

**Brighton & Hove City Council**  
**Communities and Third Sector Development Policy 2014 - 2017**

**Introduction**

Brighton & Hove has a strong and diverse Third Sector; comprised of charities, volunteer-led community groups, social enterprises and voluntary organisations of varying shapes and sizes.

The city council regards the Third Sector as having a major role in the city's success; economically, environmentally, culturally and socially.

The purpose of this policy is to formally set out the council's recognition of and need for a thriving and diverse Third Sector. A sector that helps the city to achieve its priorities as set out in city plans such as the 'Brighton & Hove Sustainable Community Strategy' and the city council's 'Corporate Plan', for example, ensuring children and young peoples have the best start in life, vulnerable adults are supported to live healthy independent lives, culture and leisure opportunities for all, cohesive and safe communities as well as being a low waste city, protecting and enhancing the city's natural environment, and achieving value for money.

This policy demonstrates how the council's organisational values (openness, creativity, customer focus, collaboration, efficiency and respect) apply to its own work and its relationship with the Third Sector and the cities' communities.

It recognises that the Third Sector is uniquely positioned; an independent and trusted 'bridge' between citizens, communities and statutory agencies. It can act without the constraints public organisations are subject to, enabling it to be more creative in its responses. It creates added value and can draw in additional resources, particularly those not accessible or funded by local government. In recognising the value and asset of the sector and by investing in its skills and expertise, the council aims to help harness and develop them for the benefit of local people.

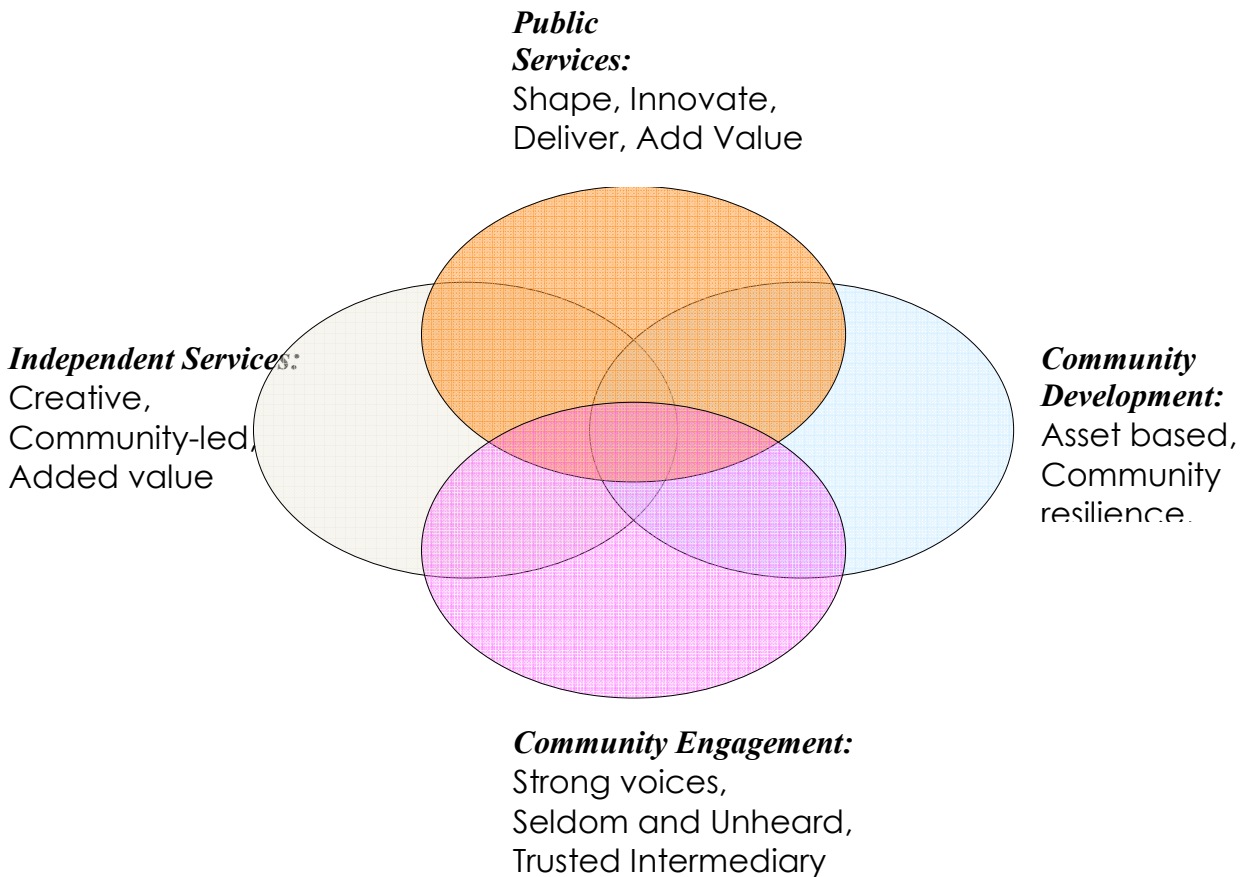
By doing so, the council is able to maximise the impact of public funding, achieve added value and better ensure value for money. This in turn enables additional resources to be levered into the city and helps to meet the needs of citizens who might not access public services.

