

OVERVIEW & SCRUTINY COMMITTEE

Agenda Item 14

Brighton & Hove City Council

Subject:	Brighton & Hove Strategic Partnership 2012 12 Month Activity Report		
Date of Meeting:	16 July 2012		
Report of:	Strategic Director, Resources		
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Ward(s) affected:	All		

Overview and Scrutiny Committee welcomes Roger French OBE DL, Chair of Brighton & Hove Strategic Partnership to give a regular update and discuss progress in partnership working.

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Acronyms Contained within the Paper

BHLIS	-	Brighton & Hove Local Information Service
BHSP	-	Brighton & Hove Strategic Partnership
CEG	-	City Engagement Partnership
CESP	-	City Employment & Skills Plan
CESSG	-	City Employment & Skills Steering Group
CPP	-	City Performance Plan
CVS	-	Community & Voluntary Sector
CVSF	-	Community & Voluntary Sector Forum
JHWS	-	Joint Health & Wellbeing Strategy
JSNA	-	Joint Strategic Needs Assessment
PSB	-	Public Service Board
SCP	-	Stronger Communities Partnership
SCS	-	Sustainable Community Strategy

1. Introduction from the Chair of the Brighton & Hove Strategic Partnership

This report explains and updates the impressive work programme which has been achieved, and is continuing, by a whole range of people working together in partnership to make this city a great place to live, visit and do business here. We are leading the way in partnership working in the country and are held up as an example that others aspire to follow. The following pages will amply demonstrate why this is so and I commend it to you. It continues to be a privilege to chair the Strategic Partnership and oversee the work of the Partnership family and I am indebted to the excellent work carried out by Simon Newell and Charmian Hay-Ellis who work tirelessly to ensure the 'partnership ethos' thrives.

The Brighton and Hove Strategic Partnership:

- Is Brighton & Hove's Local Strategic Partnership
- Is the overarching strategic partnership for Brighton and Hove that provides a single local co-ordination framework within which other partnerships can operate
- Brings together at a local level the different parts of the public sector as well as the private, business, community and voluntary sectors so that different initiatives and services support each other and work together
- Is a non-statutory partnership
- Is responsible for developing and driving the implementation of the SCS and CPP

BHSP has four board meetings per year. The meetings are open to the public. Dates, times and venues are available at www.BandHSP.co.uk.

Roger French OBE DL
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2. New & Future Partnership Arrangements

2.1 Partnership Review

At its meeting on 2nd November 2010 the PSB were presented with a paper titled "Role of Partnerships in Commissioning" by Simon Newell, Head of Partnerships and External Relations, BHSP. This paper outlined the need for a review of the thematic partnerships to highlight any changes required as part of the new city wide intelligent commissioning model.

It was agreed that due to the rapid legislative and operational changes that were being undergone at that time, the role of partnerships in commissioning should be reappraised on an ongoing basis.

Brighton & Hove has made excellent progress in partnership activity at the strategic level over the past few years and in examining the role of partnerships in intelligent commissioning, it has emerged that partnership working is still strong although it is acknowledged that the PSB in particular will need to adapt in future to respond to the changing landscape.

Following the July 2011 PSB meeting where a draft set of operating principles was presented to the group, further comment and consultation during August has resulted in a refined set of draft operating principles. The revised operating principles are intended to strengthen the accountability and governance of the board and will improve the delivery and coordination of partnership working.

A new partnership structure using the headline groupings of '**Policy**', '**Outcomes**' and '**Delivery**' is proposed. This will support a rational restructure of the individual Partnerships as and where necessary so they are better able to deliver the SCS and meet the needs of residents, businesses and visitors to the city.

It should be noted that the roles/ functions of the partnerships are not exclusive and each partnership will still retain responsibility for delivery of its own work plan and objectives.

Policy Partnerships – Policy partnerships will be mandated by the Brighton & Hove Strategic Partnership (BHSP) to work with other partnerships to ensure that sustainability, engagement and equalities are applied as consistently as possible within all partnerships. Currently, these partnerships are identified as the City Sustainability Partnership, City Engagement Partnership and the City Inclusion Partnership.

Given the role of the policy partnerships, it is important that political leadership is engaged in the partnership at a senior level, i.e.: chair/vice-chair. This will help ensure consistency with other policy initiatives undertaken by the Local Authority

Outcome Partnerships – Outcome Partnerships will be responsible for their key set of outcomes. These outcomes can broadly be grouped into 3 areas -

health & social care, safety and economic & learning. The partnerships will continue to work with delivery partnerships to ensure that they are contributing as effectively as possible to the key outcomes of health, safety and development.

