# BRIGHTON AND HOVE COLLABORATION FRAMEWORK

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## FOREWORD

Collaboration has become a common and well used term and often refers to a way in which organisations will deliver better outcomes for customers, residents, and services users in these financially challenging times.

But what does it really mean? What are we referring to when we say more or better collaboration? What does it look like? How will we know when we're doing it? Who should be doing it, with whom and how? How will things be better when we're collaborating?

This Framework is an important document for the city of Brighton and Hove. As a document agreed to by all members of Brighton and Hove Connected, it sets out the city's clear commitment to collaborate with its communities – be they communities of place, identity or interest - and also commitment from public services to work better together and with the voluntary, community and business sectors, for the benefit of the city and its people.

Part of a mature relationship between us is to have an open and honest dialogue even in the times where genuine collaboration is not possible. It will be the ability to disagree and work through the disagreements that will help to support and maintain trusting relationships.

**Geraldine Des Moulins and Cllr Emma Daniel – co-chairs of the city's Equality and Inclusion Partnership**

> "Collaboration can often be hindered by being regarded as just a charming concept or a theory rather than a practice to be adopted by professionals to improve their services"
>
> Collaborate Roundtable Event 2014

# The Collaboration Framework

## Introduction

The Brighton and Hove Collaboration Framework has been developed through the efforts of residents, community groups and community, voluntary sector and public sector organisations. It draws on national and local knowledge and the expertise of specialists who have researched both the theory and practice of collaboration, and have experience of successful collaborations within and across communities, the public and private sector.

In a time of reducing public finance and rising demand for services, looking at how we collaborate has never been more important. National research[1] suggests that genuine collaboration and capacity building across sectors and communities results in better outcomes for residents and provides public services that are not only lower cost, but also deliver better services.

## What is it?

The Collaboration Framework provides a commitment to collaboration between the public, private and third sectors and between public services and communities. It uses six key strands based on national research by 'Collaborate'[2] to provide a common understanding of how collaborating can offer positive outcomes for all. The Framework sets clear and specific guidelines for collaboration that all members of Brighton and Hove Connected are signed up to. It identifies priority actions to be progressed by Brighton and Hove Connected and its members.

## Who is it for?

The Collaboration Framework is for all public, private and third sector organisations that participate in the Brighton and Hove Connected Partnership and its sub-partnerships; for example, Transport Partnership, Advice Partnership, and Housing Partnership.  It is also intended to be a useful document for the residents of the city.

## What will it do?

The purpose of the Framework is to support and help organisations to think about how they can develop and challenge their current approaches, to maximize their value and impact through more and better collaborative practices, and ultimately improve the services available to the people of Brighton and Hove. Through the development and implementation of a Collaboration Framework Action Plan we will create a body of evidence about the impact of collaborative working which can inform the development of policy and how public funds are prioritised.

Good collaboration isn't always easy; from networking to complex commissioning there is solid evidence that working together is the right thing to do, but putting it into practice is often much harder.  Creating the right culture and practice is a key starting point to building positive collaborative relationships, especially at a time when pressures can all too easily end in fragmentation.

Collaboration is not a single activity, but a way of working. It is about inclusion and involvement, input and influence. These come with an equal need for responsibility, accountability and a willingness to work with others towards a shared purpose. The production of this document is the starting point that will give us a solid foundation to build on.

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[1] https://collaboratecic.com/ Managing Demand: Building Future Public Services

[2] https://collaboratecic.com/

# What is a community?

For the purpose of this document we are defining 'community' in the broadest sense. We are talking about Brighton and Hove – the city, its neighbourhoods, and everyone that lives in, works in, or visits the city. Our definition recognises that different people identify themselves in different ways and that people who see themselves as members of a community are also individual residents.

**Community of Place** – places where we live, work or socialize; this may be a place with a physical or locally agreed boundary or simply a shared understanding or 'feeling' about a place.