At a time of decreasing public funding and increasing citizen demand both the council and the Third Sector is obliged to focus internally on improving their own processes and procedures, streamlining and removing duplication, as well as externally on improving their partnership and collaborative working, to ensure collectively we are making best use of all resources, capturing new funding/business opportunities and delivering best possible outcomes for citizens.

This policy reflects current austerity measures and welfare reforms, and in particular how they affect the poorest and those most traditionally excluded from statutory provision. As such, it and any associated investment will be targeted at those who are disadvantaged and or experience discrimination. The policy is mindful that the Third Sector is experiencing increased demand for its services as a result of these measures and reforms.

The council sees the Third Sector as having four critical roles:

- Creating and delivering, and continually adapting, independent services in response to citizens needs
- Informing and delivering public services to best meet the needs of citizens
- Enabling citizens and communities to have a voice and influence local decision-making
- Enabling citizen and community activity; ranging from individual volunteering to establishing Community Interest Companies. Responding to citizens needs and aspirations and making this happen by working independently or collaboratively with public services



Underpinning this policy is the council's on-going commitment to community development and community engagement, as defined in the council's [Community Development Strategy](#) and the Brighton & Hove Strategic Partnership's [Community Engagement Framework](#)

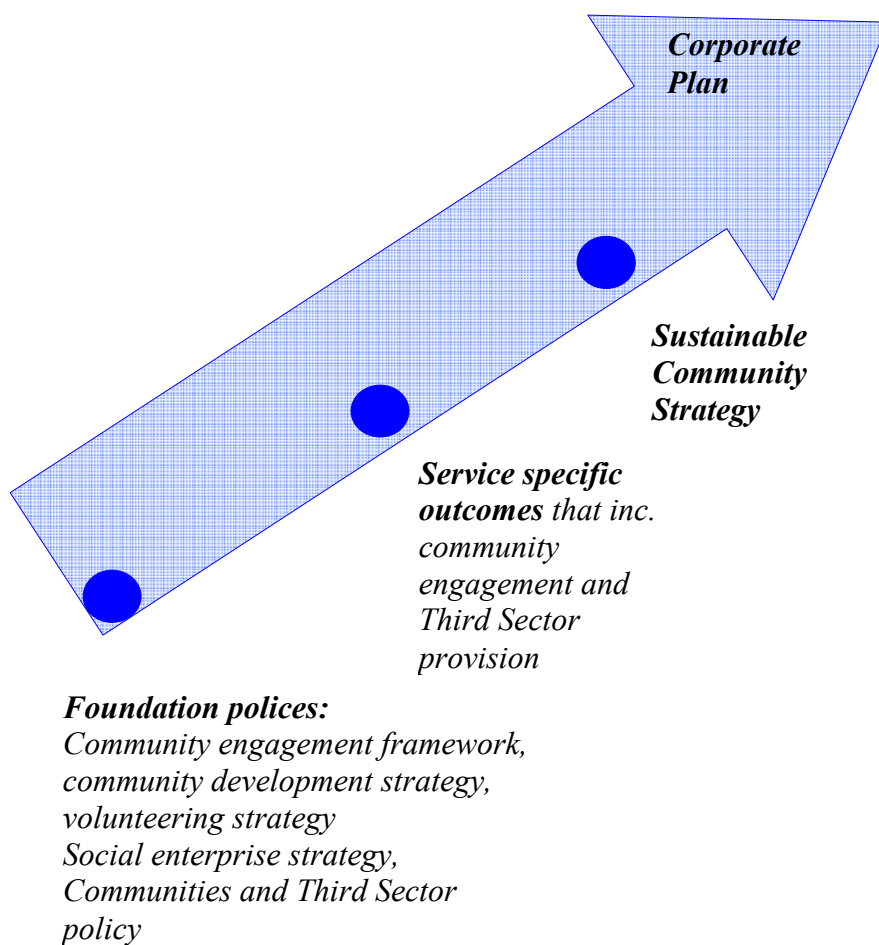
The council recognises that the citizens and communities are the lifeblood of the city and that engaged and active communities are not the by-product of a successful city but a prerequisite for its success. It is the community and voluntary activity of local people that builds sustainable and resilient communities. This policy seeks to support and build on this, supporting the idea that 'people can' rather than 'cannot'.

