



The Brighton and Hove

COMPACT

AND CODES OF PRACTICE 2009

INTRODUCTION

Increasingly public, private and third sector organisations in Brighton and Hove are required to work together to establish more co-ordinated planning and action to deliver solutions, innovation, continuous service improvement and renewed local democracy.

The Compact provides the basis for developing approaches to partnership working between local government and the third sector and other sectors. It supports the development of constructive working relationships, overseen by the Local Strategic Partnership (the 2020 Community Partnership) and underpinned by the Local Area Agreement.

The Signatories* to the Compact are:

- Brighton & Hove City Council
- NHS trusts serving the population of the city of Brighton & Hove, including NHS Brighton & Hove, Brighton and Sussex University Hospitals NHS Trust, South Downs Health NHS Trust, Sussex Partnership NHS Foundation Trust and South East Coast Ambulance Service NHS Trust
- Brighton & Hove Community and Voluntary Sector Forum**
- Community University Partnership Project, University of Brighton
- Department of Work and Pensions
- East Sussex Fire and Rescue Service
- Government Office of the South East
- Sussex Learning and Skills Council
- Sussex Police
- Sussex Probation
- Universities of Brighton and Sussex
- 2020 Community Partnership (The Local Strategic Partnership) and wider family of partnerships

*Signatories are from hereon referred to as partners

**Including all CVSF member organisations

COMPACT AIMS AND OBJECTIVES

- Improve communication, common understanding, collaboration, trust and respect between the third sector and the statutory sector.
- Set a framework for effective consultation, representation and partnership working including agreeing definitions, shared values and joint and distinct undertakings.
- Set out the principles for developing working relationships between the third sector and the statutory sector.

All Partners recognise the value of:

- Sharing the common objective of working for the benefit of the communities of Brighton & Hove and providing high quality, accessible services.
- The distinct roles undertaken by the third sector, the statutory sector and other partners.
- Voluntary action undertaken by individuals and organisations that is fundamental to the development of a democratic, socially inclusive society.
- The essential and significant contribution made by each sector to improving the quality of social, economic and environmental well being in Brighton & Hove.
- The diversity in terms of its size, resources, membership and different working practices within the third sector and the strength this brings.

All Partners agree to:

- Listen to each other and respond constructively.
- Respect the knowledge, skills, experience and ability held in each sector to access people and communities hidden from other sectors.
- Increase community involvement and participation by supporting volunteering activity.
- Identify, develop and promote good practice.
- Provide induction, learning and training opportunities for people new to partnership working.
- Provide induction and training on the Compact to staff and volunteers.
- Work together with accountability, honesty, leadership, integrity, objectivity and transparency.
- Represent information fairly and respect confidentiality where required.
- Work within an ethos that encourages the resolution of conflict with an agreed process for breakdowns in negotiation.
- Work towards relationships in which all partners are equally important, promoting a mutual understanding of roles and appreciation of the constraints facing both the third sector and the statutory sector.
- Work together to gather information that demonstrates the impact of the third sector on the social, economic and environmental well being of Brighton & Hove, and to disseminate such information at least every five years.



The third sector, in partnership with the statutory sector, agree to:

- Work to a quality standard covering a wide range of activities, including campaigning, planning and delivery of services, governance and accountability within the sector.
- Make best use of support services available through infrastructure organisations.
- Acknowledge and respect the responsibilities and constraints placed on the statutory sector, either through legislation or central government directives and performance indicators.
- Recognise the decision-making role of Elected Members of Brighton & Hove City Council and their democratic responsibility to balance the needs of everyone in Brighton & Hove and work within the resources available.

The statutory sector, in partnership with the third sector agree to:

- Whenever possible develop long term policy about support and investment in third sector activity.
- Acknowledge and support the independence of the local third sector to determine and manage its own directions, policies and philosophies.
- Acknowledge the expertise of the Third Sector to contribute to policy development representing the views of their stakeholders, irrespective of any funding relationship that might exist.
- Recognise the breadth of knowledge and ideas within the third sector and to value and utilise these resources when developing policy, strategy and service delivery.

Process for implementation and review All partners agree to:

- Demonstrate commitment to, and share responsibility and resources for, implementing and reviewing the Compact and Codes of Practice.
- Distribute the Compact and Codes of Practice widely, publicise the Compact principles and raise awareness of how the agreement affects joint working.
- Evaluate the Compact and Codes of Practice.
- Monitor implementation of the Compact and Codes of Practice, ensuring breaches are recorded and dealt with appropriately.