**Community of Interest or Identity -** this is often in addition to a community of place and usually as part of a group with shared interest or identity/experience. This can include;

*   People who identify themselves or are identified by their demographics, e.g. children and young people, religion and belief groups, older people, black and minority ethnic people, lesbian, gay, bisexual and trans people, disability, gender, or people with a shared social background

*   People with a shared or similar interest in, for example, climate change, art, a local school, an allotment, sport, book groups

*   People with a similar or the same profession or place of work; e.g. hoteliers, council workers, police officers, business associations

# 1. <u>Collaborative Communities</u>

## What is a collaborative community?

There is a need for the public and private sectors to be better at working alongside communities, to support them to be strong and resilient, able to develop and share their skills and knowledge, and to create networks that connect people with each other to provide support and in some cases develop and provide their own activities and services.

Key features of strong and collaborative communities are:

- Can mobilize, supporting themselves and others – providing activities and services
- Are resourceful and resilient – able to work with each other, with other communities, and with service providers
- Understand how to be involved in decisions that affect them, and are actively doing so
- Drive positive change and are proactively problem solving
- Welcome difference and diversity
- Recognize and take action to remove barriers that stop people from getting involved in collaborations
- Recognize and support the most vulnerable in the communities
- Are able to raise funds or develop resources

## What are the benefits?

When communities work with each other and with service providers, there are more opportunities to listen and understand each other and to shape services and support. Creating supportive informal networks with friends and neighbours enables residents to develop more community led activities or that reduce social isolation, improve mental wellbeing, and decrease demands on more acute public services. Collaborating with and across communities builds and develops skills and knowledge for all, supporting the development and expansion of ideas, new or pooled funding streams, and a clearer understanding of the pressure on each other. For residents this can create skills for employment or volunteering, and build greater cohesion and a greater sense of belonging across communities and neighbourhoods.

## How will we know if community collaboration is happening?

1. We will measure the number of services that are collaborating with communities and service users from diverse communities in the design, delivery and review of services.
2. We will measure the number of communities that are 'active' and their diversity. This can include community run activities/services, community groups accessing funding, training and support, groups of residents volunteering and involved in local decision making forums e.g. Local Action Teams, tenants' meetings, neighbourhood forums.

# What needs to be in place?

- Investment in capacity-building support for diverse communities – support communities to get involved and self help
- Involvement needs to be easy: friendly and accessible, public services going to communities, using digital methods, considering access needs e.g. BSL translation
- An 'enabling' and 'can do' culture in organisations - offering support to ensure communities are able to help themselves and others
- Culture and policy of recognition and reward for community collaboration, and active citizenship e.g. formal and informal volunteering
- Culture and commitment to co-production and co-design by all public service providers
- Support to develop relationships across communities of place, interest and identity that challenge assumptions, prejudice and discrimination to ensure involvement of all
- Signpost communities to a wide range of activities and services that can offer support e.g. Neighbourhood Care, Its Local Actually, parent support groups, ESOL
- Sharing of learning, resources and skills across the public sector and with communities

# Finally we will commit to …

Support communities and residents to have a role, to build their capacity to be more resilient and productive as individuals, within their communities and with partners.

## Brighton & Hove Sanctuary on Sea

City of Sanctuary is a volunteer-led movement committed to building a culture of hospitality and welcome, especially for refugees seeking sanctuary from war and persecution. Brighton & Hove's City of Sanctuary group is called 'Sanctuary on Sea'.

Working with the Council from the start, local people with an interest in supporting refugees have come together and created a vibrant and active organisation that is collaborating closely with the local authority on a number of projects. Eight schools have been recognised as 'schools of sanctuary', setting up projects to welcome incoming students or to raise awareness about the plight of refugees overseas.

Sanctuary on Sea recognised Brighton Table Tennis Club as the UK's first Club of Sanctuary, creating positive publicity around the power of sport to create cohesive and healthy communities, which is inspiring other sports clubs in the city to follow the lead of the Table Tennis Club.

Sanctuary on Sea is also part of the local authority effort to receive and support a number of unaccompanied asylum seeking young people. Sanctuary on Sea hosted a meeting in autumn of 2016 that brokered discussions between social workers with responsibility for supporting these young people and the many community projects seeking to help the young people settle here. Sanctuary on Sea has now received a small grant from the local authority to take forward its work.