Community Development as provided by the sector is important in that it supports and advocates community and voluntary activity itself. Without Third Sector organisations

and their delivery of community development some public services would struggle to reach citizens.

In addition service user engagement is critical to providing effective and successful services. The Third Sector can play a vital role in connecting services with service users.

This policy, similar to the Community Engagement Framework, the Community Development Strategy, and the volunteering strategy; [Joining The Dots](#), should be viewed as an aid to the delivery of service specific strategies and plans, as well as being in line with overarching plans like [Sustainable Community Strategy](#) and council's [Corporate Plan](#)



## Evidence Base

To ensure this policy is robust, comprehensive and fit for purpose, research has been undertaken to review data and intelligence reports about Third Sector and its role. These reports considered various issues, but of particular value to this policy was information about its relationship with citizens and communities, volunteering options, and independent and public service delivery.

We also engaged with a range of individuals, groups, and organisations from across the city to learn directly from them and listen to their needs; these were considered as

part of the policy development process. An equality impact assessment was undertaken.

The research highlighted that at both national and local levels there was a plethora of policy drivers for supporting engagement with and capacity building of communities and Third Sector to play a role in meeting citizens and contributing to the social, economic, environmental and cultural health of localities, either collectively with the state or independently. For example at national level Government is investing in local communities by giving them new rights, increase volunteering and social action in the community; increase how much and how often people donate to charity; encourage community action; making it easier to set up and run a charity, social enterprise, or voluntary organisations. More locally Brighton & Hove has committed to investing and supporting the Third Sector through the formulation of this policy and associated implementation plan

Using information from Taking Account 2008– Social and economic audits of the Third Sector in Brighton & Hove we can see that

*Economic impact* – Brighton & Hove has at least 1,600 community groups and voluntary organisations, providing at least seven per cent of the city's employed positions. The income of the Third Sector in Brighton & Hove is approximately £55 million per year. Much of this is spent in Brighton & Hove on local projects, which creates further economic benefits so that the Third Sector contributes £96 million to the Brighton & Hove economy each year.

*Volunteering Impact* - There are 19,200 volunteer positions in Third Sector organisations in Brighton & Hove. There are 11,200 positions on management committees and boards of Third Sector organisations and many of these will be filled by these volunteers. Volunteers donate 57,600 hours per week to Third Sector organisations in Brighton & Hove. If volunteers were paid for their work at the same rate as workers in the Third Sector then their weekly salary bill would be £520,000. Thus, in financial terms, the time that volunteers donate to the city's Third Sector organisations each year is worth approximately £24 million

Please note that the data in the above section will be updated as soon as the imminent Taking Account 3 Social and Economic Audit Survey analysis is completed

In addition, the research considered the current census 2011 data against current commissioning and investment plans for engagement and Third Sector capacity building and found that either through commissioning or direct public sector provision, over the last few years, engagement and capacity building work with older people, young people, social housing tenants was considerably more in comparison to BME, disabled, LGBT, faith and parents and carers.

From this qualitative and quantitative information we developed the aims and objectives of this policy. The information also fed into the 'Communities and Third Sector Commissioning Prospectus 2014-2017'.

## **Policy Outcome, Aims and Objectives**

This policy sets out the council's overarching outcome, and a series of aims and objectives for focus between 2014 -2017.