Delivery Partnerships – Delivery Partnerships will provide city wide leadership around their specific areas e.g.: transport, housing, arts, etc. They will continue to work closely with other Delivery Partnerships and Outcome Partnerships on areas of mutual concern. They will also work with the Policy Partnerships to ensure that issues of equality, engagement and sustainability are addressed within their partnerships

New protocols/ agreements have been drawn up between the PSB and thematic partnerships to strengthen relationships and improve delivery and coordination of partnership working.

These will support a rational restructure of the Partnerships as and where necessary so they are better able to deliver the Community Strategy and meet the needs of residents, businesses and visitors to the city. Partnership structures should be stronger, better match city priority outcomes and have clearer decision making authorities.

2.2 City Performance Plan

The BHSP and PSB agreed the CPP as the performance management tool for the PSB. 2011/12 was a transitional year in terms of performance management work given changes to the national context, including the end of the Local Area Agreement, the abolition of the Comprehensive Area Assessment, and the formal agreement of the new Performance & Risk Management Framework in July 2011. The CPP is being reported as an interim document, and will be subject to on-going review.

The CPP will:

- Report 6 monthly on how successfully the Partnerships are delivering what they have set out to do in the SCS
- Contain a series of measures that the Partnership draws upon to evidence progress against the identified outcomes
- Be led in the city by the Public Service Board who will mandate the City Intelligence Group to manage the CPP and should agree to take required action as organisational leads to improve performance.

The CPP moves away from being indicator driven towards reporting progress on city outcomes. A named responsible officer within the Local Authority or partner organisation, and accountable Strategic Director, is identified for each section within the CPP. This is in order to identify clear local accountabilities now that Central Government requirements have changed, and many accountabilities have been devolved to the local area, in line with the Localism agenda.

2.3 Citytracker

The Place Survey was a city-wide statutory satisfaction survey which was removed as a duty from Local Government in 2010. The purpose of the Place Survey was to capture the perceptions and attitudes of local residents to their local area and their views of services delivered by the city council and partners.

Some indicators contained in the CPP require information from residents on satisfaction with local services, levels of engagement and involvement, and perceptions of the place where they live. With the end of the Local Area Agreement in March 2011 and the abolition of the National Indicator Set and the Comprehensive Area Assessment it has allowed local flexibility in establishing performance management structures and in assessing resident views.

Papers were brought to BHSP and PSB in September 2011 where broad agreement was reached for a Citytracker survey. The Citytracker would take the form of a telephone based survey with a representative sample of residents conducted approx x3 per year. The first results of the Citytracker survey were received by PSB on 12th June 2012 and BHSP on 19th June 2012.

The funding previously identified for the Place Survey was allocated to the Citytracker for a one year trial with agreement that a review would be conducted at the end of the year which would focus on usefulness of the information collected and value for money.

2.4 City Engagement Partnership (formerly Stronger Communities Partnership)

The Strategic Planning Group (set up on behalf of the SCP) discussed their thoughts on what the role and remit of the Stronger Communities Partnership should be, taking into account past achievements and recent changing policy context. It was felt that the main purpose of SCP should be:

- To provide strategic leadership on engagement across the city, discussing partners planned engagement activities and providing advice and guidance to partnerships as requested
- To be the place in the city where partners share best practice and lessons learnt from previous engagement activities
- To be the place in the city which provides consistent messages about how engagement should be carried out and provide tools and resources to enable this
- To be a critical friend; providing 'challenge' to colleagues in a safe space and offering solutions to problems presented
- To be the place in the city where resources and expertise around engagement is shared by all partners (including data) to avoid duplication of activities and prevent organisations from working in isolation/silos to drive up the quality of engagement.

As part of the partnership review, it was felt that to work towards achieving the above, SCP would benefit from a 'rebranding' and re-promotion of its purpose across the family of partnerships. It was therefore proposed that the SCP ceased to operate as of 31st March and moves into a new phase as the City Engagement Partnership as of 1st April. Promotion of the partnership would include highlighting existing resources such as the Community Engagement Framework (CEF), Reward and Recognition Guidance and the Concerns and Solutions Matrix. This work should also be based on the SCP's Communication Plan which was drafted in March 2011.

BHSP supports the CEP in its rebranding to help strengthen relationships across the family of partnerships.

2.5 Learning Partnership

About a decade ago, the Brighton and Hove Learning Partnership Board was formally constituted in response to Government Policy. This was done by adjustment of the terms of reference of the 'Strategic Partnership for Post-16 Education and Training' which had been set up as an initiative of the Local Authority in March 1999.