Find out more about this work at : https://brighton-and-hove.cityofsanctuary.org/news

# 2. Collaborative Systems

## What is a collaborative system?

The systems we use are key to successful collaboration.  A collaborative system should provide us with a process that supports everyone; it needs to easily share information, to be timely, useful and effective for both service providers and residents.  However, sometimes these systems are the very things that hinder good collaborative working, creating barriers to information sharing and often seeming counterproductive for all. Therefore it is vital when designing and managing systems to be very clear about what we want to achieve and how they will be used. A good collaborative system involves  supporting communities,  residents and businesses to work alongside public services and enable them to help themselves.

Key features of a collaborative system are:

- That are developed with an understanding of the outcomes for the 'end user', i.e. residents, communities or businesses  – work with service users to develop new systems
- Where residents, organisations and staff can easily access a wide range of information at the click of a button
- That join up organisations to talk and learn from each other – i.e. digital information, signposting and referrals, integrated or co-located staffing and shared service user information.
- That support simple and holistic access to services
- That are designed around the identified assets and needs of a community
- That enable people to have the knowledge to provide the right information first time
- That require staff to support and enable each other, other organisations and residents

## What are the benefits?

Learning from each other across sectors will enable organisations to develop new thinking and provide better services. Creating the right systems is critical to how, when, where and for how long residents, communities and businesses use services. Getting it right the first time helps minimise unnecessary repeat contacts, reducing costs and improving reputation and customer satisfaction.

## How will we know our collaborative systems are working?

1. Measure the reduction in face to face contacts, fewer repeat contacts, more online searches, and less demand on services.
2. Use feedback including looking at complaints, compliments and councillor enquiries
3. Measure how many services and organisations are using joint or shared policy, practice and promotion, digital platforms, integrated information systems and shared staff teams.

# What needs to be in place?

- Shared vision, values and protocol across services and organisations
- Staff that are required to work effectively across services and are rewarded for doing so
- Where possible linked or shared digital information for services to the public
- Strong shared protocols on information sharing
- Cross-sector agreement on co-production and co-design.
- Simple and well-promoted systems to engage and involve service users in co-productive ways
- Strong networks across public services
- Culture that supports corporate services e.g. health and safety, legal, to enable collaborative working

# Finally we will commit to…

Promote the development and use of systems that can work together, share information and support communities, residents and businesses to have accessible intelligent services



Community Works and Brighton and Hove City Council have been working collaboratively to find a digital volunteer management system that would both improve the experience of people looking to volunteer in the City and the organisations looking for volunteers.

We have digitally transformed the way services manage their volunteers to make it more efficient and effective for volunteer co-ordinators whilst ensuring that the developments respond to, complement and add value to existing volunteering information arrangements in the City.

Working collaboratively has enabled the Council to draw on local volunteering expertise and ensure good practice. The sharing of both skills and budgets has provided a sustainable way forward, enabling the Council to achieve its ambition to engage, support and monitor its volunteers. The voluntary and community sector benefits through the launch of a more efficient and accessible volunteering brokerage platform, and communities are able to seek and find volunteering roles and support in a more simple and streamlined way.

Working together to develop this system has strengthened understanding from all sides, which builds other areas of collaboration around volunteering between Community Works and the Council.

# Citywide Connect

Tackling social isolation and loneliness and the impact this has on people's lives is everyone's business. Social isolation and loneliness costs people, communities and statutory services money. Citywide Connect creates an environment that unlocks the potential of all sectors -public, private, voluntary, community, faith, social enterprise and emergency services- to foster greater collaboration across sectors via an asset and place based approach.

The activities and benefits that result from the Citywide Connect Team's outreach work, Locality Hub events, and use of resources such as 'It's Local Actually' and 'Connect & Share' are demonstrating the potential of how cross-sector collaboration can create significant change and benefits for older people, organisations and systems across Brighton & Hove. Citywide Connect is enabling participants to reach more people and increase take-up of services; to raise awareness; make better use of low cost/free assets and achieve resource efficiencies and savings. All of which have the potential to reduce pressure on costly and acute services.

Citywide Connect is demonstrating the power and strength that collaboration across sectors can achieve. It is unlocking opportunities. It is enabling joint solutions to emerge that make a real difference to peoples' lives. It is facilitating sustainable change. It is improving lives and saving money. It has the potential to unlock between £3m and £12m in preventative value savings.