## Overarching Policy Outcome

This policy will help:

**'To ensure that the city has an increasingly efficient and more effective Third Sector; one that is ready and able to bid for and deliver public services, that enables citizens and communities to have a strong voice in decision making about public services and supports community resilience and well-being through independent citizen and community activity. That the council's culture and systems enable a collaborative and productive relationship with the Third Sector making the best use of its flexibility, creativity and added value'.**

## Policy Objectives

This policy sets out the councils five objectives to achieve the outcome;

**Sustainable and Effective Third Sector:** Ensure that Third Sector groups and organisations in the city have access to high quality, local infrastructure support. This support will enable them to be more efficient, effective and sustainable in increasingly complex funding environments and service users demand.

**Effective and Inclusive Community Engagement:** Ensure that Third Sector groups and organisations are able to deliver high quality community engagement with Communities of Identity, Interest and Place. Particularly engaging with marginalised groups and communities, and people not already engaged; so that communities are better able to inform council decision making.

**Strong Communities:** Ensure that Third Sector groups and organisations are able to deliver high quality community development taking an asset based approach; such that it improves community well-being, resilience and builds social capital.

**Better Collaboration:** To support and enable high quality collaboration between communities, the Third Sector and the council to improve the design and delivery of public services and, maximises the impact of public investment

**Sustainable Resourcing and Support:** To ensure there is high quality council resource and support available that will continually improve strategic and operational work between the council and the Third Sector

## Further Detail on the Policy Objectives and Aims

The policy objectives as described above are each supported by a set of aims. These are the measures by which we will know we are making progress towards our objectives during the period of the policy.

### Objective 1 - Sustainable and Effective Third Sector

Ensure that Third Sector groups and organisations in the city have access to high quality, local infrastructure support. This support will enable them to be more efficient,

effective and sustainable in increasingly complex funding environments and service user's demands.

### **Our aim is that:**

Infrastructure support services are:

1. Joined up and providing an understandable and accessible pathway of support for groups and organisations; that link and maximise the impact of different infrastructure organisations - their skills, knowledge and resources; that avoid duplication and have defined partnership arrangements. This includes linking between universal and specialist support.
2. Supporting small and grass roots organisations in their work, helping them thrive and develop as appropriate
3. Supporting organisations of all sizes (including social enterprises) to develop sustainable business skills and models that can identify funding approaches which include council and non-council sources.
4. Supporting organisations of all sizes to continually improve their ability to evidence and articulate their contribution, impact and value
5. Supporting groups and organisations to improve their equality and social value approaches and standards
6. Supporting groups and organisations working with communities with protected characteristics; with priority for marginalised BME, disabled (including carers), gender, LGBT, community-based faith groups, and those groups dealing with poverty and exclusion
7. Supporting groups and organisations to have high quality, equal opportunity volunteering integrated into their service delivery and organisational structure, and are working to the principles in the city's volunteering strategy 'Joining the Dots'
8. Improving collaborative working between Third Sector organisations. This includes linking up existing services and projects as appropriate, developing new partnership models for service delivery. This to include joint exploration of sharing practices, expertise, knowledge, skills and assets.
9. Facilitating groups and organisations to communicate and share information, knowledge and expertise, and that are supporting sector representation in the city's Local Strategic Partnership and associated partnerships
10. Supporting groups and organisations to make the most effective and efficient use of IT and digital/social media for the benefit of their organisation and their beneficiaries

11. Supporting a reciprocal relationship between the council and the Third Sector about their respective skills, expertise, value and constraints, helping to foster collaboration and respecting the role of the sector as 'critical friend'
12. Supporting improved collaboration between the Third Sector, city council and the business sector to access and secure resources to deliver city priorities

## **Objective 2 - Effective and Inclusive Community Engagement**

Ensure that Third Sector groups and organisations are able to deliver high quality community engagement with Communities of Identity, Interest and Place. Particularly engaging with marginalised groups and communities and people not already engaged; so that communities are better able to inform council decision making.

### **Our aim is that:**

Organisations delivering community engagement are:

1. Following the standards for engagement as set out in the city's 'Community Engagement Framework'
2. Supporting communities to research and articulate their needs and issues, and feed into council decision making; with priority given to the most disadvantaged neighbourhoods, BME, disabled (including carers), gender, and LGBT communities
3. Providing mechanisms whereby the council can engage with and feedback to communities
4. Supporting individuals and groups who have become engaged in order to access other opportunities (either inside or outside of the organisation) with a view to further developing their individual or group skills, knowledge, interest, or activities
5. Incorporating social and digital technology as a community engagement tool to compliment traditional methods, and supporting communities to engage with the new technologies themselves.