In 2010, an attempt was made to revive the Learning Partnership but this was only partially successful. In the course of the academic year 2010-11, the Chair of the Learning Partnership worked closely with a consultant advising the Local Authority on partnership issues and, with significant assistance from the Local Authority, succeeded in engaging the City's head teachers and principals in generating a will to create an effective Learning Partnership for the City.

The structure of the Learning Partnership has since been agreed in the form and has now met on four occasions. The first two meetings were run by an external facilitator enabling the new board members to begin to explore fundamental issues: our purpose, our vision and so on.

Thanks to the energy and commitment of the membership, progress in developing the Learning Partnership has been very positive and continues to develop.

2.6 Transport Partnership

As of February 2012, the Partnerships & External Relations Team agreed to take on the organisation of the Transport Partnership, initially for a 12 month period, and agreed to:

- Draft and get agreement for agendas
- Plan a 12 month work programme for the partnership
- Ask (and chase) presenters for reports (include details of timings)
- Outline the reason for the paper coming to the meeting (information/endorsement/etc)
- Collate papers

- Circulate papers to the partnership
- Circulate minutes
- Circulate and follow up actions

After the 12 month trial period, the Partnerships & External Relations Team and the Transport Teams will re-evaluate the situation on the best way forward for this group

2.7 Analysis & Intelligence Network

Part of the role of the Brighton & Hove Strategic Partnership is to try and ensure that data, intelligence and relevant performance information are shared effectively between different organisations and partnerships. This allows us to develop a rounded view of the areas of strength and those that require improvement across the city.

To help with this we have set up an Analysis & Intelligence Network. Individuals and teams across partner organisations, including the Community & Voluntary Sector, can use this group to bring issues and suggestions in the field of performance, intelligence and analysis.

The purpose of the network is to:

- Facilitate effective communication between members
- Ease the process of finding the person that holds the data/information that you may need
- Maintaining a directory of analysts/ researchers/performance specialists across the City
- Facilitating skills exchanges between members across the City

3. Major Strategies Adopted & Owned by the BHSP

3.1 Inward Investment Prospectus

On 13th September 2011, the PSB agreed to create a new Citywide Inward Investment Prospectus which will help to sell the city and encourages businesses to the area that are looking to open or expand in the city. The development of the prospectus also informs the development of the Economic Strategy

A series of meetings were arranged with various partners in order to look at the functions, format, ownership and hosting of the prospectus.

This group agreed that the functions should be:

- To attract investment
- To secure investment
- To maintain investment

The group were also encouraged to think about what differentiates Brighton & Hove from Oxford/Bristol/Manchester/etc, and agreed that the prospectus needs to highlight the Unique Selling Point (USP) of Brighton & Hove. The group acknowledged that Brighton & Hove already has a brand and that the prospectus would be building on something that already exists

The group agreed to launch the prospectus in web form in September 2012

3.3 Brighton & Hove Child Poverty Strategy

The Child Poverty Commissioning Strategy is a first for Brighton & Hove. It was produced in response to the unacceptable level of child poverty in the city (22% of all children and young people live in poverty) and the detrimental effect that this can have over the full course of their life.

The strategy describes the outcomes that are to be achieved through a collective effort between partnerships in the city, from alleviating the impact of poverty on day to day family life, particularly in the harsh current economic climate, to reducing levels of poverty overall and tackling the inequality that it creates.

In 2010-11 a Child Poverty Needs Assessment was undertaken for Brighton & Hove, overseen by the city's Public Service Board. This was a first effort to bring together a full range of evidence around such a broad and far reaching outcome, using the new citywide needs assessment process.

The needs assessment covered individual family circumstances as well as wider economic and social circumstances, and also the interaction of services that are provided to support and influence these. The findings and recommendations of the needs assessment have directly influenced this strategy.

This strategy went to Council Cabinet in February 2012 followed by the PSB and final sign off with the BHSP in March 2012.

3.3 Food Strategy - Spade to Spoon: Digging Deeper

Spade to Spoon: Digging Deeper came to BHSP on 28th February 2012 and sets out a long term vision for the city's food system: one that is healthy, sustainable and fair. It includes a set of aims, objectives and a five year action plan for partners.

The Food Strategy provides a strategic context for the wide range of food related activities across the city. It takes an integrated, cross-sectoral approach to food, which links initiatives within public health, environmental sustainability, community development, procurement education, agriculture, cultural and economic development, waste management, urban planning and tourism.

It shows how a focus on food can help achieve many of the city's social, health, economic and environmental priorities that the BHSP have committed to, as expressed in the SCS.