Trusting relationships have been built enabling over 400 action pledges to have been made, for example BHESCO's home visits now incorporate falls prevention activity so they can identify and prevent primary risks

# 3. Collaborative Services and Organisations

## What are collaborative services and organisations?

Collaboration across services and organisations can drive innovation, enthusiasm and the talent of workers, service users and communities. It creates opportunities to break down silos and maximises efficiency. However, *'quality services to the public are not an end in themselves but a means to supporting residents to achieve their own ends and aspirations'* [3]. In order to support these aspirations, services and organisations across all sectors need to harness and build on a positive ethos to capitalise and enhance collaborative approaches.

Key features of a collaborative service or organisation, they:

- Design their services to think about the 'whole', providing holistic outcomes, and are willing to join forces with others
- Are committed to working with service users and residents as co-producers; recognising and removing any barriers people might have to collaborating with them
- Are willing to be more creative and pioneering when designing and delivering services
- Develop joint outcomes and integrated delivery approaches
- Are willing to share resources and explore pooled or joint funding

## What are the benefits?

When services and organisations work collaboratively with each other and with communities, there are more opportunities to increase community involvement, build a shared understanding and joint vision, to provide the right service that communities will engage in. Joint working increases knowledge and skills for all parties and creates shared responsibilities across organisations and communities, enabling them to problem-solve together. This facilitates innovative approaches to developing services and activities and allows for pooling of resources or funding, bringing additional funds that may not have been available if working alone.

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[3] Collaboration Readiness – Collaborate

## How will we know if we have collaborative services and organisations?

1. Feedback from residents and communities through resident satisfaction surveys, complaints and compliments, plus peer reviews carried out across departments and sectors
2. Amount of funding that has been gained and pooled to make use of limited resource
3. Capturing when diverse communities, residents and businesses are working with services to develop shared solutions
4. Demonstrate less demand on crisis services

## What needs to be in place?

- Shared visions or goals across organisations
- Agreed protocols for joint working
- Joint understanding of risks and opportunities
- Senior leaders to promote, model and support strategic and operational collaborative practice
- Cross-sector learning and training opportunities
- Promotion of guidance on co-production
- Solution-focused integrated local services
- Cross-sector data-sharing agreements developed
- Diversity and inclusion awareness

## Finally we will commit to…

The contribution of all parties to working collaboratively, no single service or organisation can achieve change alone.

### THE COMMUNITY INITIATIVES PARTNERSHIP

The Community Initiatives Partnership chaired by East Sussex Fire and Rescue Service (ESFRS) includes members from teams across BHCC (Adult Social Care, Housing teams, Health and Safety), Carelink, Sussex Police, Clinical Commissioning Group (CCG), and a range of Community & Voluntary Sector partners. City-wide partners are united under the shared mission statement of "keeping vulnerable people safe in their living environment". This is an outcome-focused group whose aim is to make every contact count and make a real difference. Each meeting takes a theme identified by partners as a priority and develops a framework for tackling the issue - such as new referral pathways, shared training, and resources. The agreed approach is always person-centred and multi-agency. The group has developed a joint asset register of services and seeks to provide a joint public-facing communication to address local identified needs.

"The CIP has succeeded in bringing together a range of partners under a common goal. Working together in this way we can maximise our reach, avoid duplication and make best use of our joint resources. We have seen real results including increased referrals under the Carelink initiative and the development of the hoarding partnership framework. The partnership is also focusing on resident welfare and safety within high rise properties." *Nigel Cusack, Borough Commander for Brighton and Hove ESFRS"*

# 4. Collaborative Places

## What is a collaborative place?

Strong, successful places are defined and shaped by the people that live and work in them. They support community resilience, reduce social isolation and provide successful futures for people. Successful places need public services, business and communities to be working together, breaking down professional boundaries and focusing on the greater goal of supporting both people and places.