### **Objective 3 - Strong Communities**

Ensure that Third Sector groups and organisations are able to deliver high quality community development taking an asset based approach ; such that it improves community well-being, resilience and builds social capital.

#### **Our aim is that:**

Organisations delivering community development are:

1. Working to the principles set out in the council's 'Community Development Strategy'
2. Building the capacity of communities to develop groups and services that meet their needs - both independent of and in line with, council priorities
3. Facilitating communities of interest, identity and place to work together, and with other Third Sector organisations, businesses and the council to share experience, knowledge, learning, joint opportunities
4. Empowering communities to build on their own skills, knowledge, creativity and resources
5. Enabling communities of interest and identity within neighbourhoods/wards to identify and articulate their needs and develop solutions at either neighbourhood and/or citywide level
6. Continually improving their equality standards, practice and accessibility
7. Supporting individuals and groups that get involved to access other opportunities (inside or outside of the organisation) to further develop their individual or group skills, knowledge, interest, activity
8. Incorporating the use of social and digital technology as a community development tool to compliment more traditional methods and supporting communities to engage with technology
9. Capturing and promoting the value and impact of community development
10. Ensuring citizens involved in community development are acknowledged, rewarded and celebrated for their contributions

### **Objective 4 - Better Collaboration**

To support and enable high quality collaboration between communities, the Third Sector and the council to improve the design and delivery of public services, maximising the impact of public investment

#### **Our aim is that:**



The city council and Third Sector are:

1. Co-producing, where appropriate, council policy, investment frameworks and processes that improve outcomes for citizens and allow for Third Sector and Public Sector provision
2. Collaborating to continually improve, strategic and operational working relationships between the council and the Third Sector
3. Establishing an annual commissioning prospectus that will over time, include all commissioning opportunities suited to a prospectus approach and open to the Third Sector, providing a more open, fair, transparent, joined up process. This including continual improvement of funding application, evaluation and monitoring processes
4. Improving council contract management arrangements, to include making performance management arrangements more transparent and proportional to the complexity of the work and size of funding
5. Collaborating to ensure council culture, procedures, learning and development supports council staff to engage, collaborate and co-produce effectively and creatively with communities and Third Sector
6. Establishing a citywide partnership involving all public organisations and the Third Sector focused on developing and improving joint working relationships
7. Collaborating to improve joint work with the private sector to deliver corporate social responsibility alongside public and Third Sector priorities.

## **Objective 5 - Sustainable Resourcing and Support**

High quality council resource to continually improve strategic and operational work between the council and the Third Sector

### **Our aim is that:**

The council is:

1. Facilitating the development of partnership working between the council and the Third Sector to deliver key national government and council initiatives and secure national and international funding
2. Signposting Third Sector organisations to funding and investment opportunities that arise within and across council directorates
3. Realigning council's strategic grant programme to the policy aims and objectives
4. Exploring other funding mechanisms/roles the council can provide/play to support the Third Sector

5. Developing and improving knowledge and understanding of the Third Sector within all directorates of the council, and learning and development opportunities that improve staff skills to work collaboratively with communities and the Third Sector
6. Ensuring regular analysis of the social and economic value and contribution of the Third Sector, volunteering and community activities is carried out and disseminated widely

## **Glossary**

### **Asset based community development**

Asset-based community development (ABCD) is a methodology that seeks to uncover and use the strengths within communities as a means for sustainable development.

The first step in the process of community development is to assess the resources of a community through a process of talking to the residents to determine what types of skills and experience are available. The next step is to support communities, to discover what they care enough about to act. The final step is to determine how citizens can act together to achieve those goals. Asset-based community development draws upon existing community strengths to build stronger, more sustainable communities for the future

### **Co-production**

Co-production is a new vision for public services which offers a better way to respond to the challenges we face - based on recognising the resources that citizens already have, and delivering services with rather than for service users, their families and their neighbours.

### **Community**

The Brighton & Hove Community Engagement Framework sets out a range of useful definitions of 'community'. These were created through extensive city wide consultation with community and voluntary organisations and members of the public.

The results and statements therefore have strong foundation and acceptance:

The term "community" is used to describe the common bonds that arise as a result of living in the same neighbourhood, or having some common identity or interest.

This definition of 'community' also recognises that different people identify themselves in different ways, (and at different times), and that we should be

sensitive to this when carrying out any type of engagement activity. Moreover, the strategy recognises that people who see themselves as members of a community are also individual citizens.

The places in which we live, work and socialise will often include the people we share our lives, interests and backgrounds with. It may be a place with a physical or locally agreed boundary or simply a shared understanding or 'feeling' about a place – this is commonly defined as – **a community of place**.

Across the city and within the areas in which we all live, some people define themselves in addition to their community of place. This is quite often as part of a group of people with a shared interest or identity/experience – this is described as communities of interest or identity.

#### **A community of interest or identity can include:**

- People who identify themselves or are identified by society, by demographic characteristics, for example, children and young people; faith groups, older people, Black and minority ethnic people, lesbian, gay, bisexual and transgender people or people with a shared social background,
- People with a shared or similar interest, for example, in climate change, art, a local school or allotment,
- People with a similar or the same profession or place of work, for example, hoteliers, council workers, police officers, health professionals, business associations.

### **Community Development**

In 2004, the council adopted the following definition of Community Development, (which is taken from The Federation of Community Development - <http://www.fcddl.org/home>),

“Community Development is a long-term, value based process which aims to address imbalances in power and bring about change founded on social justice, equality and inclusion. The process enables people to organise and work together to:

- identify their own needs and aspirations
- take action to exert influence on the decisions which affect their lives, improve the quality of their own lives, the communities in which they live, and societies of which they are a part.”

### **Community Engagement**

The Brighton & Hove Community Engagement Framework provide an agreed city definition for community engagement.

It recognises that there are many different words used to describe community engagement – ‘participation’, ‘involvement’, ‘consultation’ and ‘research’ are just a few and that all are types of engagement. All are equal in merit. However, because we use the term community engagement to mean any and all of them it can be confusing.

The Framework defines community engagement in Brighton & Hove as incorporating the following range of activity:

- Informing - to provide the community with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.
- Consulting - To listen to community and individual feedback on analysis and choices. Consider their input, and feedback results.
- Involving - To work directly with the community throughout a process to ensure that concerns and aspirations are consistently understood and taken into consideration
- Collaborating - To partner with the community in each aspect of the decision, including the development of alternatives and the identification and delivery of the preferred solution.
- Empowering - To place decision-making in the hands of the community. This may happen as a result of increased engagement between communities and public bodies or as a result of communities taking action themselves.

### **Grass root organisations**

A grassroots organisation is a self-organised group of individuals pursuing common interests through a volunteer-based, non-profit organisation. Grassroots organizations usually have a low degree of formality but a broader purpose than issue-based self-help groups, community-based organisations or neighborhood-associations

### **Infrastructure support**

In this context, capacity, or capability building, is work that develops the skills, knowledge, and resources of community groups and voluntary sector organisations in order to improve governance and increase their ability and effectiveness in the delivery of services. This is often known as infrastructure support services.

Capacity is a measure of an organisation's capability and potential to apply appropriate skills and resources to accomplish its goals and satisfy its stakeholders' expectations.

High capacity organisations have: strong leadership, professional expertise, and good physical resources so as to deliver the range, volume and quality of services consistent with their mission; and the potential to extend the reach or variety of their services.

Low capacity organisations may be limited by: weak management and governance structures; a lack of management, financial or business skills; and a lack of physical assets needed to support core activities.

Capacity building refers to activities that help organisations to develop skills and resources so that they can achieve their objectives and serve their stakeholders more effectively. Public and private sector organisations fund this development from their own resources (including debt and equity financing in the private sector).

Third sector organisations, particularly smaller ones, are less able to do so as: many do not generate surpluses to invest in this area; there is limited access to investment financing; and donors generally prefer to pay for projects which deliver visible results, rather than fund 'behind-the-scenes' activities.

Community and voluntary sector 'infrastructure organisations' are umbrella organisations that support and advise groups in the community and voluntary sector who otherwise may have limited or no access to information, training, or representation. Many small groups rely on their 'infrastructure organisations' to provide them with up-to-date information, legal guidance, financial services and employment advice.

