



TOOLKIT

A resource pack to help you
implement the Calderdale Compact



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Welcome to the Calderdale Compact Toolkit. The materials in this pack are designed to help you implement the Calderdale Compact in your own organisation, agency or service area.

All partners in Calderdale recognise that community leadership is a shared responsibility. The main aim of the Compact is to improve the way that partners work together to contribute to improving the social, economic and environmental well being of everyone who lives in, works in and visits Calderdale.

We recognise that it will take time for us all to meet the high standards of the Compact, but signing up to the Compact and using this toolkit will help you work towards achieving these aims.

This pack is designed to help your organisation, partnership or service area work in accordance with the Calderdale Compact, by helping you to identify where your partnership working can be improved, and what actions you can take to improve it. You should share the information in this toolkit throughout your organisation, making sure that everyone who is involved with partnership working is aware of the Compact, and what it means for them.

The pack also contains information on what you can expect from partners, and information on how you can get help to implement the Compact in your organisation.

What is the Compact?

A national Compact has been drawn up between Government and NCVO (National Council for Voluntary Organisations) and here in Calderdale we have developed a local version to reflect our own specific needs. It follows the national Compact but also includes other things that are important to us in Calderdale, such as the inclusion of the private sector as partners and a volunteering code. Calderdale Compact has been drawn up by our local Compact Steering Group, made up of representatives of the three sectors our Compact aims to support. It aims to help us all work together better so that we can achieve more for people in Calderdale.

It is aimed at different types of organisation (or “sectors”) that work in our area:

- Civil Society Organisations¹ (CSOs), like Voluntary Action Calderdale, Barnardos, tenants’ groups, Scouts, rugby clubs
- private sector organisations, like shops and businesses
- public sector agencies, like the Council, the NHS, the police

It sets out commitments these different sectors make to and with each other. These commitments help us to show each other respect, to understand our different roles and to work through arguments and conflicts.

The Compact sets out in detail the best way of working for four key areas: commissioning of services, volunteering, consultation and equalities.

What do we have to do?

The Compact has already been approved by Calderdale Forward, which is a partnership body that brings together a lot of different organisations in Calderdale.

Each individual organisation needs to consider what the Compact means for their organisation specifically, so we are asking all organisations, including those represented on Calderdale Forward, to sign up for themselves.

When we sign up to the Compact we agree to:

- uphold the key principles and commitments that we make to our partners
- work towards best practice where we are involved in commissioning of services, volunteering, consultation and equalities.

This can mean that we have to start making changes in the way we work. No-one is perfect, and no-one will meet everything that the Compact asks of them straight away. Your Compact partners aren’t expecting you to do everything immediately, or to do it on your own.

1. While it is understood that civil society is a contested term, for the purposes of the Compact, civil society organisations include charities, social enterprises and voluntary and community groups.

What will the Compact achieve?

If we all follow the key principles in the Compact, and keep to the commitments that we made to each other, then:

- when we work together in partnership, we can concentrate on getting things done. We won't be held up by arguments and misunderstandings between different partners. When there are conflicts between different partners, this won't stop partnerships working together.
- everyone who is involved in a partnership will be respected and valued equally for what they can contribute, from the Leader of the Council to a member of the smallest community group. The partnership will be able to get the most out of all of its partners.
- partners will be able to get to the resources that are appropriate for them. It will be clear how to apply for funding or contracts, and how decisions are made. When commissioners have to make difficult decisions about cutting or stopping funding or contracts, they will involve partners in their planning process. Commissioned organisations will feel that they are treated fairly. Commissioners will know what they are getting for their money.
- people will have more opportunity to influence decisions through consultations. It will be a normal and important part of our daily working lives to consult with our partners. When we consult people, we will genuinely take their views into account when we make decisions. People who take part in consultations will feel that they made a difference by getting involved.
- people in Calderdale will volunteer more. Volunteers will feel valued and supported by the organisations they work with. Groups that have volunteers will make the most of their contribution. We will celebrate the importance of volunteers in our society.
- everyone will be valued by and involved in partnerships. We will recognise the value of first hand experience. It will be easier for smaller organisations to be involved in processes like funding and consultation. Smaller organisations will feel able to properly represent all of their members.

This won't all happen immediately, but the first step to making it happen is to sign up to the Compact and agree to start working towards these aims.

The Calderdale Compact is a collaborative project which has been developed by a Compact Steering Group.

The Compact Steering Group reports to Calderdale Forward, and is made up of officers from the following Calderdale Forward partners:



Calderdale Community Forum



Calderdale and Huddersfield **NHS**

NHS Foundation Trust



South West Yorkshire Partnership **NHS**

NHS Foundation Trust

Contact Details

The two main contacts for any queries you have about this toolkit are:

Soo Nevison Voluntary Action Calderdale
The Resource Centre
Hall Street
Halifax
HX1 5AY

01422 348777 soo@cvac.org.uk

Sheri Wardell Calderdale MBC
Safer and Stronger Communities
3rd Floor
Northgate House
Halifax
HX1 1UN

01422 392317 sheri.wardell@calderdale.gov.uk

These two contacts are available to answer many of your general queries on the Compact toolkit, what it means and how to use it. They may also be able to signpost you to more specialist advice.

This document is available in different formats. Please make enquiries from the contacts listed above.



Compact Steering Group

There may also be some specific issues where you feel that other members of the Steering Group may have particular expertise that they can share with you:

For general information about the Compact Steering Group, and its plans:

Soo Nevison Voluntary Action Calderdale
The Resource Centre, Hall Street, Halifax, HX1 5AY
01422 348777 soo@cvac.org.uk extension 209

For information about health issues and the NHS Foundation Hospital Trust:

Angela Bradshaw Calderdale & Huddersfield NHS Foundation Trust,
Salterhebble, Halifax, HX3 0PW
01422 347275 angela.bradshaw@cht.nhs.uk

For information about NHS Calderdale issues and general consultation issues:

Mohammed Hanif NHS Calderdale
Patient & Public Involvement Coordinator
Dean Clough, Halifax, HX3 5AX
01422-281417 mohammed.hanif@calderdale-pct.nhs.uk

For information about Calderdale Council

Councillor Ian Cooper , Calderdale Council
Scrutiny Panel, Town Hall, Halifax, HX1 1UJ
01422 357257 councillor.icooper@calderdale.gov.uk

For information affecting the Civil Society and the Compact

Sheri Wardell, Grants and Policy Support Officer,
CMBC, Northgate House, Northgate, Halifax, HX1 1UN
01422 392317 sheri.wardell@calderdale.gov.uk

For information about issues affecting young people:

Karen K Smith CMBC
Northgate House, Northgate, Halifax, HX1 1UN
01422 392816 karenk.smith@calderdale.gov.uk

For information about funding for CSO and small community groups:

Stephen Pearson Community Foundation for Calderdale
1855 Building (first floor), Discovery Road, Halifax, HX1 2LG
01422 349700 stephen@cffc.org.uk