Spade to Spoon: Digging Deeper identifies where the city is doing well and where the challenges lie. It has been developed in the knowledge that, by working in partnership, we can take the work on transforming a city's food system to the next level and that in doing this we should seek to share what we learn nationally and internationally.

For more information contact Vic Borill - Vic@bhfood.org.uk

4. Brighton & Hove Strategic Partnership Projects

4.1 Living Wage Commission

A living wage is a minimum hourly wage that takes into account certain basic costs of living. It is a voluntary commitment by employers, separate from the statutory National Minimum Wage.

In October 2011, instigated by Brighton & Hove City Council a Living Wage Commission was set up to examine the benefits, risks and opportunities for establishing a living wage for the city of Brighton & Hove, and to report on:

- A city position on adopting a living wage.
- A living wage (hourly rate) for the city of Brighton & Hove.
- How employers could be supported to implement a living wage for directly employed staff and to review their procurement, contract and best value policies to ensure that as far as possible, within the law, the living wage is paid to all contracted staff. Identifying sector specific issues and requirements.
- To ensure that pursuing a living wage helps tackle inequality while protecting and promoting the competitiveness and effectiveness of businesses and organisations.

The Commission's role was to act in an advisory capacity to Brighton & Hove City Council's Cabinet, BHSP and PSB. The City Council acted as the accountable body for the Commission. The Commission had no formal decision making or budgetary powers.

The Commission completed as scheduled at the end of March 2012 and its report was presented to the Council's Cabinet, PSB and the BHSP who agreed as individual members to sign up to be the Brighton & Hove minimum Living Wage of £7.20 per hour.

4.2 Capturing Co-Production

The 'Capturing Co-production Project' was funded through the city's PSB in order to capture experiential learning and emerging practice on co-production in 2-3 citywide commissions within the City Commissioning Plan. The main outcome will be to increase understanding of what local factors are needed to create the conditions for co-production to thrive, and what local barriers exist and need to be overcome in order for co-production to be mainstreamed. The outcomes from this project will consequently help inform and improve the development of future citywide commissions.

The project is being led by CVSF who are well placed to undertake this due to the role they play in the city as a key facilitator and relationship builder between local communities and community-focused organisations, and public sector organisations operating in Brighton and Hove. CVSF can engage with both commissioners and a variety of CVS organisations in this project and offer support to these groups to facilitate active learning associated with co-production. During the project CVSF will act as a conduit

for the exchange of learning and a vehicle for knowledge brokerage in relation to co-production within the 2-3 commissions being worked on.

This portfolio of information will be of use to commissioners, CVS organisations and communities as they increasingly work more closely together to bring about positive outcomes for the city's residents.

4.3 Integrated Families Project

In 2011 the Council launched its Families in Multiple Disadvantage (FMD) Commission (since renamed the Integrated Families Project). The aim was to re-examine how our most vulnerable families interact with services provided by a range of organisations and partners (including CVS) and to explore options on how this can work better.

Shortly after the Commission commenced the Troubled Families Unit (TFU) was formed as part of the Department for Communities and Local Government. The TFU have devised criteria to identify who are the city's most vulnerable families/residents, have launched a payments by results scheme and have given Local Authorities funding to appoint a strategic coordinator for three years.

At the PSB on 12th June 2012 an update was provided on the progress made on identifying the families locally and some of the issues, a brief insight into the Payment by Results methodology, the progress on recruiting the coordinator and how partner agencies are working together to agree a model of delivery services and changing attitudes was also provided. BHSP will continue to oversee this work.

4.4 Digital Inclusion

At the PSB meeting on 12th June 2012, it was noted that there were a number of different strands of work taking place around digital inclusion across various areas in the city. The Partnerships & External Relations team were asked to begin to work with these different areas in order start to bring this work together in a more coherent way. The findings of this work will be brought back to the PSB in the autumn.

The main drivers for bringing this work together is to focus on the welfare benefit reforms and the implications this will have particularly on people of working age and the way in which that they access their claims.

This work looks at the inclusion aspects of digital inclusion that is already being done and being planned for the near future, rather than the specific technology being used to make the city more digitally inclusive.

A meeting was arranged by the Partnerships & External Relations team with a number of Local Authority representatives in order to draw together the various strands of work currently being undertaken around digital inclusion.

This initial meeting was aimed solely at local authority colleagues in order to begin to draw together the various strands before talking to partners. The focus of this meeting was on digital inclusion and not on digital or technological innovation.

A stakeholder workshop will be arranged in the Autumn with city partners in order to obtain a more citywide view of digital inclusion and to agree a way forward in best tackle the issue.