Infrastructure services can be described as the physical facilities, structures, systems, relationships, knowledge and skills that exist to support and develop, coordinate, represent and promote frontline providers of services, thus enabling them to deliver their services more effectively. These can include advocacy and providing a voice to other groups and organisations, facilitating partnerships between providers and increasing awareness of the voluntary and community sector amongst key audiences. The services should then enable organisations to better:

- define and achieve their objectives;
- engage in consultation and planning;
- manage projects;
- take part in partnerships, social enterprise and service delivery.

In Brighton & Hove there are a wide range of infrastructure and capacity building services available, most of which are provided or funded directly by the Council. In identifying future options in this paper it is important to consider the wider context of provision and to ensure that the Council commissions services that do not duplicate other services.

Some organisations have access to national or regional parent organisations, for example sports clubs with their governing bodies and Citizens Advice Bureaux with their national body. There are also national and regional infrastructure organisations whose role is to support local infrastructure providers. In Brighton & Hove, the community and voluntary sector can access infrastructure support from a range of organisations, both issue-specific like running community buildings or more general.

Many different organisations are providing support on the same topic; albeit not necessarily targeted at the same groups or provided in the same way. Specifically there is a perception of a lack of continuity from the provision of information on a support need, to in depth one to one support. A frontline organisation may need to get information from one provider, training from another and one to one support from yet another provider. This is most acutely felt by emerging, small and medium sized organisations. A disparate and

diverse infrastructure support sector has resulted in gaps in the 'support continuum', and a disjointed or patchy support offer to the local sector.

## **Public Sector**

The public sector refers to the part of the economy concerned with providing basic government services. The composition of the public sector usually includes such services as the police, military, public roads, public transit, primary education and healthcare for the poor. The public sector might provide services that tax payer cannot be excluded from (such as street lighting), services which benefit all of society rather than just the individual who uses the service (such as public education), and services that encourage equal opportunity.

## **Social capital**

Social capital does not have a clear, undisputed meaning, for substantive and ideological reasons. For this reason there is no set and commonly agreed upon definition of social capital. Example of three definitions of social capital:

- 'friends, colleagues, and more general contacts through whom you receive opportunities to use your financial and human capital'
- 'the web of cooperative relationships between citizens that facilitate resolution of collective action problems'
- 'the ability of people to work together for common purposes in groups and organizations. Social capital can be defined simply as the existence of a certain set of informal values or norms shared among members of a group that permit cooperation among them'

## **Social value**

The National Association of Voluntary and Community Action (NAVCA) notes Social Value as about maximising the impact of public expenditure to get the best possible outcomes, considering more than the financial transaction. It includes, but certainly isn't limited to: happiness, wellbeing, health, inclusion, and empowerment. These types of value often accrue to different people, communities, government department or organisations and are not always easy to measure.

Social value has no single agreed definition. Here are two:

- "Additional benefit to the community from a commissioning/procurement process over and above the direct purchasing of goods, services and outcomes".
- "Social value asks the question: 'If £1 is spent on the delivery of goods, services and outcomes, can that same £1 also be used, at the same time, to also produce a wider benefit to the community?'"

## Third Sector

The Third Sector comprises not-for-profit and non-governmental organisation. It is a term which encompasses the voluntary and community sector (VCS) and not-for-private-profit organisations, e.g. social enterprises (SE) and charities. These can also be referred to as civil society organisations or not for profit sector.

The Third Sector includes a very diverse range of organisations including some or all of the following components: Voluntary organisations, Community groups, Tenants and residents groups, Faith groups, Housing Associations, Most co-operatives and social enterprises (provided all profits are retained for the benefit of the members or community served), most sports organisations, arts groups and organisations, grant making trusts, health trusts and private clubs

Organisations can take a variety of forms including one or more of the following:

- Mutuals
- Community interest companies
- Industrial and provident societies
- Not for profit trade associations
- Charitable trusts
- Companies limited by guarantee
- Unincorporated groups

Three qualities unite the community and voluntary sector:

- Independence from government; this is also an important part of the history and culture of the sector
- 'value-driven'; this means the sector is motivated by the desire to achieve social goals (for example, improving public welfare, the environment or economic well-being) rather than the desire to distribute profit
- Not for personal profit; any surpluses generated in the pursuit of their goals are reinvested.