Key features of a collaborative place:

- Residents and small community groups are supported and enabled to deliver locally responsive activities and services, e.g. neighbourliness, better/cleaner public spaces, safer places and community events and activities
- Areas with strong community groups, able to interact with public service providers, local businesses and other voluntary sector organisations
- Good access to local services, e.g. school, youth service, the local GP, pharmacy, dentist, transport
- Good access to essential businesses e.g. local shops, cash point, post office
- Strong community leadership
- Residents and groups that work together to use and access diverse social spaces, including faith based buildings
- Good access to information and digital technology
- Good access to education, training, learning and employment opportunities

## What are the benefits?

Residents and communities have a greater sense of belonging to a place which is supportive and friendly, reducing isolation and creating somewhere that residents feel is nice to live. They are engaged in services and have greater knowledge and an increase in capacity and skills, which will improve their ability to volunteer, take up paid employment, and/or to design and deliver local services. Collaborative places provide a clearer understanding of how to deliver public services; there is more innovative thinking and a better understanding of the assets and resources within communities, including self-help, skills and knowledge. They provide opportunities for local leadership, and pull together services, organisations, business and local people. Working across and within places improves relationships, helps with diversifying the use and cost of community or public buildings and gives a better understanding of how to work together to reduce demand.

## How will we know if we have collaborative places?
1. Measure how decision-making and resources are being shared, which would include the use of local buildings and spaces, local leadership or governance structures, joint problem-solving and joint design or delivery of local services
2. Collect feedback from residents, communities, statutory services and businesses
3. Measure the number of collaboratively based initiatives

## What needs to be in place?

- Cross-sector support for neighbourhood based working and decision-making
- Community champions and leader across diverse communities identified, trained and with clear roles
- Buildings and space that enable digital connectivity and access to new digital technology
- Devolved community budgets
- Better use of public buildings for the community, e.g. libraries provide meeting space, activity space, learning space
- Capacity-building support to bring together range of residents and other stakeholders
- Service providers to be facilitative and responsive when working with communities
- Identify small pots of funding to seed-fund local projects
- Joint systems to link to information with services and businesses, including community newsletters and social media

## Finally we will commit to…

Developing a common narrative and understanding that enables people to see how they fit and if they are working to the same goal



**NHS**
**Brighton and Hove**
Clinical Commissioning Group

Research in Hangleton and Knoll in relation to the closure of a GP practice highlighted that some residents, particularly those with complex health needs, would struggle to get to their new assigned GP practice, which was further away.

The CCG worked with Community Transport, Benfield Valley Health Hub and the Hangleton and Knoll Project's Health Champions to support the effective and timely care of patients with complex needs.

In stage one of the project, the GP practice identified patients and Health Champions worked with Community Transport to work out the best ways to pick up patients and advised on communications so people felt safe, including support to and from the minibus. In the second stage, the Health Champions will help the GP practice to identify a wider cohort, and there will be not only health care at the GP practice but the local Community Navigator will be talking to the patients to see if they would benefit from referral to community and voluntary sector services or activities.

This has meant that patients who otherwise would have struggled to get to the practice have accessed their regular health checks, and being in the practice has meant access to both GPs and nurses, and a more holistic service than would be delivered in a home visit. Clinician time is also used more effectively by seeing more patients in the practice than would be seen through home visits. Through stage two, it is expected that the introduction of social prescribing will help support people who may be socially isolated to access support and activities. The collaboration between GP practice, Community Transport and Health Champions (local residents) has developed a cost-effective way of providing health and wider support to those with complex health needs, which it is hoped in time will provide a foundation to help reduce isolation.

# Hollingdean Children's Centre

The Children's Centre is located at the top of Hollingdean, sitting within the only local park and adjacent skatepark. Hollingdean has very few community buildings.

The community had raised the issue of a lack of access to the building at weekends for a number of years. However, with an already stretched service it was not possible to open outside of core hours. The residents in the community then approached the council to see if they could voluntarily open the Children's Centre café and toilets at the weekend.

It took some time to work through potential issues, but eventually a local charity - Hollingdean Development Trust (HDT) - took on lease arrangements, supported the volunteers and worked with the centre staff to set up a weekend community café in summer. The café has run for two summers now.

It provides access to shelter, toilets and refreshments, but also a platform for other activities and information to reach local families who would not normally drop into the centre. This has created a sense that it is a community asset rather than a public service delivery building, which has many benefits for both the community and Children's Centre. The volunteers also have many new ideas for weekend groups and activities that could run from the building and will continue to work with the centre to see what is possible.

