Sussex Health and Social Care NHS Trust  
 Headway

# Conflict Resolution Statement

The West Sussex Compact is an agreement between a range of public sector organisations and the local voluntary and community sector. The ethos of the Compact is that by developing a better understanding of each other's needs, both sectors can work together to find better ways of doing things in the future.

The Compact process is one of learning, development and dialogue, within which it is recognised that from time to time differences may arise which need to be resolved. This statement relates specifically to differences occurring between organisations which are party to the West Sussex Compact arising from commitments and undertakings contained within it.

The statement is intended to provide a simple, initial procedure for facilitating discussion between each of the parties involved and to move them towards a mutually acceptable outcome. The Compact Implementation/Action plan will address development, as necessary, of the Conflict Resolution process with any further development aiming to facilitate understanding and awareness between the two sectors.

## Initial Conflict Resolution Process

- |                    |  |
|--------------------|--|
| <b>Stage One</b>   | Organisations attempt to resolve issue between themselves  |
| <b>Stage Two</b>   | Organisations agree to a process involving external mediation  |
| <b>Stage Three</b> | Both parties feed back to the West Sussex Compact Group on resolution findings so that clarification or amendment of the Compact can be considered |

# West Sussex Compact Implementation and Action Plan

Activity	Provisional Target Date
<b>General</b>	
1. Agree formation of a West Sussex Compact Group including membership criteria	April 2005
<b>Compact Awareness</b>	
1. A copy of the West Sussex Compact to be available on organisation websites	May 2005
2. The West Sussex Compact to be placed on National Register (national Compact website)	April 2005
3. Plan activities for Compact Week in November 2005	November 2005
4. Include regular Compact updates in newsletters and articles	Ongoing
5. Compact Group to consider role/recruitment of Compact Champions in public and voluntary/community sector organisations	December 2005
<b>Compact Application and Use</b>	
1. Develop <b>Black and Minority Ethnic</b> Code of Good Practice working with identified black and minority Groups across West Sussex	March 2006
2. Develop <b>Community Groups</b> Code of Good Practice working with identified community groups across West Sussex	July 2006
3. Agree a timetable/methodology for the updating of remaining Codes of Practice in response to guidance and best practice	December 2005
<b>Compact Evaluation and Monitoring</b>	
1. Agree an Evaluation Tool to assess how well the West Sussex Compact is working (including feedback to inform the updating of Codes of Good Practice)	December 2005
2. Develop the outline Conflict Resolution Process contained in the Compact document using good practice available	November 2005
3. Consider the implementation of an annual West Sussex Compact Survey to assess awareness and use of the document and design a survey as necessary	January 2006
4. Consider holding a Compact Annual Review Meeting and production of an Annual Report on Compact issues	March 2006