For issues affecting the private sector in particular:

Steven Leigh Mid Yorkshire Chamber of Commerce & Industry
Suite 8, Elsie Whiteley Innovation Centre, Halifax, HX1 5ER
01422 399422 steven.leigh@mycci.co.uk

For issues affecting the Health and Mental Health sector:

Phil Walters South West Yorkshire Partnership NHS Foundation Trust
Dean Clough, Halifax, HX3 5AX
07768 722532 phil.walters@swyt.nhs.uk

For issues affecting the Community

Jayne Leech Calderdale Community Forum
The Resource Centre, Hall Street, Halifax HX1 5AY
01422 431095 jayne@calderdalecommunityforum.org.uk

For issues affecting the Voluntary Sector (Civil Society)

Linda Crowther Home Start Nanholme Mill, Shaw Wood Road, Todmorden.
01706 818703 homestart.hx@btconnect.com

For issues affecting the Fire and Rescue Service sector:

Michelle Rhodes West Yorkshire Fire & Rescue Service
Oakroyd Hall, Bradford Rd, Birkenshaw, Bradford
01274 655865 michelle.rhodes@westyorksfire.gov.uk

For issues affecting the Police and Community Safety:

Derek Benn West Yorkshire Police
Calderdale Division, Halifax, HX1 5TW
01422 393130 derek.benn@westyorkshire.pnn.police



Who are your Compact partners?

Throughout this document, we talk about your partners. By “partners”, we mean anyone that you work with outside of your own organisation. This can include:

- formal partnerships like the Crime and Disorder Reduction Partnership, which has paid staff and a legal responsibility to do certain things.
- informal arrangements like two community groups agreeing to hold a joint summer festival.
- Financial relationships, between a grant funder or commissioning organisation or a purchaser of goods or services and the organisation receiving the money.
- volunteering arrangements, like employees from a private business offering to spend an afternoon decorating a community centre.
- a network of voluntary groups, who get together to share information about fundraising.
- any other kind of arrangement where two or more people come together from different organisations to do something together.

This Compact is a working document that will be reviewed annually to make sure that it is relevant and effective. We will be inviting all Compact partners to take part in the review, but in the meantime, if you have any ideas for how we can improve the Compact, please contact us at any time.

Please see the details of how to contact the Compact Steering Group.



How do we work together as Partners?

As a Compact partner, we believe that all partners need to show integrity, objectivity, openness, honesty, consistency and leadership in everything they do; we are aware that investing in the infrastructure of Civil Society Organisations (CSOs) is vital for their development. Therefore we have developed this set of **Key Principles** for all partners to adhere to.

What you need to do:

1. Read through these key principles.
2. Make everyone in your organisation aware of them. You could:
 - present them at a Management Committee meeting
 - publish them in a staff newsletter
 - pin them up on a notice board
 - include them in training materials for new employees.
3. You should especially make sure that staff who are involved with partnership working are aware of these principles.

Key Principles:

1. It is a good thing to have a range of different CSOs. These groups are an important part of what makes a Big Society work.
2. We cannot achieve all of the things we want to achieve on our own.
3. We need to work together in partnership with different sectors to be able to do what we want to do well.
4. Successful partnerships are where partners understand and recognise each other's rights and responsibilities.
5. Successful partnerships are where partners respect each other.
6. Successful partnerships recognise that partners are different. Partners can have different purposes. Partners have different levels of resources and staff. Some partners will have to keep certain legal rules that won't affect everyone.
7. CSOs have a right to campaign and lobby other partners, as long as they don't break the law and as long as everyone understands what role they are playing. Not all groups will want to campaign or lobby, but if they do, other partners will respect their decision.
8. Our partners have a right to expect us to take responsibility for our own actions.

9. The best way of making sure that CSOs are sustainable is for them to have funding from a range of different sources.
10. We need to communicate and work together at all levels of our organisations.
11. We will be open and transparent in reporting and monitoring.

Need help?

If there is anything you want to ask about this section, please see Page 2/3 for contact details.



The next pages contain the commitments for partners. These are arranged 1 to 6 entitled by the main theme.

The layout lists the commitments and they are followed by a table of suggested tasks that will help you to implement the Compact.

As all organisations are varied in approach and range, these tables are not intended to be an exhaustive list.

Rather, you are encouraged to look at your own practice and develop task lists appropriate to your organisation, your partners and your circumstances.

Commitments for Partners

1 A strong, diverse and independent civil society

Public agencies will:

- 1.1 Respect and uphold the independence of CSOs to deliver their mission, including their right to campaign, regardless of any relationship, financial or otherwise, which may exist.
- 1.2 Ensure partners are supported and resourced in a reasonable and fair manner where they are helping public agencies fulfil its aims.
- 1.3 Ensure that public agencies collectively recognise the need to resource national and local support and development organisations in order to assist partners with their capacity and capability to deliver positive outcomes.
- 1.4 Ensure greater transparency by making data and information more accessible, helping Partners to challenge existing provision of services, access new markets and hold government to account.
- 1.5 Consider a range of ways to support partners, e.g. such as enabling CSOs greater access to state owned premises.
- 1.6 Ensure that there is no cost for volunteers to obtain Criminal Record Bureau (CRB) checks. Work towards streamlining processes for volunteers who are volunteering for more than one cause.

Implementation Checklist

Section	Suggested actions or tasks:-	Already doing this	Need to work on this by:
1.1	Build relationships with CSOs to understand their missions and aims so you have a greater understanding of the reasoning behind campaigns.		
1.2	Review resource allocations to partners to ensure fair distribution		
1.2	Do you consider the use of community venues when organising meetings\events?		
1.3	Do you support local support and development organisations (e.g. Voluntary Action, CSO networks)?		
1.4	Think about different ways of making information accessible e.g. online publishing may exclude some communities.		
1.4	Are online publications easy to find?		

1.6	Enable CRB umbrella organisations to provide the administration of volunteers CRBs free of charge		
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Partners will:

1.7 When campaigning or advocating, ensure that robust evidence is provided, including information about the source and range of people and communities represented.

1.8 Ensure independence is upheld, focusing on the cause represented, regardless of any relationship they have with public agencies, financial or otherwise.

Implementation Checklist

Section	Suggested actions:-	Already doing this	Need to work on this by:
1.7	Is your campaign planned responsibly?		
1.7	Have you got a strong evidence base?		
1.8	Is your campaign targeted? Is there a 'real' cause that you are supporting?		
1.7 and 1.8	Ensure your integrity is upheld.		



2 Effective and transparent design and development of policies, programmes and services

Partners who are developing policy or programme/service design will:

- 2.1 Ensure that social, environmental and economic value² forms a standard part of designing, developing and delivering policies, programmes and services.
- 2.2 Consider the social impact that may result from policy and programme development, and in particular consider how these would impact local efforts to inspire and encourage social action and to empower communities.
- 2.3 Work with partners from the earliest possible stage to design policies, programmes and services. Ensure those likely to have a view are involved from the start and remove barriers that may prevent organisations contributing.
- 2.4 Give early notice of forthcoming consultations, where possible, allowing enough time for partners to involve their service users, beneficiaries, members, volunteers and trustees in preparing responses. Where it is appropriate, and enables meaningful engagement, conduct 12-week formal written consultations, with clear explanations and rationale for shorter time-frames or a more informal approach.
- 2.5 Consider providing feedback (for example through an overall response) to explain how respondents have influenced the design and development of policies, programmes and public services, including where respondents' views have not been acted upon.
- 2.6 Assess the implications for Calderdale of new policies, legislation and guidance, aiming to reduce the bureaucratic burden, particularly on small organisations.

Implementation Checklist

Section	Task	Already doing this	Need to work on this by:
2.1	Have you completed an Equality Impact Assessment (EIA)?		
2.1	Have you considered factors outside of EIAs e.g. financial or environmental impact?		
2.2	Identify and use suitable partners to help meet this requirement		
2.3	Do you have involvement of partners in all stages of your policy/programmes/service development processes or cycles?		
2.3	Build relationships with your partners to support their input and involvement in your processes		
2.3	Can you work with partners in a different way to ensure they can be fully involved (e.g. use of email, focus groups, telephone consultation)?		

2.4	Use the guidance on page 27 to help you decide your consultation period length if 12 weeks is not possible		
2.5	What ways do you provide feedback? Do you consider using different methods?		
2.5	Have you provided feedback to all partners and respondents in a timely fashion		
2.6	Can you reduce red tape? Is everything you do necessary or just habit or tradition?		
2.6	Review processes and paperwork regularly to ensure red tape can be reduced.		

Partners responding to policy or programme/service design will:

2.7 Promote and respond to government consultations where appropriate.

2.8 Seek the views of service users, clients, beneficiaries, members, volunteers, and trustees when making representation to government. Be clear on who is being represented, in what capacity, and on what basis that representation is being made.

2.9 When putting forward ideas, focus on evidence-based solutions, with clear proposals for positive outcomes.

Implementation Checklist

Section	Task	Already doing this	Need to work on this by:
2.7	Do you need to respond to every consultation? Choose those that are relevant to your mission, aims and activities		
2.7	Speak to your partners regarding the relevance of consultation documents to your service if you are unsure.		
2.7	Challenge partners to provide information on consultations in a clear and concise manner		
2.8	Who is the consultation aimed at? e.g. if aimed at service users ensure their views are obtained before your response is submitted.		
2.8	Use innovative and different methods to engage individuals in the consultation process.		
2.9	Keep copies of your evidence to support your responses.		

² Social value encompasses a broad concept of value by incorporating social, environmental and economic costs and benefits. This means that as well as taking into account the direct effects of interventions, the wider effects on other areas of the economy should also be considered.

3 Responsive and high-quality programmes and services

Commissioners and funders will:

- 3.1 Ensure that partners have a greater role and more opportunities in delivering public services by opening up new markets in accordance with wider public service reform measures and reforming the commissioning environment in existing markets.
- 3.2 Consider a wide range of ways to fund or resource partners, including grants, contracts, loan finance, use of premises etc. where appropriate to the type of organisation involved. Work to remove barriers that may prevent partners accessing government funding, thereby enabling smaller organisations to become involved in delivering services where they are best placed to achieve the desired outcomes.
- 3.3 Ensure transparency by providing a clear rationale for all funding decisions.
- 3.4 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 to be the best way of delivering the objective, explain the reasons for the decision.
- 3.5 Ensure well managed and transparent application and tendering processes, which are proportionate to the desired objectives and outcomes of programmes².
- 3.6 Agree with partners how outcomes, including the social, environmental or economic value, will be monitored before a contract or funding agreement is made. Ensure that monitoring and reporting is relevant and proportionate to the nature and size of the opportunity. Be clear about what information is being asked for, and why and how it will be used.
- 3.7 Ensure equal treatment across sectors, including reporting and monitoring arrangements, when tendering for contracts.
- 3.8 Recognise that when CSOs apply for a grant they can include appropriate and relevant overheads, including the costs associated with training and volunteer involvement.
- 3.9 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.
- 3.10 Ensure that 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 this represents value for money.

- 3.11 Ensure all bodies distributing funds on public agencies' 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.
- 3.12 Apply the Compact when distributing European funding. Where conflicts arise with European regulations, discuss the potential effects and agree solutions together.
- 3.13 Encourage feedback from a range of sources on the effectiveness of public agencies' partnership with partners and how successful it has been in delivering their objectives. Consider placing this feedback in the public domain.

Implementation Checklist

Section	Task	Already doing this	Need to work on this by:
3.1	Do you keep up-to-date with the current market of service providers?		
3.2	How much red tape can you remove to improve outcomes?		
3.2	Do you use a mixture of funding types when allocating resources?		
3.3	Provide a clear rationale for all funding decisions.		
3.5	Well managed and transparent application and tendering processes, which are proportionate to the desired objectives and outcomes of programmes		
3.6	Do we agree with partners how outcomes, including the social, environmental or economic value, will be monitored before a contract or funding agreement is made?		
3.6	Do we ensure that monitoring and reporting is relevant and proportionate to the nature and size of the opportunity?		
3.6	Are we clear about what information is being asked for, and why and how it will be used?		
3.7	When tendering for contracts are you being consistent between rounds/different contracts?		
3.7	Does your tendering process for contracts reflect a 'level playing field' in reality?		
3.9	Consider developing a guide around risk allocation to ensure prime contractors follow your own procedures		
3.11	When publishing tender documents include the Calderdale Compact within your information, especially where the contract indicates a prime and sub-contracting delivery method.		
3.11	Provide all contractors with a copy of the Calderdale Compact as early as possible in the contract process.		

Partners will:

- 3.14 Ensure eligibility for funding before applying and be explicit about how outcomes will be achieved.
- 3.15 Ensure robust governance arrangements so that organisations can best manage any risk associated with service delivery and financing models, including giving funders early notice of significant changes in circumstances.
- 3.16 Be open and transparent about reporting, recognising that monitoring, whether internal or external, is an aspect of good management practice.
- 3.17 Demonstrate the social, environmental or economic value of the programmes and services provided, where appropriate.
- 3.18 Help facilitate feedback from users and communities to public agencies to help improve delivery of programmes and services.
- 3.19 Recognise that public agencies can legitimately expect partners to give public recognition of its funding.

Implementation Checklist

Section	Task	Already doing this	Need to work on this by:
3.14	Check if you can really apply for the funding and provide the impact/outcomes required		
3.15	Consider the use of an appropriate quality standard to help support this activity		
3.17	Ensure the costs of providing this value are not disproportionate to the funding received.		
3.18	Follow contractual clauses closely to ensure and project publicity reflects this request.		

3 In accordance with HMT Managing Public Money and the Green Book

4 Clear arrangements for managing changes to programmes and services

Commissioners and funders will:

- 4.1 If a programme or service is encountering problems, agree with the partner a timetable of actions to improve performance before making a decision to end a financial relationship.
- 4.2 Assess the impact on beneficiaries, service users and volunteers before deciding to reduce or end funding. Assess the need to re-allocate funds to another organisation serving the same group.
- 4.3 Where there are restrictions or changes to future resources, discuss with partners the potential implications as early as possible, give organisations the opportunity to respond, and consider the response fully, respecting sector expertise, before making a final decision.
- 4.4 Give a minimum of three months notice in writing when changing or ending a funding relationship or other support, apart from in exceptional circumstances, and provide a clear rationale for why the decision has been taken.

Implementation Checklist

Section	Task	Already doing this	Need to work on this by:
4.1	Does the size of the funding relationship warrant regular face-to-face discussions to aid delivery?		
4.2	Is there another organisation in the district that can deliver your programme if the current provider is failing? Will a transfer support the needs of the clients.		
4.3	Start open and honest dialogue as soon as possible, looking at range of options. Involve other partners where appropriate.		

Partners will:

- 4.5 Plan for the end of funding to reduce any potential negative impact on beneficiaries and the organisation.
- 4.6 Contribute positively to reviews of programmes and funding practice.
- 4.7 Advise public agencies on the social, environmental or economic impact of funding changes, and ways to minimise their effects on people in vulnerable situations.

Implementation Checklist

Section	Task	Already doing this	Need to work on this by:
4.5	Consider your organisations exit strategy as early as possible?		
4.5	Do you have partners who can help with this issue?		
4.6	Does the size of the funding relationship warrant regular face-to-face discussions to provide this positive feedback?		
4.7	Ensure your monitoring and evaluation data is fed into service design processes to support the need for services to vulnerable people.		

5 An equal and fair society

Partners will:

- 5.1 Work with partners that represent, support or provide services to people specifically protected by legislation and other 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.
- 5.2 Acknowledge that organisations representing specific disadvantaged or under-represented group(s) can help promote social and community cohesion and should have equal access to state funding.
- 5.3 Take practical action to eliminate unlawful discrimination, advance equality and to ensure a voice for under-represented and disadvantaged groups.
- 5.4 If receiving funding from a public or government body, show how the value of the work can help that body deliver its public sector duties on promoting equality and tackling discrimination.
- 5.5 Take practical action, such as through funding bids, to eliminate unlawful discrimination, advance equality of opportunity and build stronger communities.

Implementation Checklist

Section	Suggested Actions:-	We are already doing this	This we could do better
5.1	Contact Voluntary Action Calderdale to access the database which will identify your partners who represent disadvantaged groups in your area.		
5.3	Understand current Equality Legislation. Don't tolerate unlawful discrimination, anywhere. Challenge it.		
	Continue listing actions you can take.		



6 Volunteering

Calderdale recognises the immense contribution made by its volunteers, be that with a public body or a voluntary and community sector organisation or our local employees engaging in employer volunteer schemes. For this reason Calderdale has decided to include a volunteering section in its local Compact.

Working with our local Strategic Volunteering Partnership, we have developed the Volunteering Code principles below. These are written as a set of clear actions for you to follow.

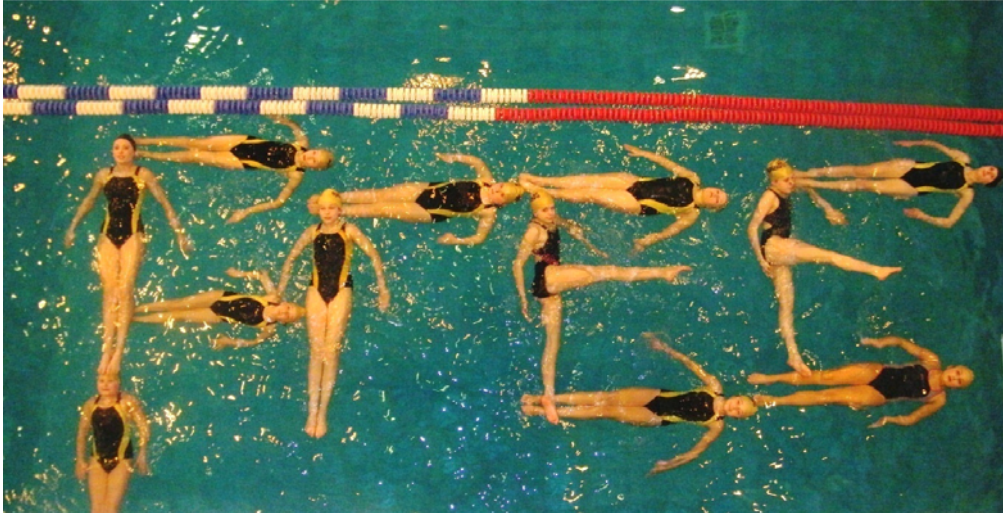
Partners recognise that

- 6.1 Volunteering is a substantial social investment that creates social capital and is a vital part of active citizenship, and that volunteering makes a major contribution to raising the quality of life.
- 6.2 Although volunteers give their time for free, they need resources with which to work – e.g. out of pocket expenses, care costs
- 6.3 and we support the principle of best practice in the promotion development and acknowledgement and contribution, celebration of volunteering.

6. Partners will

- 6.4 Ensure that volunteers are not used as a substitute for paid workers.
- 6.5 Work in partnership with other organisations and agencies to help potential volunteers find opportunities that fit their needs, interests and abilities.
- 6.6 Work in partnership to help create and develop new opportunities that fit the needs, interests and abilities of residents in Calderdale
- 6.7 Involve volunteers in decision making, either through internal structures or through participation in responding to consultations
- 6.8 Include information on the nature and extent of volunteering in our organisation within our existing reporting structures.
- 6.9 Work in partnership to develop a consistent set of principles on the level of commitment or work that is reasonable to ask from volunteers.
- 6.10 Ensure that staff with recruitment, induction or management responsibility for volunteers will receive appropriate training and support
- 6.11 Treat volunteers fairly, including allowing them access to training (including accredited training where appropriate) and support according to the resources available to our organisation.
- 6.12 Where an organisation has the capacity, they will ensure a senior management person is responsible for volunteers.
- 6.13 Provide clear roles for volunteers and monitor them regularly

- 6.14 Improve staff awareness of the contribution made by volunteers to overall objectives.
- 6.15 Encourage the development of employment practices that allow for time off for volunteering wherever practicable.
- 6.16 Ensure that our organisation values volunteers by allocating adequate budgets to support volunteer involvement.



What happens if you cannot comply with the Compact?

In November 2007, Calderdale Forward agreed that the Calderdale Compact should be changed to include the following commitment:

"All partners will endeavour to give publicly available reasons for issues where they do not comply with the Compact. This may include occasions where they cannot reasonably be expected to comply, such as when compliance would adversely affect public health or safety.

Where appropriate, partners will challenge external forces that affect our ability to comply with the Compact."

It was agreed that it would be useful to have some guidelines for what might constitute a good reason for non-compliance, and that there should be separate guidelines for each sector, VCS exceptions, and for the Council and the Primary Care Trust.

VCS non-compliance exceptions

As the VCS is mostly guided by its funding streams it is possible that non-compliance by the VCS will mostly occur when it is approached by large statutory bodies, who themselves have been hindered by an external body (e.g. local/central government), to undertake consultation on their behalf.

Other occasions of non-compliance that should be excluded from the COMPACT include:

- Submission of second round funding bids where the deadlines are less than 12 weeks (for example some funding bids may be passed at first round with a stipulation for further research/consultation/needs analysis with the local community before second round submission (recent examples include Gold Star funding from the Cabinet Office and Change-Up Capacity Builders extra funding))
- Baseline tracking or analysis for the LAA whilst it is in its infancy (end 2007/first year)

The VCS itself is committed to working within COMPACT guidelines and therefore where it has overall control of the consultation period, it will be compliant.

VAC will publish the dates of its newsletter for the whole year in January thus allowing organisations to use this vehicle if it coincides with any consultation period

These are the guidelines for Calderdale MBC

The aim of these guidelines is to help partnership working by:

- ☆ Defining a shared understanding of what constitutes a good reason for non-compliance;
- ☆ Reducing the number of disputes by making all partners aware of situations where the Compact commitments cannot be met;
- ☆ Focusing partners' efforts to comply on those situations where non-compliance is not automatically considered reasonable;
- ☆ Increasing understanding of the constraints under which other partners operate.

Calderdale MBC – Guidelines

Below are some areas where Compact compliance cannot reasonably be expected from CMBC:

- ✓ When working to deadlines which are statutory, e.g. planning consent. Where the Council has a legal duty to meet a particular timescale, it cannot miss its statutory deadline in order to comply with the Compact's good practice requirement of 12 weeks for consultation.
- ✓ When working to deadlines which are driven by central government timescales, for example, timescales from Government Office around the final draft for Local Area Agreements. These timescales may affect how much and how effectively we can consult and involve voluntary and community groups, but they are out of our control.
- ✓ When dealing with areas governed by other central government requirements, such as where funding is ring-fenced, where we have a limited autonomy over how funding can be used and what the process should be, e.g. ability to backdate discretionary rate relief is limited by the Local Government Act.

In these circumstances, we should be willing to make the reasons why we have not complied with the Compact publicly available.

In particular, you should always try to make it clear when a project is being driven by external factors and is outside the Council's control. People see the money that the Council spends as being 'Council money' when often it is central government, regional or European money that the Council has to spend according to someone else's rules. Where this is the case, you should try to explain to interested partners how the rules work, and what the Council can and cannot change.

By 'publicly available', we mean reasonably accessible to anyone who is interested in that particular project or service. The means of publication may be different for different occasions.

- An ongoing service (such as a grants scheme) is publicised through leaflets and forms. These documents can include a short paragraph explaining where the service does not comply with the Compact, and why.
- Details can be added to the website on the pages relating to that particular service or event, with a link back to the Compact, which is also online.
- Where only a handful of specific partners are affected, a letter could be sent out explaining where and why the Council is not complying with the Compact.



Accountability and Transparency Guide

In order for the Calderdale Compact to have a real impact in terms of shaping meaningful partnerships and serving as a foundation for the Big Society, it needs to be backed up by arrangements that detail how government (both locally and nationally) can be held accountable and what options are in place for dealing with departures from the Compact.

This section explains the increased measures that the coalition government have introduced in 2010 to strengthen the implementation of the Compact. It also explains what to do and whom to contact when things go wrong from informal discussions with local and national departments to formal complaints to the Parliamentary Ombudsman. The purpose of this guide is to increase the transparency around how the Compact is being implemented.

When things go wrong

There are now two routes to follow when things go wrong, depending on where the issue originates; national government or local government.

National Government issues

Complaints about Government Departments:

If a CSO believes that the Compact has not been upheld, the first step should be to contact the relevant department and try to resolve the matter with them directly. If doing so does not help, CSOs may wish to make a formal complaint with that department. The complaint should also be copied to Nick Hurd MP, the Minister for Civil Society for information at compactcomplaints@cabinet-office.x.gsi.gov.uk.

Each department has its own complaints procedures.

Follow the appropriate link below to learn what these procedures are.

Department for Business, Innovation and Skills

<http://www.bis.gov.uk/contact/complaints>

Cabinet Office

<http://www.cabinetoffice.gov.uk/contactus/complaints.aspx>

Department for Communities and Local Government

<http://www.communities.gov.uk/corporate/foi/complaintsprocedure/>

Department for Culture, Media and Sport

http://www.culture.gov.uk/contact_us/4911.aspx

Ministry of Defence

<http://www.mod.uk/DefenceInternet/Help/ModComplaintsProcedure.htm>

Department for Education

<http://www.education.gov.uk/aboutdfe/complaintsprocedure>

Department for Energy and Climate Change
http://www.decc.gov.uk/en/content/cms/contact_us/contact_us.aspx

Department for Environment, Food and Rural Affairs
<http://www.defra.gov.uk/corporate/policy/opengov/complain/>

Foreign and Commonwealth Office
<http://www.fco.gov.uk/en/ministerial-feedback-form>

Government Equalities Office
http://www.equalities.gov.uk/about_geo/corporate_information/complaints_procedure.aspx

Department of Health
<http://www.dh.gov.uk/en/ContactUs/ComplaintProcedures/index.htm>

Home Office
<http://www.homeoffice.gov.uk/complaints/>

Department for International Development
<http://www.dfid.gov.uk/About-DFID/Contact-us/Complaints-Procedures/>

Ministry of Justice
<http://www.justice.gov.uk/contactus.htm>

HM Revenue and Customs
<http://www.hmrc.gov.uk/complaints-appeals/how-to-complain.htm>

Department for Transport
<http://www.dft.gov.uk/about/complaints>

HM Treasury
http://www.hm-treasury.gov.uk/about_complaints.htm

Department for Work and Pensions
<http://www.dwp.gov.uk/contact-us/complaints-and-appeals/>

Complaints about Arms Length Bodies, Executive Agencies or NDPBs:

If a CSO believes that an Arms Length Body, Executive Agency, or Non-Departmental Public Body have not upheld the Compact, they should contact them directly as a first step and try to resolve the matter with them. If this does not result in a satisfactory outcome, they can complain to the sponsor government department, that is the department to which that body reports. The complaint should also be copied to Nick Hurd MP, Minister for Civil Society at compactcomplaints@cabinet-office.x.gsi.gov.uk

If a CSO is not satisfied with the outcome of their complaint they should notify Nick Hurd MP, the Minister for Civil Society at compactcomplaints@cabinet-office.x.gsi.gov.uk CSOs may then choose to complain to the Parliamentary Ombudsman.

The Parliamentary Ombudsman:

The Parliamentary Ombudsman provides a service to the public by undertaking independent investigations into complaints that government departments and a range of other public bodies in the UK have not acted properly or fairly or have provided a poor service.

If a CSO is unhappy with the final response to their complaint about a government department or agency, they can complain through an MP to the Parliamentary Ombudsman (also known as the Parliamentary Commissioner for Administration). The Ombudsman is independent and will decide whether or not to investigate based on a range of criteria. She will only investigate if she believes there are indications of maladministration leading to injustice. Her investigations are carried out in private.

If the Ombudsman investigates she will report her findings to the relevant government department, agency or public body and to the MP and complainant involved. If the complaint is upheld she will make recommendations for appropriate remedy. On the rare occasions when a public body refuses to follow the Ombudsman's recommendations, she presents a special report to parliament explaining her findings and stating that her recommendations have not been followed. It is then for Parliament to consider what action should be taken.

Details of local MPs can be found on findyourmp.parliament.uk

Please note that the Ombudsman will normally only take on a complaint after all other avenues of resolving the complaint have been exhausted. The Ombudsman believes that the relevant government department or agency should be given a chance to respond and, where appropriate, try to put things right before she becomes involved.

Further information about this independent service may be obtained from the Ombudsman's office at the following address:

Parliamentary and Health Service Ombudsman
Millbank Tower,
Millbank
London
SW1P 4QP
Helpline: 0345 015 4033
Fax: 0300 061 4000
Email: phso.enquiries@ombudsman.org.uk
Web: www.ombudsman.org.uk

Local Government issues

Local issues will follow a similar path to National Government complaints, using local government departments as a starting point for complaint.

For the Calderdale Compact to be a useful tool in partnership working, it is important to approach complaints regarding non-compliance in thoughtful and considered manner.

The Steering Group therefore recommends that you adopt the following approach when considering any complaint with regards to the Compact:

- Be reasonable. The latest Compact was published in 2010. It will take time for all partners to adapt the way they work to make sure they meet new Compact requirements. It might be that they are not yet aware of the new guidance and therefore it may be useful to ask this before putting any complaint into writing.
- Be realistic. As well as identifying where your Compact partner has gone wrong, think about what you're expecting from them to put it right. Would it be very expensive to do this in the way that you want? Would it involve a lot of staff or volunteer time? Are there other ways of doing this particular thing that are more achievable?
- Bear in mind that there may be good reasons why your Compact Partner is not able to do what the Compact wants. For example, we all aim to provide 12 weeks for consultation, but in planning applications, the Council has a legal deadline of 8 weeks, so it simply cannot provide 12 weeks for consultation. This does not mean that the Council should not try and meet the 12 weeks standard on other occasions, but it does mean that it will not meet the 12 weeks standard for planning applications.

Once you have considered these issues, if you still feel that your Compact partner should take action, then there is a process you can follow to help you and your partner put things right.

Firstly, raise the issue with the partner that has breached the Compact

Write to the people in overall charge of running the organisation, project or funded programme. Use the complaints procedures laid out by the organisation concerned. You should be able to obtain these easily via a website or by calling the organisation to supply them to you.

Be specific about where you feel their organisation has not kept to the Compact. Give details of dates and times or send copies of any correspondence. Tell them what you think they need to do to put it right.

If you are unhappy with the response you have received from the partner concerned you can contact the Calderdale Compact Steering Group who may, in many circumstances, be able to provide you with support and advocacy in getting your complaint resolved.

You may want to contact the Steering Group if:

1. You want to make sure that a record is kept by a neutral body of what you consider to be a Compact breach.
2. You want to discuss the complaint with a neutral body. You want to ask a neutral body to give their opinion on whether a Compact breach has taken place.
3. You want to ask a neutral body to mediate in discussions around how to solve a breach of the Compact.

Contact details of Steering Group members are supplied within this toolkit and you should aim to contact the most relevant person (e.g. if you are from a CSO then

contact Voluntary Action Calderdale, public bodies will have their own Steering Group member to contact).

In the first instance send a brief email outlining your complaint and progress to date. If the Steering Group is able to help they will then ask you for further information as follows:

- Copies of correspondence about the Compact breach (letters to and from the organisations involved)
- Evidence of the Compact breach (this should have already been considered by the organisation concerned)
- Any additional information/ evidence, which has become apparent since the original complaint.

The Steering Group will also want to know your preferred course of action and will follow this where possible. If this is not possible they will tell you why not.

It is important to bear in mind that the Compact Steering Group has no power to bring sanctions against any organisation. They will however be able to advise you when to take your complaint to the final step of the complaints process which involves the Local Government Ombudsman (see below for further details).

If your complaint is about an organisation that is part of the Compact Steering Group you can still approach them for support. The Steering Group is comprised of a diverse partnership of Compact members and they will declare any prejudicial interest in complaints cases as they arise. This could be due to personal contacts, family contacts, work commitments or other interests.

To ensure a fair hearing, it may be necessary to choose members of the Steering Group from different sectors to hear complaints. Steering group members will follow a Code of Conduct to ensure fairness, consistency and confidentiality. A copy of this is available on request and will be sent with the acknowledgement letter of your complaint.

The Compact Advocacy Programme

If a local CSO does not wish to use the local support of the Compact Steering Group, they can also access the Compact Advocacy programme.

If a CSO wants support in dealings with any public body at a national or local level, particularly in the early stages of a potential dispute, they can contact the Compact Advocacy team. Their role is to help mediate and support better outcomes for voluntary and community groups in their dealings with public bodies. If a CSO thinks a public body has made a decision that is not in line with the Compact they can help.

Email: evsAdvice@ncvo-vol.org.uk

Telephone: 0207 520 3161

Website: at <http://www.ncvo-vol.org.uk/advice-support/compact-advocacy/how-we-can-help>

Next steps

If you are unhappy with the result of your complaint (either directly or following support from the Compact Steering Group or Advocacy Programme) you can contact the independent Local Government Ombudsman who will decide whether there are grounds for an investigation. The involvement of an MP's is not required when complaining to the Local Government Ombudsman.

Further information about the independent review arrangements may be obtained from the Local Government Ombudsman's office at the following address:

The Local Government Ombudsman
PO Box 4771
Coventry
CV4 0E
Helpline: 0300 061 0614
Fax: 024 7682 0001
Email: advice@lgo.org.uk
Website: www.lgo.org.uk



Glossary

- An explanation of any words that might be unfamiliar

We have tried to avoid jargon or technical terms, but there are some words that we use that have a particular meaning. These are explained below.

Active citizenship This can be wider than just volunteering, and includes taking an active part in community life in its widest sense, including:

Civic participation - activities that include signing a petition, contacting a local councillor or public official working for a local council, attending a public meeting or rally, or contacting an MP.

Informal volunteering - giving unpaid help to an individual or others who are not members of the family.

Formal volunteering - giving unpaid help through groups, clubs or organisations to benefit other people or the environment (e.g. the protection of wildlife or improvement of public open spaces).

Calderdale Forward Calderdale's local strategic partnership. - A 'strategic partnership' is a body which brings together agencies from the public sector, representatives from the private and voluntary and community sectors and all other partnerships to provide a single voice for Calderdale. They make sure that everyone's plans are coordinated, and make the most of the resources we have by helping different agencies to work together.

Calderdale MBC Calderdale Metropolitan Borough Council, the local authority for Calderdale

Forum of representatives from voluntary and community groups in Calderdale. e.g. Calderdale Community Forum

Appropriate - Fitting, suitable, reasonably allowed

Calderdale & Huddersfield NHS Trust

Calderdale and Huddersfield NHS Trust provides acute hospital care and outreach services to the local populations of Calderdale, Central and South Kirklees.

Community Engagement and Involvement - In its simplest sense, this is about involving communities in the services that they use. It includes working to help people know more about the services that are available and other decisions that affect their lives, and helping service providers to understand the needs of different communities better. It also includes giving people a chance to become involved in the way that decisions are made and enabling people to participate in changing things for themselves.

CSOs - Civil Society Organisations. While it is understood that civil society is a contested term, for the purposes of the Compact, civil society organisations include charities, social enterprises and voluntary and community groups.

Community sector organisations/ community groups - Small groups of people who come together because of a shared interest or location to help themselves, or provide services to other people within their geographical community or community of interest. They tend to:

- be led by members;
- cover a neighbourhood, village, or specific community of interest;
- have a less formal structure;
- have a lower income, or no income;
- be membership-based;
- offer self-help and mutual support;
- provide information and independent services;
- represent community interests, residents and community members.

Consultation - The process of feeding views, comments and suggestions into the development or review of policies and plans. Organisations undertake consultation to ensure that policies and plans:

- are informed by a wide range of experience;
- take into account the impact of proposals on different sectors of society and on different partners;
- lead to services which better reflect people's needs and wishes;
- identify problems quickly;
- demonstrate the organisation's commitment to being open and accountable.

Consultation can take place through a range of different methods, including written questionnaires, telephone surveys, focus groups and open meetings.

Commissioners - Any organisation or partnership or agency that enters into a contract with other bodies to provide services, deliver a project, buy or maintain equipment etc.

Funders - Any organisation or partnership or agency that provides a grant or award with other bodies to provide services, deliver a project, buy or maintain equipment etc.

Infrastructure* - All the things and systems that aren't directly involved in providing a service, but which have to be there for services to operate efficiently or consistently, like management and administration, or communications and distribution networks. In the world generally, infrastructure means things like sewage systems, roads and bridges and electricity grids. In the voluntary sector, the word is often used to describe organisations like Support and Development organisations (SDOs) which help other voluntary organisations work better by providing them with – amongst other things – information, advice, training, co-ordination, representation, and back-room services (like payroll).

Matchfunding - Funding that depends on others also contributing - either the group's own fundraising or other grants or earned income. (Taken from the guide to jargon on www.open4community.info/calderdale)

Private sector Businesses - property and other enterprises that are run to make money for the people who run them, e.g. through making a profit for their shareholders, through providing a salary for their directors or through being an investment for their owners.

Public sector organisations - Organisations and agencies that are under the overall control of the government or civil service, including:

- local authorities such as Calderdale MBC;
- the police;
- the health family, i.e. the NHS Calderdale, the Hospital Trust etc;
- regional development agencies like Yorkshire Forward etc.

Proscribed - Forbidden, excluded, not welcome.

Stakeholders - These are people with a particular interest in your organisation. They can be: users, clients, funders, members, volunteers, supporters, voters and employees – anyone who is involved in or affected by your organisation or its activities.

Strategic Volunteering Partnership – a group of organisations that value and recognise their volunteers, have set down their aims and ethos around volunteering (further information is available at www.cvac.org.uk).

Support and Development Organisation - like a Council for Voluntary Service, or Voluntary Action Calderdale as we have in Calderdale.

NHS Calderdale - is the main NHS body responsible for healthcare and health improvement for people living in the district. NHS Calderdale commissions - that is plans and pays for – any health services needed. This includes hospitals, ambulances, mental health and other specialist services. NHS Calderdale also agrees contracts with local GPs, dentists, pharmacists and optometrists to deliver high-quality services for local people.

Volunteering - An activity that involves spending time, unpaid, doing something that aims to benefit the environment or someone (individuals or groups) other than, or in addition to, close relatives.

Voluntary Action Calderdale - Voluntary Action Calderdale is an SDO providing support to voluntary & community groups in Calderdale. It represents the interests of the voluntary and community sectors at a strategic level: locally, regionally and through our partners nationally. We also have a wide range of resources and information for voluntary and community groups and promote volunteering among local residents.

Voluntary sector organisations/ voluntary groups - Organised groups of people who provide help to others, take action to bring about change in services, or bring together people with shared interests. They tend to:

- have paid staff in charge of day to day management;
- cover a wide area (i.e. larger than just a neighbourhood of a few streets or a small number of people);
- have a formal structure;
- have a higher income;
- be client-based;
- offer support and development;
- provide specialist or contracted services;
- support client groups.

Calderdale Compact

We agree to join the Calderdale Compact, to share its key principles, meet our commitments and work in line with good practice wherever possible.

Signed byDate

Name (print)

.....

Position in organisation *

.....

Organisation * name

.....

Organisation address

.....

.....

.....

Post Code

Email:.....

Telephone:.....Mobile

.....

* or partnership, or service area etc.

To help us monitor how many organisations are signed up to the Compact, we would like you to send us a copy of this signed commitment. We can also use this for publicity, to promote the Compact by showing how many organisations have signed up.

Please keep the original for your own records and send a signed copy to:

Calderdale Compact
c/o Calderdale MBC
Safer and Stronger Communities
3rd Floor
Northgate House
Halifax
HX1 1UN

Organisations	Date Signed-up
Calderdale MBC	22-Nov-04
Ground Floor Project	29-Jul-05
NHS Calderdale	09-Nov-06
Calderdale Women's Centre	02-Sep-05
Calderdale Cares	07-Feb-06
Community Foundation for Calderdale	15-Feb-06
Acorn Centre Todmorden	28-Mar-06
Connexions West Yorkshire	06-Apr-06
Pennine Relate	19-Apr-06
Cornerstone (Barnardo's)	06-Jul-06
Halifax YMCA	14-Jul-06
Calderdale Shopmobility	03-Nov-06
Calderdale Mediation (CALM)	06-Nov-06
South West Yorkshire Partnership NHS Foundation Trust	09-Nov-06
Voluntary Action Calderdale	09-Nov-06
Whitehill Primary School	14-Nov-06
Project Challenge	15-Dec-06
Phoenix Radio	15-Jan-07
Pennine Complementary Health Consortium	26-Jan-07
Street Angels	27-Feb-07
Dodnaze Community Association	14-Mar-07
Brighouse Scout Council	15-Mar-07
Todmorden Together	03-May-07
Pit Stop 2000 Ltd	08-May-07
Richmond Fellowship	09-May-07
Home-Start Calderdale	24-May-07
People's Advocacy	13-Jun-07
Samaritans of Halifax & Calderdale	14-Jul-07
Action Halifax	24-Sep-07
Sunday Care	13-Nov-07
Calderdale Community Forum	20-Aug-08
Calderdale DART	22-Nov-08
Project X Calderdale Ltd	11-Mar-09
Calderdale Wellbeing / Healthy Minds	24-Mar-09
White Ribbon Campaign	21-Apr-09
Dot-Communications	09-Jun-09
Kala Sangam	26-Jun-09
St John's Ambulance	07-Jul-09
Age Concern Calderdale and Kirklees	22-Jul-09
Halifax Irish Juniors Football Club	24-Jul-09
Calderdale Community Coaching Trust	27-Jul-09
Calderdale Leisure Garden Federation	27-Jul-09
Cardinals Wheelchair SC	27-Jul-09
CMT Calderdale and Kirklees Group	27-Jul-09

Organisations	Date Signed-up
Creative Adventures UK,	27-Jul-09
CREW Heart Support Group, Calderdale	27-Jul-09
Halifax and District Irish Society	27-Jul-09
Halifax Boxing Sports and Fitness	27-Jul-09
Halifax Group of United Reformed Churches Charity Ltd	27-Jul-09
Irish Community Centre	27-Jul-09
Luddendenfoot Community Association	27-Jul-09
Next Step Trust	27-Jul-09
Oasis Self Help Group	27-Jul-09
Old Town Cricket Club	27-Jul-09
Ovenden ARLFC	27-Jul-09
Ovenden Sports and Community Arena OSCArena	27-Jul-09
Ovenden West Riding Football Club	27-Jul-09
Shelf Cricket Club	27-Jul-09
Calderdale Smartmove	28-Jul-09
Northowram-Fields Cricket Club	28-Jul-09
Pellon Action Network	28-Jul-09
Pennine Magpie	28-Jul-09
Pre-School Learning Alliance	28-Jul-09
Sowerby Bridge Ladies Swimming Club	28-Jul-09
The Brunswick Centre	28-Jul-09
Waterloo Road Allotments	29-Jul-09
Calderdale Credit Union	30-Jul-09
Eastwood Residents Association	30-Jul-09
Foundation Housing	30-Jul-09
Palm Cove Society	30-Jul-09
SCARD / CADD	30-Jul-09
Brighouse Old Peoples Welfare Committee	31-Jul-09
Halifax Bowling Club	31-Jul-09
Halifax Thespians	31-Jul-09
Noah's Ark Community Cafe	31-Jul-09
Todmorden Angling Society	31-Jul-09
Calderdale British Muslims Association	04-Aug-09
Shaggydog Storytellers	04-Aug-09
Serbian Orthodox Church of St John	05-Aug-09
West Yorkshire Family Mediation Service	05-Aug-09
St James Court Tenants Group	06-Aug-09
Todmorden Polish Club	08-Aug-09
Sowerby Bridge Youth and Community Centre	10-Aug-09
Halifax Golf Club	11-Aug-09
Voluntary Community Care Group	11-Aug-09
Wild Rose Heritage and Arts	12-Aug-09
Halifax Concert Band	12-Aug-09
Calderdale Family History Society	13-Aug-09

Organisations	Date Signed-up
Bailiff Bridge Bowling Club	17-Aug-09
Prospect House Social Club	17-Aug-09
Halifax Parish Church	18-Aug-09
Huntington's Disease Association	18-Aug-09
White Rose Archers	20-Aug-09
National Blood Service	24-Aug-09
Shaw Lodge Residents Association	24-Aug-09
Galyic	25-Aug-09
Fit 4 Funding	26-Aug-09
Todmorden Conservation Group	26-Aug-09
Beechwood Avenue Tenants & Residents Assoc.	31-Aug-09
Aasra Project	08-Sep-09
Square Chapel Centre for the Arts	22-Sep-09
Calderdale District Citizen's Advice Bureau	25-Sep-09
Calderdale Parent and Carers' Council	29-Sep-09
8 th Elland Brownies	30-Sep-09
Brighouse Swimming Club	30-Sep-09
Brighouse Bridge Club	30-Sep-09
Choices Counselling Services	30-Sep-09
Calderdale Home Safety Forum	30-Sep-09
Crisis Pregnancy Care	30-Sep-09
Elland District Rainbow Club	30-Sep-09
Peacock Project	30-Sep-09
Dyson Insulations Ltd	2-Oct-09
Andy Thornton Ltd	5-Oct-09
Translate UK Limited	6-Oct-09
Marshalls plc	6-Oct-09
Roof Over Youth Development (Royd) Ltd	6-Oct-09
West Yorkshire Police	9-Oct-09
Stonham, Supported Lodgings and Tenancy Support	12-Oct-09
Eureka! The National Children's Museum	21-Oct-09
Southdale	12-Nov-09
Wilby Ltd	12-Nov-09
Reading Matters	14-Dec-09
British Muslim Association	25-Feb-10
Community Transport Calderdale	4-Mar-10
Calderdale Bond Scheme Ltd (Smartmove)	13-May-10
Ramsdens Solicitors	15-Sept-10
Phoenix Heights	31-Oct-10
Heartbeat	17-Dec-10
Asian Women's Advice and Support Group (AWAAS)	12-Jan-11
Halifax Central Road Safety Group	12-Jan-11
Respect 4 Respect	12-Jan-11
Healthy Living Partnership	12-Jan-11
Pennine Housing 2000	20-Jan-11

Organisations	Date Signed-up
JobCentre Plus, West Yorkshire	25-Jan-11
The Hive (Halifax) Ltd	3-Mar-11
Ecosac Ltd	22-Mar-11
CDP Print Management	23-Mar-11
Gensol Ltd	23-Mar-11
Akorn Badge Company Ltd	24-Mar-11
Martel Engineering Ltd	24-Mar-11
Sports Construction Consultancy	24-Mar-11
Danline International Ltd	24-Mar-11
Omega Security Systems Ltd	24-Mar-11
Joblink Solutions CIC	25-Mar-11
Solon Security Ltd	25-Mar-11
Calomax Ltd	25-Mar-11
Smart City Dressing	25-Mar-11
The Renewable Energy Experts CIC	25-Mar-11
Industrial Service Group; Bradford MDC	25-Mar-11
Blue Sky Construction Services Ltd	29-Mar-11
OSI Ltd	29-Mar-11
Yorkshire Blinds and Curtains	30-Mar-11
2020 Perfect Vision Ltd	4-Apr-11
Put your organisation on the list	