*"It really felt that the Children's Centre was an untapped weekend resource. Maybe, we thought, with the cafe and loos open, the playground would be better used at the weekends and for longer. It can feel a bit bleak up there but we still wanted and needed our kids to play outside. Also, there were plenty of other potential users around - walkers, skateboarders, allotmenteers".*

*Hilary Silverwood, local parent*

# 5. <u>Collaborative Behaviours</u>

## What are collaborative behaviours?

To listen and respect others' views and work together in the best way within the context of resources, to consider each person or community in the context of their culture, background or position of power and how this may impact on the behaviours of either ourselves or others.  This will create common purpose and understanding that will help to build supportive and collaborative working relationships; it supports the releasing of control, collaborating across sectors and with residents. Delivering services together makes the best use of collective resources, ultimately delivering what is needed.

Key features of collaborative behaviours are demonstrated where services, organisations and communities:

- Are approachable and aim to create good relationships based on trust
- Promote the benefits of creating shared solutions
- Encourage positive working relationships that strive to resolve conflict
- Show respect for the time and resources of others by ensuring any demands on them are necessary
- Investigate and make use of opportunities for partnership working with organisations and communities
- Be open to and value ideas, opinions, and different perspectives from everyone

## What are the benefits?

Often it is not just 'what we do' but 'how we do it' that is the key component of success. Having the right approach and set of behaviours is a vital factor in collaboration. It is not always about creating a shared culture but more around understanding each other and adapting accordingly. It is about supporting people to engage and be open about ideas, enabling us to listen to each other and to take managed risks, increasing dialogue and learning for all, which can then deliver new or different solutions to challenging issues.

## How will we know if collaborative behaviours are successful?
1. Speak to services, organisations and communities to gain feedback on behaviours, include asking about language used, approachability, and opportunities to engage and share ideas  -  even when challenging - creating good working relationships and trust
2. Look at how many services, organisations and communities are working together to share ideas and develop joint solutions
3. Develop ways to evaluate the benefits of joint projects when appropriate

## What needs to be in place?

- Understanding of differences in approaches and how behaviours can be affected by the power and status of individuals and organisations
- Agreement on a set of values and behaviours for all involved
- Leaders modelling collaborative behaviours
- Acknowledgement that acceptance and understanding brings about a shared trust
- Promotion of values and behaviours so communities and residents understand their role

## Finally we will commit to…

More open and honest behaviour as a foundation to build trust, patience, warmth and empathy.

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### BHCC Community Safety

Anti-social behaviour concerns at a supported hostel for 16-25 year old women were having a significant impact on the local community. The community safety team met with hostel residents, both one to one and as a group to discuss the behaviour, its impact & possible consequences. They worked together with the young people, staff and neighbours to provide support, training and information.

The hostel drew up a community agreement and invited their neighbours to the project to meet staff and residents and get a better understanding. Neighbours informed the community safety team that they felt listened to and supported and that the staff at the hostel were now receptive to the concerns of local residents and acted swiftly to address any reports of ASB.

Based on this successful piece of work the community safety team approached other supported housing providers and implemented similar collaborative working agreements with them. This work continues to provide advice & guidance to hostel staff on a regular basis, supporting early intervention and facilitating workshops for their occupants to help them understand the effect of their ASB on the local community. The team also facilitates community meetings, and when necessary brings hostel staff, residents and neighbours together. These joint working arrangements are now embedded in the B&H Supported Housing Action Plan.

Stevie Graves, Stopover Manager said *"The Community Safety Team has been invaluable in working with young people in a totally non-judgemental way to show them the impact of their behaviour on others. As a result we have been able to keep young people in placement who might otherwise have lost their tenancy."*

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# 6. <u>Collaborative Commissioning</u>

## What is collaborative commissioning?

Collaborative commissioning would mean that the commissioners from across sectors and organisations – including public, private and the third sector - would work not only with each other, but also understand the process and benefits of having an open dialogue between commissioners and providers, with an emphasis on creativity, social value and managing demand. This collaboration would support commissioners to understand and value engagement with all stakeholder voices, including those of residents and communities. This will create more responsive and refined commissioning models, providing both cost-effective and responsive services.