A. CODE OF PRACTICE ON FUNDING AND COMMISSIONING

A1. Aims:

To improve communication, understanding and trust between sectors in all aspects of funding and commissioning relationships.

A2. Shared Principles:

All partners recognise the value of funding and commissioning the third sector in order to:

- Encourage community activity and promote social inclusion.
- Identify new needs and innovative ways of meeting existing needs.
- Provide services, facilities and projects that most effectively meet needs and reach targeted communities.
- Improve the sustainability of organisations by long term investment and recognise the importance of meeting full costs and achieving full value.
- Develop an environment for a thriving third sector.

All partners recognise the importance of diversity of funding with a broad, secure funding base for the third sector where possible.

All partners agree to:

- Publicise funding and commissioning opportunities and to agree routes to do so.
- Support local commissioning and procurement, recognising the added value of providers who bring reach, local knowledge and / or expertise.

- Share good practice in relation to funding and commissioning and embed this in all joint agreements.
- Support as broad involvement as possible in the design of funding streams and commissioning policies as well as in the delivery of services and projects.

A3. The third sector, in partnership with the statutory sector, agree to:

- Recognise that there are priorities attached to, and constraints placed on, statutory sector funding and commissioning.
- Meet agreed reporting and monitoring obligations.
- Make the best of use of information, support and training on fundraising provided locally.

A4. The statutory sector, in partnership with the third sector agree to:

- Put in place funding and commissioning practices that are transparent, accountable, consistent and proportionate and which make every effort to co-ordinate public sector funding and commissioning.
- Develop commissioning policies which support the third sector in public service design and delivery, which involve the sector at all stages, which allow sufficient time to bid, and which encourage partnership working [see IDeA's '8 principles of good commissioning'].
- Recognise appropriate forms of funding and provide a range of types of funding.
- Co-ordinate information on funding programmes.

- Implement proportionate monitoring and evaluation and promote joint commissioning whenever possible.
- Recruit a third sector representative onto decision-making panels.
- Explain the aims, priorities and contractual elements of funding programmes in plain English; use accessible, transparent processes; and provide a timetable and a contact for information and advice.
- Encourage and facilitate capacity building and funding applications or tenders from organisations working with targeted communities or clients.
- Reflect the principles of full cost recovery and the realisation of full value in funding and contracting practices and policies.
- Commit to longer term (3 years or more) funding wherever possible and whenever practicable.
- Respect the third sector's independence, its unique place in advocating on behalf of service users and the right of organisations to carry out their aims and objectives.
- Ensure procedures are in place to handle conflicts of interest in commissioning and procurement procedures.
- Give as much warning as possible, usually six months or more, about any changes to the level of funding in grants/contractual arrangements.
- Assess the results of particular funding and contracting practices over time to review the impact of commissioning processes and share learning with other commissioners and providers around good practice.

IDeA's '8 principles of good commissioning':

- i.** Understanding the needs of users and other communities by ensuring that, alongside other consultees, you engage with the third sector organisations, as advocates, to access their specialist knowledge;
- ii.** Consulting potential provider organisations, including those from the third sector and local experts, well in advance of commissioning new services, working with them to set priority outcomes for that service;
- iii.** Putting outcomes for users at the heart of the strategic planning process;
- iv.** Mapping the fullest practical range of providers with a view to understanding the contribution they could make to delivering those outcomes;
- v.** Considering investing in the capacity of the provider base, particularly those working with hard-to-reach groups;
- vi.** Ensuring contracting processes are transparent and fair, facilitating the involvement of the broadest range of suppliers, including considering sub-contracting and consortia building, where appropriate;
- vii.** Ensuring long-term contracts and risk sharing, wherever appropriate, as ways of achieving efficiency and effectiveness; and
- viii.** Seeking feedback from service users, communities and providers in order to review the effectiveness of the commissioning process in meeting local needs.



B. CODE OF PRACTICE ON INFORMATION AND COMMUNICATION

B1. Aims

To raise awareness of information held by each sector, building knowledge and understanding between partners covering all aspects of communication.

B2. Shared Values

All partners recognise the value of accessible information and communications to:

- Support and empower communities to take collective action about issues that affect them and influence policy decisions about how services are delivered.
- Inform users and beneficiaries of the range of services available and enable them to exercise choice.
- Avoid duplication of effort and maximise resources by sharing information between different departments, projects, organisations and sectors.
- Promote access to and use of new technologies for all.

B3. The third sector, in partnership with the statutory sector, agree to:

- Encourage volunteers, members, trustees and employees to participate in training to raise skills in information management, public relations, communication and new technologies.
- Support infrastructure organisations and networks which raise the profile of the community's needs and interests.

- Work collectively and contribute to sector-wide newsletters, networks, email groups and websites to maximise information exchange.
- Work to recognise standards to implement quality throughout information and communication work.

B4. The statutory sector, in partnership with the third sector agree to:

- Raise the profile, internally and externally, with their organisations, about resources such as funding, equipment and advice that are available to support the third sector.
- Improve skills and build the capacity of officers in relation to good practice in information and communications.
- Provide contact details for people who have a specific role to liaise with and support the third sector, with an explanation of services offered.
- Provide access to information describing their organisational structure, priorities and strategic plans and provide a clear explanation of their decision-making processes.
- Improve access to minutes of public meetings, reports and other public documents addressing barriers for excluded communities.



C. CODE OF PRACTICE ON COMMUNITY ENGAGEMENT

C1. Aim

To work to the standards for community engagement set out in the Brighton and Hove Community Engagement Framework:

C2. Shared values and standards committed to by all partners

Planning and Resources

Clarity of Purpose

Before beginning any engagement activity, we will be clear about why it is happening, what we want to achieve, which engagement activity we will use, who we are seeking to engage with, what can and cannot be influenced, how we will use the information gathered through the engagement activity and what the benefit of being involved will be.

Evidence Base

We will use all available research, knowledge and community intelligence to help us plan engagement activities. We will not carry out engagement activities if the information we need is already available.

Timing

We will allow sufficient time to design and carry out engagement activities that are inclusive and encourage participation from all affected communities. We will also allow sufficient time to ensure that the results of engagement activities can shape our policies, plans and services and that we can 'test back' with communities what they have told us. When timing for activity is set for us by another, for example, national government, we will clearly communicate this to participants.

Resources

We will plan engagement activity carefully in the light of what that activity seeks to achieve and in the context of available resources and will communicate any constraints clearly. We will recognise the need to resource practical support that helps people to be involved.

Communication and Partnership Working

Communication

We will always be open, honest, and accountable when sharing information and responding to contributions from all participants. All communication will be jargon-free and relevant to the intended audience. We will seek to use a wide range of methods to maximise the opportunity for communication between communities and partners. We will clearly communicate how participants can seek redress if they are unsatisfied with the process. We will also communicate between partners to create joined-up engagement activities and avoid duplication of effort.

Partnership

We will work in partnership with other organisations when and where they have additional or greater expertise, knowledge or experience about engaging with specific communities, with particular recognition of the knowledge and expertise of the third sector. The independence of the third sector will be respected and recognised in all partnership working.

Quality

We will work to ensure that staff responsible have the skills and capacity to achieve high quality engagement. Equally, we will work to ensure that communities have the opportunity to develop their skills and capacity to engage, if they wish.

Accessibility

We will support a variety of engagement activities to reflect the diversity of our communities. We will be flexible and responsive to the ways that the community wants to engage with us. We will recognise the need to make engagement both formal and informal at different times and for different people and purposes. We will provide practical support to help overcome barriers to engagement that some individuals and communities may face, particularly vulnerable and seldom heard groups in order that they are represented in all community engagement activity and not just single issue activity.

Feedback and Learning

Feedback

We will provide feedback to the community about the engagement activities we carry out and will explain how the community's input contributed to the decision-making process. We will explain how and when we will provide feedback to the community at the same time as we carry out the community engagement exercise. We will also make the feedback as widely available as possible.

Monitoring & Review

In partnership with stakeholders, we will monitor and review the engagement activities we carry out to ensure that all sections of the community have the opportunity to engage should they choose to, particularly those whose voices are often not heard, and change our practices accordingly. We will learn from our own practice.

RESPECT

D. CODE OF PRACTICE ON WORKING IN PARTNERSHIP

D1. Aims

To raise awareness and build knowledge and understanding between sectors about working in partnership.

D2. Shared Values All partners recognise the value of working in a partnership that:

- Is based on an understanding of representation, accountability and methods of participation appropriate to, and clearly defined by, each sector.
- Provides a mechanism which enables partners to listen to, learn about and value different ways of working.
- Identifies joint objectives whilst recognising the operational autonomy of all partners.
- Creates strategies that deliver better services and incorporate cross sector knowledge and skills.
- Develops and disseminates organisational codes of practice on the role of representatives, members and officers.

D3. The third sector, in partnership with the statutory sector, agrees to:

- Improve mechanisms within the third sector that support participation, representation and accountability.
- Work collectively to identify its common and minority interests, priorities, strengths, potential resources and needs.
- Encourage volunteers, members, trustees and employees to participate in training to improve understanding of how the statutory sector operates.
- Provide information, support and training to help representatives and partners clarify when they speak which methods were used to collect views and whether they are based on consultation and/or accumulated experience and knowledge.

D4. The statutory sector, in partnership with the third sector agrees to:

- Respect the legitimacy and mandate of representatives to speak on behalf of their sector.
- Encourage officers and members to participate in training to improve understanding of how the third sector operates.
- Acknowledge the contribution of the third sector in decision-making about policy and service development as appropriate.
- Recognise that the third sector needs to be appropriately represented on strategic partnerships.



E. CODE OF PRACTICE ON MONITORING AND EVALUATION OF SERVICE DELIVERY

E1. Aims

- To improve the quality of services delivered to local people by ensuring there are effective monitoring and evaluation processes in place.
- To ensure processes are clearly defined, appropriate to the size and type of organisation, and that the information gathered is openly available.

E2. Shared Values

All Partners recognise the value of monitoring and evaluation to:

- Measure service quality using both quantitative and qualitative methods.
- Ensure effective and efficient use of resources, including public funds, through the production of information.
- Make information collected available to individuals and communities.
- Inform individuals and communities as to how this information will be used.
- Measure and map the work of all sectors in relation to improving the social, economic and environmental well being of the city.
- Acknowledge the valuable contribution of unpaid work and volunteering.

E3. The third sector, in partnership with the statutory sector, agrees to:

- Encourage volunteers, members, trustees and employees to participate in training to understand why monitoring and evaluation is undertaken and how to implement it effectively.
- Work to a quality standard regarding the ways in which organisations can carry out monitoring and evaluation.
- Work collectively to share quality assurance systems and conduct peer reviews.

E4. The statutory sector, in partnership with the third sector agree to:

- Co-ordinate monitoring and evaluation requirements across different funding regimes, whenever possible, reducing the need for third sector organisations to duplicate monitoring returns.
- Agree to make available the results of monitoring and evaluation in relation to their own work and partnership work with the third sector.
- Acknowledge, and give explicit guidance about, the cost implications of monitoring, evaluation and quality assurance systems.
- Recognise the need for monitoring and evaluation to be appropriate to the size of the organisation and service funded.

F. OUR EQUALITIES STATEMENT

All Partners agree to:

- Undertake positive action to promote equality of opportunity and inclusion for all people regardless of age, appearance, care responsibilities, class, disability, employment status, HIV status, income, gender, marital status, health status, sexuality, race, ethnic background, religion, housing status, place of residence or resident status within Brighton & Hove.
- Undertake positive action that demonstrates awareness of the diversity of needs, information, support and financial resources required to enable all people to participate in consultation and partnership working.

G. COMPACT AND CODES OF PRACTICE – WHAT TO DO WHEN THINGS GO WRONG?

All partners agree to:

- Report incidents where the Compact is not being followed to the Dialogue 50/50 Group, for which CVSF provides the Secretariat (email info@cvsectorforum.org.uk or telephone 01273 234000).
- Cross sector agencies represented on the Dialogue 50/50 Group taking positive action to resolve the issue. If necessary, partners will seek support in negotiation or mediation
- Use organisations' formal complaints' mechanisms as necessary.
- Refer matters to national Compact support services, including the Public Law Project or Compact Commissioner as necessary.

ENGAGE

GLOSSARY

- **Compact** An agreement.
- **Community** Any group of people, living or working together, who identify with a common concern, interest, issue or place.
- **Commissioning** The process by which local authorities decide how to spend their money to get the best possible services for local people. Involves anticipating future needs and expectations rather than reacting to present demand.
- **Consultation** The process by which the opinion of others, for example, the third sector, is sought. This is carried out in an organised and equitable way within defined parameters and may also involve testing the impact of decisions that have already been taken.
- **Contract** Legally binding agreements between (in this context) a government body and a third sector organisation to provide services on behalf of the public body. A contract will specify the services to be provided and what the contractor is to be paid for providing them. It will also include provisions, in greater or lesser detail, setting out the legal obligations which each of the parties accepts in order to fulfil the purposes of the contract.
- **Dialogue 50/50 Group** A small group made up of representatives from the statutory sector and the Community and Voluntary Sector Forum. This partnership looks at elected issues of common interest for both sectors and leads the work on the Compact.
- **Diversity** In the context of the Compact this term refers to the range of views, groups and approaches within the third sector and among residents of the city.
- **Full Cost Recovery** Full costs are the direct costs of your project or service plus a relevant portion of organisational overheads (central administrative costs). FCR is the process of costing activities to include the appropriate share of overhead or indirect costs, as well as the direct costs of delivering a service.
- **Governance** The legal exercise of authority and control of an organisation.
- **Good Practice** Refers to the quality of an organisation's policies and procedures whilst delivering its service to the community. These high standards refer to employment practice, rights of service users, confidentiality, accountability, equal opportunities etc. What is considered good practice may change over time reflecting consensus within, and between, sectors as well as changes in the law.
- **Infrastructure Organisations** In this context, these are local organisations which exist to provide information and support to third sector organisations of all sizes. The Community and Voluntary Sector Forum is one of the local infrastructure organisations.
- **Monitoring and Evaluation** The systematic collection and recording of information (monitoring) and interpretation of that information (evaluation) to help an organisation assess how well it is delivering its service.

- **Partnership** A number of organisations who agree to work together for a common aim or compatible objectives. For example: to deliver an activity or share information. Partnerships can be formal or informal and may involve sharing resources and responsibilities. Members of (or representatives elected to) partnerships agree to work together in a co-operative way to achieve partnership aims.
- **Performance Indicators** Targets set at the start of a piece of work and measured at regular intervals. Usually quantifiable outputs or effects by which the success of an organisation's work can be measured.
- **Procurement** The acquisition of goods and/or services at the best possible total cost of ownership, in the right quantity and quality, at the right time, from the right source for the direct benefit or use of organisations, individuals and generally via a contract.
- **Representatives** People who are appointed, or elected, to put forward the views of a wider constituency. Representatives should consult with and feed back to this constituency to ensure their views are put forward.
- **Service Level Agreement (SLA)** A legal document, similar to a contract, relating to funding arrangements between the statutory sector and an organisation in the third sector. The SLA sets out the exact service the organisation will provide in return for a set amount of funding.
- **Stakeholders** The agencies and people who have a key interest or stake in an organisation. For example: service users, volunteers, funders, trustees, members and supporters.
- **Statutory Sector** Organisations created through Acts of Parliament whose functions are determined by law, for example: City Council, Primary Care Trust, Probation Service, Fire and Ambulance Service.
- **Strategic Partnerships** A range of formal city wide partnerships, with representation from the third, statutory and business sectors, who provide a strategic direction to the development of services within the city. For example: the 2020 Community Partnership also known as the Local Strategic Partnership (LSP).
- **Social Inclusion** A process aiming to ensure that all residents have equal access to services within the city for example from health, education, transport and leisure. Aiming to reduce exclusion due to disability, age, poverty, prejudice or educational ability etc.
- **Sustainable Development** In this context, refers to the development of an organisation in a way that is stable over the long term with regard to issues such as continuity of funding, personnel, premises and governance.
- **Third Sector** Non-governmental organisations that are value driven and which principally reinvest their surpluses to further social, environmental or cultural objectives. It includes voluntary and community organisations, non-educational charities, social enterprises, cooperatives and mutuals and housing associations.
- **Users and Beneficiaries** The people who benefit from using a service provided by an organisation. May also be called clients, customers, consumers or recipients.



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For more information on the Compact, please contact:

Dialogue 5050 Group hosted by Brighton and Hove
Community and Voluntary Sector Forum (CVSF)

t: 01273 234000 | e: info@cvsectorforum.org.uk

www.cvsectorforum.org.uk

**For more information on the 2020 Community Partnership,
please contact: Local Strategic Partnership team**

t: 01273 291128 | e: 2020commpart@brighton-hove.gov.uk

www.2020community.org