

<b>Subject:</b>	<b>Brighton and Hove Collaboration Framework</b>		
<b>Date of Meeting:</b>	<b>3 July 2017</b>		
<b>Report of:</b>	<b>Executive Director Neighbourhoods, Communities and Housing</b>		
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<b>Ward(s) affected:</b>	<b>All</b>		

## **FOR GENERAL RELEASE**

### **1. PURPOSE OF REPORT AND POLICY CONTEXT**

- 1.1 The purpose of this report is to give members an oversight of the new city Collaboration Framework and to agree the principles, guidance and commitments set out in the Framework. The Collaboration Framework will complement the existing Community Engagement Framework and is designed as a practical tool and a policy document that is centred on collaborating for better outcomes, with and between residents, across services and sectors. This work is part of the wider Communities and Neighbourhoods Portfolio.
- 1.2 The report highlights the need for widespread effective collaboration. It acknowledges that many organisations in Brighton and Hove already collaborate effectively but there is still room for improvement. The city's partnerships form an excellent foundation; however, the aim of the Framework is to get every service in the city to rethink how it operates and consider how, through better or more collaboration, they can maximise the impact of their work for the benefit of service users or beneficiaries. When time and funding is limited there can be a tendency for services to turn inwards rather than outwards and collaborate.

### **2. RECOMMENDATIONS:**

- 2.1 Agree the principles, guidance and commitments set out in the Brighton and Hove Collaboration Framework
- 2.2 Agree the council's commitment to collaborative working and to being an active partner in embedding this in practice through the development of a cross-sector steering group to develop and implement a Collaboration Action Plan.

### **3. CONTEXT/ BACKGROUND INFORMATION**

- 3.1 Public services are facing increasing and sustained demand at a time of reducing resources. National and local evidence shows that no single service/organisation can address the root cause(s) of these demands on its own. Therefore in the context of reducing budgets there is a need to take collaboration more seriously by being systematic about the way we support individuals, organisations and

systems to work together in a way that blurs traditional boundaries and challenges preconceptions and assumptions.

- 3.2 In 2007, the Community Engagement Framework was developed to support organisations across the public and third sector to improve their understanding and practice of engaging and consulting with residents and communities. Ten years on, we have a deeper understanding that only by working in a truly collaborative way across sectors and departmental silos, with communities and residents, do we create long-term and sustainable change. Therefore we acknowledged that there was a need to develop a Collaboration Framework that would create a shift from consulting and engaging to co-production, co-design and genuine collaboration. The Framework demonstrates a clear commitment across the public, private and third sectors to working better together for the good of the city.
- 3.3 The Collaboration Framework has drawn on evidence and information from:
  - Brighton and Hove Fairness Commission
  - Brighton and Hove Health and Well-Being Strategy
  - Brighton and Hove Sustainable Community Strategy
  - BHCC Value and Behaviours Framework
  - BHCC Corporate Plan
- 3.4 It has also drawn on national research and evidence such as [Managing Demand: Building Future Public Services - RSA](#), and [Collaboration Readiness – Collaborate](#). The [RSA](#) suggest genuine collaboration 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 more fitting services. This Framework is also intended to reflect a national trend towards collaboration and prevention as a means of driving down costs. The Collaboration Framework supports long-term prevention including managing demand and supporting the development of early action.
- 3.5 The Framework aims to help deliver cost savings by encouraging services to consider new collaborations, for example integrated management, integrated services at the point of delivery, collaborative commissioning and/or co-production. Also by valuing investment in communities to become more resilient and resourceful.
- 3.6 The Collaboration Framework will be owned by Brighton & Hove Connected (BHC) and led by the Equality and Inclusion Partnership. A sub group of the Equality and Inclusion Partnership consisting of the Brighton and Hove Clinical Commissioning Group, Sussex Police, East Sussex Fire & Rescue Service, the city council and the Community and Voluntary Sector has led the development of the Collaboration Framework. Following approval of the Framework by the council, other partners and BHC, the steering group's focus will be on producing a Collaboration Action Plan to deliver on the commitments in the Framework.
- 3.7 Final sign off for the Collaboration Framework will be through the City Management Board and Brighton & Hove Connected.