Key features of collaborative commissioning are:

- Involvement of all stakeholders - respecting and valuing their expertise
- Ensuring commissioners and stakeholders work together to define shared issues
- Defining and develop outcomes with all relevant communities and residents
- Having a clear and inclusive process of co-production and co-design
- Sharing decision making responsibilities and accountability
- Holding joint reviews, performance management and evaluation

## What are the benefits?

Successful, collaborative commissioning will result in residents, communities and service users having access to integrated services which are responsive to individuals' needs. Commissioners will benefit from a better perspective on the performance of a provider and there will be greater opportunities to develop services that support residents, communities and service users. For providers, collaborative commissioning will mean the opportunity to have positive conversations about provided services, with greater clarity on what commissioners expect - particularly where there may be competing priorities. Providers will also benefit from increased understanding of the commissioning cycle and associated pressures.

## How can we know if commissioning is collaborative?

1. Review the benefits of the commissioning processes and the commissioned services. This will need to be completed with providers, all relevant services users or communities and residents.
2. Capture the occurrence of providers, service users, communities and/or residents involved in the commissioning of services including how and when they provide feedback about their involvement; considering groups that have been missed
3. Identify improvements made by the collaborative commissioning process; review the functioning of the collaborative arrangements; identify further areas for improvement and share learning and good practice with other organisations across all sectors.

## What needs to be in place?

- Training for commissioners in public sector organisations to ensure a clear understanding of collaborative commissioning processes
- Maintain infrastructure organisations to support third sector providers to develop skills, knowledge and expertise in collaborative commissioning
- Shared learning approaches to support commissioned providers to understand and be able to demonstrate their impact and social value
- Maintain community development and engagement to support diverse service users, communities and residents to understand and be involved in collaborative commissioning processes
- Commissioning organisations to support the development of collaborative commissioning arrangements, to include relevant tools, guidance, skills and behaviours

## Finally we will commit to…

Collaborating with service users, providers (current and potential), service users/beneficiaries and other commissioners through each commissioning phase

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### Brighton & Hove City Council — BHCC & CCG Joint Third Sector Commission

The Third Sector Commission 2014-17 was a collaboration between funders from the City Council across three teams - the Communities, Equality and Third Sector team (CETS), Adult Social Care and Public Health - and the CCG. The CETS Team aimed to explore the pooling of resources to maximise Council and CCG investment in Third Sector organisations, to encourage Third Sector partnerships and to deliver better outcomes for residents.

The scale of funding needed a transparent and clear bidding process that any Third Sector organisation could bid to, and to make this a collaborative process the commissioners worked with a wide section of Third Sector organisations, council and CCG officers to help to develop the commissioning process.

The Third Sector organisations were involved in the assessment of need through the evaluations that they had submitted for prior work. They were also involved in the design of the outcomes for residents by attending workshops to help shape these and were able to contribute and suggest what outcomes were relevant. Community Works and the University of Brighton were included to support the development of a monitoring and evaluation process.

Working collaboratively to co-design the commissioning outcomes, process and evaluation resulted in funding 26 partnerships with funding of £1.8 million from the Council and CCG in 2017/18 and further commitments of £1.6 million in the following two years.

The impact of working together achieved a set of outcomes that were developed and signed up to by all organisations and a simplified process that enabled a range of suppliers (including new suppliers) to compete together to define and meet targets that support better outcomes for city. It shaped new creative partnerships between Third Sector organisations that are now delivering against the intended outcomes to support adults of all ages and young people to live and participate socially and economically, including tackling financial inclusion for the most vulnerable people in the city. The collaboration has also created improvements in the engagement and consultation with residents, through a more coordinated approach between the Third Sector, Council and CCG.

## Our actions for improving collaboration

This Collaboration Framework will be accompanied by a Collaboration Framework Action Plan, which will use each commitment and expand on these with specific actions. The Plan will be overseen and monitored by the Equality and Inclusion Partnership. The actions within the plan will be owned by individual services, organisations and communities, who will be responsible for implementing specific tasks and activities.

## How will it be implemented & monitored?

The Equality and Inclusion Partnership will work with its members and other stakeholders to ensure they are regularly reviewing and monitoring the Collaboration Framework Action Plan. They will be looking at how the actions in the plan are delivered and evaluated, specifically reviewing the impact of collaborative working on the way services are delivered and the outcomes for the people who receive these.

# Contacts and Acknowledgements

We would like to thank representatives from the following groups and organisations for giving their time and energy to participate in and support the development of the Collaboration Framework: