

**An agreement between the public sector and  
the voluntary & community sector  
in Cumbria**

**Refreshed June 2011**

**(Last updated September 2012)**

# List of signatories



Cumbria County Council



Cumbria CVS



Cumbria Partnership NHS Foundation Trust



Cumbria Third Sector Network



NHS Cumbria



South Lakeland District Council



Copeland Borough Council



University Hospitals of Morecambe Bay NHS Trust



Carlisle City Council



North Cumbria University Hospitals NHS Trust



Cumbria Clinical Commissioning Group

Cumbria Clinical Commissioning Group

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## Introduction

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It is the responsibility of each public sector organisation signed up to the Cumbria Compact to implement the commitments and ensure that they aspire to embed the principles in the day to day running of the organisation. Equally, voluntary & community sector\* organisations that work in partnership with the public sector should also implement the Cumbria Compact commitments if they wish to have a relationship that is based on shared principles and understandings.

The structure of this document requires that the reader considers the whole of the text and identifies, within each section, which areas are relevant. For example involving people in local decision making is detailed in the policy and development section, the allocating resources section and the advancing equality section.

### Summary of amendments

#### November 2011

The main amendments are to points 6.2, 6.3 and 13.3 (on pages 9 & 11). These amendments provide some clarity and bring the commitment in line with the National Compact. We have added information regarding the recent publication 'Best Value Statutory Guidance'. Changes have also been made to the 'advancing equality section' (pages 14 & 16).

#### September 2012

Carlisle City Council and Cumbria Clinical Commissioning Group became signatories of the Cumbria Compact.

\*The 'voluntary & community sector' is also referred to as 'the third sector' or 'civil society organisations (CSO's). The terms refer to non-governmental organisations which are value-driven and which principally reinvest their surpluses to further social, environmental or cultural objectives.

# Shared Principles

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This Compact outlines the relationship between the public sector and the voluntary & community sector in Cumbria allowing them to work together more effectively to strengthen communities and improve people's lives. While there are many differences between the public and the voluntary & community sector, which must be acknowledged and respected, the sectors have much in common.

In particular, the public sector and the voluntary and community sector share a common set of principles, which are at the heart of what they are trying to achieve. These principles make it clear that the Compact is neither a set of rules nor a bureaucratic burden, but a way of working that can help deliver real outcomes and improvements for people and communities. These principles have been created to help the sectors build relationships and work together effectively in partnership. The Compact's commitments put these shared principles into practice.

<b>Respect</b>	The public sector and the voluntary & community sector are accountable in different ways, but both need to act with transparency and integrity. Effective partnerships are built on mutual understanding and an appreciation of the differences between partners of the Compact.
<b>Honesty</b>	It is only through open communication that strong partnerships can be built and maintained. Full and frank discussions should be the basis for resolving difficulties.
<b>Independence</b>	The independence of the voluntary & community sector is recognised and supported. This includes its right within the law to campaign, to comment on and to challenge public sector policy (whatever funding or other relationship may exist) and to determine and manage its own affairs.
<b>Diversity</b>	The public sector and the voluntary & community sector value a thriving civil society, which brings innovation and choice through a multitude of voices.
<b>Equality</b>	Fairness for everyone, regardless of their background, is a fundamental goal, and the public sector and the voluntary and community sector will work together to achieve this.
<b>Volunteering</b>	The energy and commitment of people giving their time for the public good contributes to a vibrant society, and should be recognised and appreciated.
<b>Citizen empowerment</b>	By working together, the public sector and the voluntary & community sector can deliver change that is built around communities and people, meeting their needs and reflecting their choices.

# Engagement in policy & development

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Voluntary and community sector organisations have expertise in many areas, often because they work directly with people and groups on the ground. This allows them to understand the needs of their beneficiaries and provide new and effective answers to problems. Involving and consulting the voluntary and community sector can help the public sector to develop policies that meet the needs of people and communities.

Involving the voluntary and community sector in policy and development is a continuous process right from the earliest stages of policy development. It includes a range of methods – from informal engagement to full-scale public consultation.

## **This Compact should be used together with these documents:**

The Government's new Best Value Statutory Guidance sets out some reasonable expectations of the way authorities should work with voluntary and community groups. Although it does not replace Local Compacts between local authorities and the voluntary and community sector, it does give local authorities a Duty to Consult, and states that authorities should include local voluntary and community organisations in such a consultation.

Use the link for further information on Best Value Statutory Guidance:

<http://www.communities.gov.uk/publications/localgovernment/bestvaluestatguidance>

Additionally see the Government's 'Code of practice on consultation'

[www.bis.gov.uk/files/file47158.pdf](http://www.bis.gov.uk/files/file47158.pdf)

The Cabinet Office's handbook 'Better together: improving consultation with the third sector'

<http://www.involve.org.uk/better-together/>

Cumbria's Community Engagement Framework '*Listening and Learning*'.

<http://www.cumbria.gov.uk/eLibrary/view.asp?ID=3443>

# Commitments for the public sector

## Engagement in policy & development

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### 1 When to involve?

Involving the voluntary and community sector in policy and development at the earliest stage possible will allow the public sector to get the most out of the process. This will lead to more effective policies and programmes being developed.

- 1.1 Involve the voluntary and community sector from the earliest stages of policy and development, on all relevant issues likely to affect it. This can include empowering voluntary and community sector organisations to start discussions within affected communities themselves.
- 1.2 Inform the voluntary and community sector of progress in developing policy.
- 1.3 Identify implications for the voluntary and community sector when assessing the impact of new policies, legislation and guidance.

### 2 Enabling involvement

Spending time and resources helping voluntary and community sector organisations make their voices heard helps ensure that their knowledge can contribute to policy development.

- 2.1 Identify and remove barriers, such as language barriers and jargon which may prevent voluntary and community sector organisations from contributing to policy development.
- 2.2 Encourage and facilitate responses from the full range of voluntary and community sector organisations that are likely to have a view.
- 2.3 Support the development of voluntary and community sector infrastructure. Infrastructure bodies enable voluntary and community sector organisations to help people and communities more effectively, through services such as capacity building, representation and other forms of support.
- 2.4 Identify where there are costs to voluntary and community sector organisations as a result of partnership work with the public sector and offer support on a clear and consistent basis. This can be especially important for infrastructure bodies that are helping to organise or run consultations.

### 3 How to involve and engage

Voluntary and community sector organisations can provide stronger and better-informed responses if the consultation methods used are suited to the purpose and audience, and if enough time is given for people to respond. Either formal or informal consultation methods may be appropriate depending on the circumstances and on the type and sizes of the organisation.

- 3.1 Avoid compromising or undermining the independence of voluntary and community sector organisations (whatever financial or other relationship may exist between them).
- 3.2 Give notice of forthcoming consultations so that organisations can plan ahead.
- 3.3 Publicise consultation exercises widely and make sure they are accessible to the people they are intended to reach.
- 3.4 Make sure all research and information that is presented to the voluntary and community sector is accurate and credible. Explain where the information comes from and if there is conflicting evidence.
- 3.5 Use a variety of different consultation methods and explain the reasons for selecting them.

- 3.6 Explain which matters are open to change as a result of the consultation and which are not. Provide feedback to explain how respondents have influenced policy decisions, including where respondents' views have not been acted upon.
- 3.7 Allow enough time for voluntary and community sector organisations to involve their service users, beneficiaries, members, volunteers and trustees in preparing responses.
- 3.8 Conduct 12-week formal written consultations, with an explanation given for shorter time-frames.
- 3.9 Make voluntary and community sector organisations aware of the consulting organisation's obligations under the Freedom of Information Act 2000. Where appropriate, protect the confidentiality of information that has been supplied by a voluntary and community sector organisation for the consultation.
- 3.10 Use existing channels of communication with voluntary and community sector organisations – see the 'Additional information' section of this document on "Cumbria Third Sector Network"

# Commitments for the voluntary and community sector

## Engagement in policy & development

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### 4 Effective involvement

When the voluntary and community sector engages actively in policy and development, it helps build public sector's trust in the sector, establishing valuable links between the two sectors and encouraging the public sector to commit actively to listening to voluntary and community sector views.

- 4.1 Involve service users, beneficiaries, the people that they work with, members, volunteers and trustees when preparing responses to consultations.
- 4.2 Give feedback on what information is presented to the public sector and what the outcome is to everyone involved in responding to the consultation.
- 4.3 Be clear about whose views are being represented and what those views are. This includes explaining whether views have been gathered directly (and from what audience), or whether the response is based on the organisation's knowledge and experience of the issues.
- 4.4 Make sure all research and information that is presented to the public sector is accurate and credible. Explain where the information comes from and if there is conflicting evidence.
- 4.5 Be aware of the consulting organisation's obligations under the Freedom of Information Act 2000. Where appropriate, respect the confidentiality of information that has been supplied by the public sector for the consultation.
- 4.6 Promote public sector consultations across the voluntary and community sector (including the Cumbria Third Sector Network) where appropriate.
- 4.7 Accept that, in rare cases, consultations may need to take place in shorter time-frames than 12 weeks.
- 4.8 Identify where there are costs to voluntary and community sector organisations as a result of partnership work with the public sector and identify support requirements on a clear and consistent basis. This should be negotiated at the outset of any work.



# Allocating resources

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Voluntary and community sector organisations (including those that receive no public funding) are often in a good position to understand what people want and how their needs can be met. By working together and co-designing programmes, the public sector and the voluntary and community sector can deliver policies and programmes that are built around communities and individuals, meeting their needs and reflecting their choices.

Under the Best Value Statutory Guidance, local authorities are under a general Duty of Best Value; this means the authority must consider overall value, including economic, environmental and social value when reviewing service provision. Whilst the Guidance sets out some reasonable expectations of the way authorities should work with voluntary and community groups, it does not replace Local Compacts between local authorities and the voluntary and community sector.

Use the link for further information about Best Value Statutory Guidance:

<http://www.communities.gov.uk/publications/localgovernment/bestvaluestatguidance>

This section reflects the application of the Compact to assist good practice in commissioning, and is relevant to the entire commissioning cycle; however contractual arrangements will have precedence in particular when concluding a funding relationship where the funding source is no longer available.

## **This Compact should be used together with these documents:**

- The Green Book  
[http://www.hm-treasury.gov.uk/data\\_greenbook\\_index.htm](http://www.hm-treasury.gov.uk/data_greenbook_index.htm)
- HMT Managing Public Money  
[http://www.hm-treasury.gov.uk/psr\\_mpm\\_index.htm](http://www.hm-treasury.gov.uk/psr_mpm_index.htm)
- Best Value Statutory Guidance  
<http://www.communities.gov.uk/publications/localgovernment/bestvaluestatguidance>

## **Other relevant documents:**

- HM Treasury, *Improving financial relationships with the voluntary and community sector: guidance to funders and purchasers*, May 2006
- National Audit Office, *Financial relationships with voluntary and community sector organisations, a decision support tool for public bodies in England*, May 2006
- HM Treasury, *Managing public money*, October 2007
- National Audit Office, *Intelligent monitoring*, June 2009
- Cabinet Office, *Principles of proportionate monitoring and reporting*
- Cabinet Office, *Building a Stronger Civil Society: a strategy for voluntary and community groups, charities and social enterprises*, October 2010
- Cabinet Office, *Modern Commissioning: increasing the role of charities, social enterprises, mutuals and cooperatives in public service delivery*, December 2010
- Cabinet Office, *Giving Green Paper*, December 2010
- Cabinet Office, *Growing the Social Investment Market: A vision and strategy*, February 2011

# Commitments for the public sector

## Allocating resources

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### 5 Planning

Voluntary and community sector organisations are often in a good position to understand people's needs and to provide innovative solutions to those needs. Involving voluntary and community sector organisations in designing new programmes and services, and focusing on results, can help the public sector to provide the right resources, identify risks and solutions, and achieve better outcomes. When done appropriately, this does not affect competitive neutrality.

- 5.1 Plan new programmes and services with a focus on outcomes, providing scope for innovation wherever possible.
- 5.2 Work with voluntary and community sector organisations to understand public service reform and support the sector in responding to changes.
- 5.3 Begin planning programmes and services well in advance of the expected start date, based on consultation with the voluntary and community sector.
- 5.4 Ensure that those voluntary and community sector organisations that are likely to have a view on the programme or service are involved from the beginning.

### 6 Choosing finance and funding options

Choosing the most appropriate funding mechanism will help to secure the most appropriate organisation to deliver outcomes.

- 6.1 Consider a wide range of ways to fund or resource voluntary and community sector organisations, including grants, contracts, loan finance, use of premises and so on. Work to remove barriers that may prevent voluntary and community sector organisations accessing public sector funding, thereby enabling smaller organisations to become involved in delivering services where they are best placed to achieve the desired outcomes.
- 6.2 Ensure all bodies distributing funds on the authorities behalf adhere to the commitments in this Compact. This includes the relationship between prime contractors and their supply chains. Demonstrate how funding arrangements and financial support can allow smaller and specialist providers to play a greater part.
- 6.3 Apply the Compact when distributing European funding. Where conflicts arise with European regulations, discuss the potential effects and agree solutions together to ensure there no breaches of legislation.

### 7 Application and bidding processes

A well-managed application process that is proportionate to the desired objectives will encourage a diverse range of organisations to apply, helping to ensure that the most appropriate organisation is found for the role.

- 7.1 Ensure well managed and transparent application and tendering processes, which are proportionate to the desired objectives and outcomes of programmes, in accordance with HMT Managing Public Money and the Green Book as part of an open commissioning process.
- 7.2 Ensure transparency by providing a clear rationale for all funding decisions.

## 8 Understanding costs

Funding bodies have an interest in ensuring that organisations can manage and administer their activities effectively. Support functions are vital to achieving this.

- 8.1 Recognise that when voluntary and community sector organisations apply for a grant they can include appropriate and relevant overheads, including the costs associated with training and volunteer involvement.
- 8.2 Be consistent across sectors when requesting cost breakdowns from organisations.

## 9 Making decisions

Award criteria should be designed to allow the funder to select the provider that is best placed to achieve best value for money.

- 9.1 Commit to multi-year funding where appropriate and where it adds value for money. The funding term should reflect the time it will take to deliver the outcome. If multi-year funding is not considered the best way of delivering the objective, explain the reasons for the decision.
- 9.2 Make funding decisions and inform organisations at least three months in advance of the expected start date. Any departure from that time-scale should be justified and explained.
- 9.3 Provide constructive feedback to unsuccessful organisations.

## 10 Agreeing delivery terms

Agreeing terms in advance ensures a clear and shared understanding of respective responsibilities and allows the organisations involved to focus on delivery.

- 10.1 Discuss the risks to the project and agree delivery terms before a financial agreement is signed.
- 10.2 Discuss and allocate risks to the organisation(s) best equipped to manage them. Where prime contractors are used, ensure they adhere to the principles of this compact in allocating risk. Ensure delivery terms and risks are proportionate to the nature and value of the opportunity.
- 10.3 Agree a process for managing performance and responding to changing circumstances before signing a financial agreement.
- 10.4 For grants, agree how any under spend will be managed.

## 11 Making payments

Payment terms which suit the type of service and the organisation involved will increase the likelihood of the desired outcomes being achieved.

- 11.1 Ensure the widest possible range of organisations can be involved in the provision of services through appropriate funding and financing models, for example outcome based payments and payment in advance of expenditure. Payment in advance of expenditure should be considered on a case by case basis where it represents value for money.

## 12 Monitoring and reporting

Appropriate monitoring reduces costs, time and resources for both sides, and means that time and effort can be focused on delivering results.

- 12.1 Discuss and agree how outcomes will be monitored before a contract or funding agreement is signed.
- 12.2 Be clear about what information is being requested, why, and how it will be used.
- 12.3 Ensure that monitoring and reporting is proportionate to the nature and value of the opportunity. Focus on evidence that is meaningful to the beneficiaries of organisations, as well as to funders.
- 12.4 Consider how service users can be involved by getting their perspective of performance.
- 12.5 Ensure equal treatment across sectors, including reporting and monitoring arrangements, when tendering for contracts.
- 12.6 If the programme or service is encountering problems, discuss and agree a timetable of actions to improve performance before making a decision to end a financial relationship.

## 13 Concluding a financial relationship

It is important to plan ahead for the end of funding, in order to reduce its negative impact on the people involved, the stability of the voluntary and community sector organisation and future partnerships.

- 13.1 Assess the impact on beneficiaries, service users and volunteers before deciding to reduce or end funding.
- 13.2 Where there are restrictions on future resources, discuss the potential implications as early as possible with voluntary and community sector organisations.
- 13.3 Give a minimum of three months notice in writing when changing or ending a funding relationship or other support, apart from in exceptional circumstances when it is not possible to do so, and provide a clear rationale for why the decision has been taken.
- 13.4 Give organisations an opportunity to respond to the ending of funding and consider the response before making a final decision.
- 13.5 Review programmes and services with relevant voluntary and community sector organisations to inform future practice.

# Commitments for the voluntary and community sector

## Allocating resources

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### 14 Contributing to planning

When voluntary and community sector organisations contribute to the planning and design of programmes and services, it helps ensure that they reflect the needs of beneficiaries.

- 14.1 Involve users, beneficiaries, members, volunteers and trustees when designing or reviewing programmes and services.
- 14.2 Provide feedback to contributors on information that is presented to public sector and on what the outcomes are.
- 14.3 Be clear about who they are representing, in what capacity, and on what basis they are making that representation.

### 15 Making applications and bids

Organisations should ensure that they are eligible to apply for funding and should check that the objectives of the funding programme or service are in line with the organisation's mission before applying.

- 15.1 Be clear on their reasons for bidding or applying to deliver programmes or services.
- 15.2 Show that they understand how new funding will impact on their organisation, relate to its mission, and contribute to its income mix.
- 15.3 Ensure they have a robust and clear understanding of the relevant overhead and associated costs to include when applying for resources
- 15.4 Be clear which organisation is the accountable body in partnership or consortia working arrangements.
- 15.5 Apply Compact principles when sub-contracting to other voluntary and community sector organisations.

### 16 Agreeing delivery terms

Delivery and payment terms should be proportionate, in order to ensure that the project can run smoothly and focus on maximising outcomes for beneficiaries.

- 16.1 Be clear about the risks associated with delivering programmes and services, and agree delivery terms before a contract or funding agreement is signed.
- 16.2 Have appropriate governance arrangements in place and ensure that everyone involved understands and agrees to delivery terms.
- 16.3 Be clear about payment terms and, if appropriate, demonstrate why payment in advance is required.
- 16.4 Recognise that it is legitimate for funders to ask for public recognition of their funding.
- 16.5 Have appropriate systems in place to manage and account for finances.

## **17 Monitoring and reporting**

Managing funding effectively requires good monitoring. It promotes better working relationships with funders and ensures that performance is managed properly.

- 17.1 Negotiate monitoring and reporting requirements before a financial agreement is made.
- 17.2 Recognise that monitoring, both internally and externally, is an element of good management practice.
- 17.3 Ensure that systems are in place to deliver the reporting required.
- 17.4 Give early notice to funders of significant changes in management, or financial or other risks.
- 17.5 Be open and transparent in reporting.

## **18 When a financial relationship ends**

Contingency planning for the end of a contract or grant helps minimise the impact on beneficiaries. Planning in this way can help with long-term sustainability.

- 18.1 Plan for the end of funding to reduce any potential impact on beneficiaries and the organisation.
- 18.2 Contribute positively to reviews of programmes or services to inform future practice.

# Advancing equality & Working together for equality

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The public sector 'Equality Duty' states that there should be equality for everyone, regardless of their background, is a core value of our society, shared by the public and voluntary and community sectors. Over the last four decades, discrimination legislation and related policy have played an important role in helping to make Britain a more equal society.

The Equality Act 2010 applies to all organisations and employers to consider all individuals when carrying out their day to day work. This requires organisations to have due regard for the need to:

- eliminate discrimination
- advance equality of opportunity and
- foster good relations between different people when carrying out their activities

As both society itself and equality legislation continue to evolve, it is crucial that the public and voluntary and community sectors work well together to achieve equality and fairness for everyone.

This section of the Compact recognises the vital role that the voluntary and community sector plays in helping to create a more equal society and sets out commitments that will help both sectors work together to achieve their equality goals. The law protects people from discrimination on the basis of a number of different characteristics, including race, gender, age, sexual orientation, religion or belief, disability and gender reassignment. These are referred to in this document as 'protected characteristics'. The histories and issues facing people who share these characteristics are complex and often unique. This diversity should be understood and respected.

## The role of the voluntary & community sector in promoting equality

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In order to work towards its equality objectives, the public sector needs the insight and knowledge of voluntary and community sector organisations working at the front line with people who have protected characteristics. These groups have unique experiences and different issues around access to services and involvement in civil society, which should be taken into account in policy making.

Whether or not voluntary and community sector organisations focus their activities on people with a protected characteristic, they can provide a vital role in delivering programmes and services. They also promote community cohesion by giving people the tailored support they need to play a full part in the community. A good working relationship between the voluntary and community sector and the public sector will help to meet the needs of the people they serve or represent and reduce inequality. The Compact plays a key role in helping this relationship to work, not just through the commitments within this section, but by ensuring that organisations which promote equality are allocated sufficient resources and benefit from effective and relevant policy development, as set out in the other sections of the Compact.



# Commitments for the public sector

## Advancing equality

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### 19 Promoting equality and diversity

- 19.1 Work with the voluntary and community sector towards eliminating unlawful discrimination and promoting equality of opportunity. Put strategies in place to help achieve these aims in line with existing public duties.
- 19.2 Work with voluntary and community sector organisations that represent, support or provide services to people specifically protected by legislation and the under-represented and disadvantaged groups. Understand the specific needs of these groups by actively seeking the views of service users and clients. Take these views into account, including assessing impact, when designing and implementing policies, programmes and services.
- 19.3 Ensure that all voluntary and community sector organisations, including those that serve people with protected characteristics, have equal opportunities to access funding programmes. This includes access to funds to build capacity, and to prepare and deliver projects.
- 19.4 Be clear about any actions on equality that voluntary and community sector organisations will be expected to undertake if they are funded to deliver programmes.
- 19.5 If a strategic grant is withdrawn from an organisation serving people with a specific protected characteristic, assess the need to reallocate the grant to another organisation serving the same group.
- 19.6 Work with the voluntary and community sector to identify and remove any barriers that prevent volunteering by people with protected characteristics.
- 19.7 Continue to ensure that it is free for volunteers to access Criminal Record Bureau (CRB) checks and commit to free registration of volunteers with the Independent Safeguarding Authority (ISA). Work towards a single check for volunteers who are volunteering for more than one cause.

### 20 Representation and infrastructure

Both central and local government already support voluntary and community sector organisations that give a voice to diverse groups. The public sector can take some simple steps to improve the effectiveness of engaging these organisations.

- 20.1 Acknowledge that funding for organisations that serve people with only one protected characteristic can promote cohesion.
- 20.2 Support infrastructure organisations representing people with protected characteristics to participate in policy development, consultation or other activities, by enabling them appropriately.
- 20.3 Recognise that groups which involve people with protected characteristics at community level may be small or informal, and engage with these groups in a way that suits their working methods.



# Commitments for the voluntary and community sector

## Advancing equality

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### 21 Promoting equality and diversity

An important way in which the voluntary and community sector can promote equality effectively is by working with the public sector on equality issues.

- 21.1 Take practical action in partnership with the public sector to eliminate discrimination, advance equality of opportunity and build community links.
- 21.2 Show committed leadership (especially at senior levels) to promote equality and, where necessary, put strategies in place to achieve it.
- 21.3 Be committed to providing training for staff and volunteers on equality.

### 22 Representation and infrastructure

Voluntary and community sector organisations are ideally placed to represent the views of people with protected characteristics. However, it is important that these organisations carry out this role effectively and transparently, and that their activities serve all relevant groups.

- 22.1 Be clear on who is being represented and how their views have been gathered.
- 22.2 When selecting representatives from organisations and communities, be clear who they represent and with what legitimacy.
- 22.3 Where appropriate, support infrastructure organisations\* that can promote the interests of people with protected characteristics.
- 22.4 Identify groups that are in danger of being marginalised, excluded, or are currently under-represented in voluntary activity, and put in place measures to promote their involvement.

\*Definition of infrastructure organisations: “voluntary and community organisations whose primary purpose is the provision of infrastructure functions (support and development, co-ordination, representation and promotion) to frontline voluntary and community organisations. They are sometimes called umbrella, second tier or intermediary organisations.” ChangeUp, August 2004.

# Additional information

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## Positive Dispute Resolution

This document contains a description of what to do if you think that an organisation has broken the commitments made through the Cumbria Compact or is not meeting the requirements the Cumbria Compact: <http://www.cumbriacvs.org.uk/index.asp?ID=179>

## Volunteering Code of Practice

It is recognised that volunteers are an essential component to many services that are currently delivered within Cumbria and that it is vital that they are both recognised for the contribution they make, and at the same time, are adequately supported in their roles:  
<http://www.cumbriacvs.org.uk/index.asp?ID=179>

## The Cumbria Third Sector Network

Cumbria Third Sector Network is the mechanism for involving Third sector organisations in planning and provides a mechanism for communication and consultation with the broader third sector in Cumbria. For more information please contact: Carolyn Otley (Cumbria Third Sector Network Coordinator) at Cumbria CVS. Tel 01900 819191 or email [carolyno@cumbriacvs.org.uk](mailto:carolyno@cumbriacvs.org.uk)  
Web link: <http://www.cumbriacvs.org.uk/index.asp?ID=162>

## Useful Web Links

Carlisle City Council	<a href="http://www.carlisle.gov.uk/">www.carlisle.gov.uk/</a>
Cumbria Clinical Commissioning group	<a href="http://www.cumbriaccg.nhs.uk">www.cumbriaccg.nhs.uk</a>
Cumbria County Council	<a href="http://www.cumbriacc.gov.uk">www.cumbriacc.gov.uk</a>
Cumbria CVS	<a href="http://www.cumbriacvs.org.uk">www.cumbriacvs.org.uk</a>
Cumbria Partnership NHS Foundation Trust	<a href="http://www.cumbriapartnership.nhs.uk">www.cumbriapartnership.nhs.uk</a>
Copeland Borough Council	<a href="http://www.copelandbc.gov.uk">www.copelandbc.gov.uk</a>
National Compact Website	<a href="http://www.thecompact.org.uk">www.thecompact.org.uk</a>
NCVO Compact Advocacy Programme	<a href="http://www.ncvo-vol.org.uk">www.ncvo-vol.org.uk</a>
NHS Cumbria	<a href="http://www.cumbria.nhs.uk">www.cumbria.nhs.uk</a>
North Cumbria University Hospitals NHS Trust	<a href="http://www.ncuh.nhs.uk/acute/home.aspx">www.ncuh.nhs.uk/acute/home.aspx</a>
South Lakeland District Council	<a href="http://www.southlakeland.gov.uk">www.southlakeland.gov.uk</a>
University Hospitals of Morecambe Bay NHS Trust	<a href="http://www.uhmb.nhs.uk">www.uhmb.nhs.uk</a>

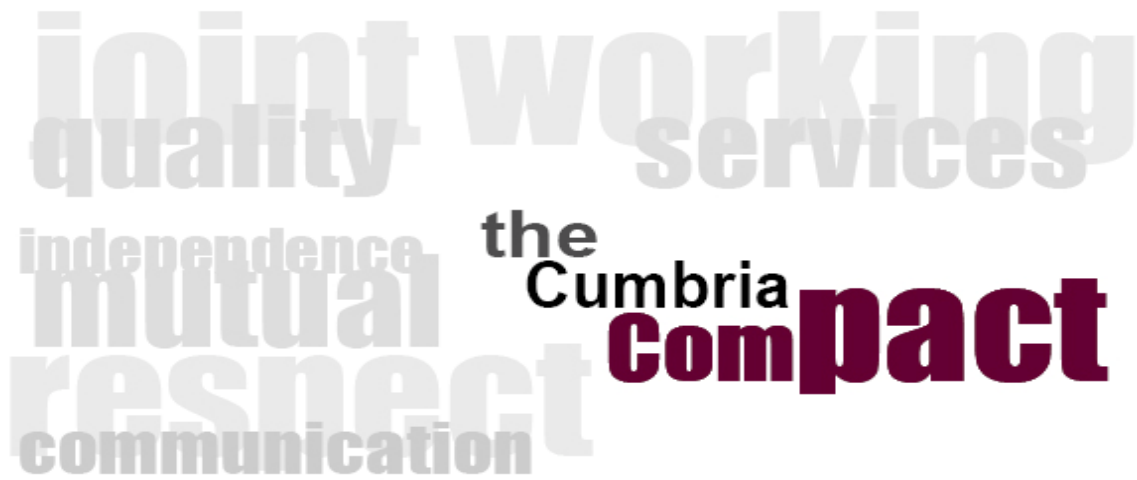
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# Appendix One: Signing up to the Cumbria Compact

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## The Cumbria Compact Terms & Conditions

My organisation:

- Supports the principles and undertakings of the Cumbria Compact and its supporting documents
- Will use them as a framework for reflecting on and adapting it's practices and behaviours
- Aims to create a more open, equal and constructive working relationship between the public sector and the voluntary and community sector (Third sector) in Cumbria
- Will nominate one or more Compact Champions to promote Compact principles and develop better communication between the voluntary and community (Third) sector and the public sector in Cumbria

Print name.....

Position in organisation.....

Signed on behalf of (organisation).....

Signature.....

Date.....