## 4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 No alternative options were considered. National and local evidence led to a clear rationale to develop a cross-sector Collaboration Framework, which would enhance and develop collaborative working approaches and practice, and continue to improve public services within the context of reducing budgets and create better outcomes for communities and residents.

## 5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 The city's Equality and Inclusion Partnership has driven and led the work through a cross-sector steering group. This steering group was made up of representatives from the city council, Community and Voluntary Sector, the Police, Fire Service, Health and the CCG. Representatives from the steering group have taken the Collaboration Framework through numerous channels and Boards within their own organisations.
- 5.2 A large workshop involving over 24 community and voluntary sector organisations and individuals was held as part of a Community Works' conference at the early stages of the Collaboration Framework development.
- 5.3 The full Equality and Inclusion Partnership, which has representatives from the council's three political groups, has considered and inputted into the document at several of its meetings, and the council's Executive Leadership has also considered the Framework in detail.

## 6. CONCLUSION

- 6.1 The Collaboration Framework offers the opportunity to lead the way in enhancing our collaborative thinking and practice, moving out of the traditional and into future progressive ways of working together. It 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<sup>1</sup>' to provide a common understanding of how collaborating can offer positive outcomes for all. The Collaboration Framework sets clear and specific guidelines for collaboration. It identifies priority commitments to be progressed by Brighton and Hove Connected and its members.

## 7. FINANCIAL & OTHER IMPLICATIONS:

### Financial Implications:

- 7.1 Implementing the principles, guidance and commitments set out in the Brighton and Hove Collaboration Framework may have financial implications for the council but these will be considered as the action plan is developed and brought back to decision making committees as necessary. The development of the

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<sup>1</sup> <https://collaboratecic.com/>

steering group will be managed from current budget resources within the council's Communities, Equalities and Third Sector (CETS) service.

*Finance Officer Consulted: Name: Monica Brooks Date: 15/06/17*

Legal Implications:

These proposals for a new city Collaboration Framework aim to enhance the effectiveness of the authority and its partners in achieving outcomes for people in the city. Agreeing the recommendations of this Report and committing to the Brighton and Hove Collaboration Framework will not, however, impose any new or binding obligations on the Council.

*Lawyer Consulted: Victoria Simpson ate: 07/06/17*

Equalities Implications:

- 7.2 Through a range of previous and current engagement activities there is a good understanding of the barriers the city's diverse communities face to collaborating either with each other or with public or voluntary sector organisations. The Framework has incorporated this learning into the document and thus the equalities implications have been incorporated directly into the document.

Sustainability Implications:

- 7.3 It is widely accepted that sustainable communities are those that are collaborative within themselves and with other stakeholders; making best use of everyone's assets to solve problems and build resilience. A principal aim of the Framework is to explicitly recognise the value of collaborative communities, services and organisations and provide a policy platform for greater and better collaboration.

Any Other Significant Implications:

- 7.4 None

## **SUPPORTING DOCUMENTATION**

### **Appendices:**

1. Brighton & Hove Collaboration Framework

#### Crime & Disorder Implications:

- 1.1 As a member of the Equality and Inclusion Partnership Sussex Police has inputted into development of the Framework to ensure that it fits with and supports the Police Service's approach to collaborating with communities to build trust, improve public safety and promote community cohesion.

#### Risk and Opportunity Management Implications:

- 1.2 The Framework provides an excellent opportunity to establish a clear understanding of collaboration across the stakeholders involved in Brighton and Hove Connected and agree a set of commitments that drives up the collaboration practice of all partners. The risks are ensuring that both statutory agencies and communities have the capacity, skills and attitude, at a time of financial pressure and reducing resources to work collaboratively.

#### Public Health Implications:

- 1.3 The Framework will support communities and services to improve the health and wellbeing of local residents. Developing and improving existing collaborative approaches is essential to realise the benefits of action to improve health at the level of individuals, communities and place and to reduce health inequalities. The approach set out in the Framework is strongly supported by evidence from local Joint Strategic Needs Assessments and Public Health Annual Reports.

#### Corporate / Citywide Implications:

- 1.4 There are city-wide implications as the Framework has been commissioned and will be adopted by the Brighton and Hove Connected and therefore apply to all the members of the Connected Partnership. It will also have implications for all directorates within the Council.