4.5 City Engagement Grid

On behalf of the CEP, a mapping exercise, led by the Partnerships & External Relations team, has been started to attempt to capture major engagement activities taking place in the city over the next 12 months. This was requested at the City Engagement Summit in September 2011 and will help CEP in its aims to provide strategic leadership around engagement in the city and on behalf of the BHSP.

The aim of the mapping is to try to develop an overview of planned activity over the coming year and to:

- Better coordinate planned activity
- Identify any possible duplication and gaps
- Learn from the findings of engagement activity and
- Ensure that we engage with local communities, businesses and interest groups in the most efficient and effective way.

The focus of this is on significant or major activities ranging from information campaigns that are planned, through to major consultations and participation activities.

To that end, the CEP Agenda Planning Group produced a short template and asked organisations to provide high-level information on their planned engagement activity over the coming year.

It is hoped that this can become a shared resource in the city that interested parties will be able to access to better plan their engagement activities and ultimately create a better experience for the city's citizens of engaging with services.

4.6 BHLIS Website Re-launch

BHLIS is an information website containing data across a range of themes and geographical levels in Brighton & Hove. Its features include:

- Interactive maps and charts
- Area profiles and reports about selected themes or outcomes
- Access to policy, research and performance documents
- Access to a wide range of needs assessments and their supporting evidence, including the Joint Strategic Needs Assessment (JSNA), Child poverty etc

BHLIS enables users to carry out analysis, access data and relevant statistical and policy reports, and obtain information to evidence need, formulate policy contributions and help plan services. BHLIS is a publicly available information portal for the city, enabling data, evidence and needs assessments to be made available to the public. BHLIS is currently linked directly to the BHSP website.

Feedback on BHLIS during 2011 indicated that the system was not functioning to its optimum level and that users found it confusing and cumbersome. The Head of Public Health Intelligence was able to provide a small amount of funding to redesign the look and feel of the system in order to make it more accessible to a wider group of users. The first stage of the site redesign is complete and initial demonstrations have received positive feedback. The new look site is currently being tested by a wide range of colleagues across all sectors within the city.

www.bhlis.org

4.7 City Employment & Skills Plan & Launch

The CESP 2011-2014 builds on the original plan that covered the period 2008-2011, and the interim review that was undertaken in 2009.

It has been developed in different circumstances from its predecessor. This is reflected in the analysis that underpins it and the actions that have been agreed.

The 2011-2014 CESP has been developed by the City Employment & Skills Steering Group (CESSG). Strategic input has been provided by Centre of Cities and an Equality Impact Assessment has been undertaken by Ottaway Strategic Management.

It has been based on individual consultations with CESSG members, an awayday held on 4th October 2010, an action planning workshop held on 25th November 2010, an analysis of relevant strategies, plans and background research reports, and an analysis of a wide range of labour market and economic datasets.

The draft plan has been taken to Thematic Partnership meetings so that the various partnerships can understand their contribution to the Employment & Skills agenda across the city.

4.8 Alcohol Pilot

Reducing alcohol related harm in the city was the broad and challenging scope of one of the three intelligent commissioning pilots which commenced in July 2010. The needs assessment and consultation left no doubt as to the heavy burden on city services and the lives of families and communities which results from alcohol misuse on. At the PSB on 8th November 2011, a report was brought about the alcohol pilots that had been taking place over the 18 months.

The scope, to reduce alcohol related harm in the city, was therefore confirmed as the overarching outcome to be achieved for the city. A partnership Alcohol Strategy Programme Board has taken responsibility for the leadership, governance and establishment of an infrastructure which, through target setting and performance monitoring, drives an action plan to achieve that overarching outcome.

The PSB noted the good progress in the delivery of the Action Plan that sets out to achieve the outcome of reducing alcohol related harm in the city. While a high proportion of the work is being delivered within existing resources, action is beginning to develop an alcohol services commissioning plan for 2012/13 and beyond. The Big Alcohol Debate and following a review of the findings, the Alcohol Strategy Programme Board will report further to the PSB, seeking approval for some significant changes to the way that alcohol use is managed in the city.

4.9 Services for Young People Joint Commissioning Strategy

This strategy is one of the first outcomes of the new approach to intelligent commissioning across the city. Produced with young people, partners and staff it is based on an assessment of need and analysis of current provision. By bringing together the council and its partners we have been able to identify more than £6,450,000 that is spent on commissioning services for young people and to set out a strategy for improving the coordination, impact and value for money of those services.

This strategy fulfils the commitment in the council's Corporate Plan to redesign the way in which youth services are delivered to ensure young people have the opportunity to be active citizens through participating in community activities.

The Partnerships & External Relations team facilitated the dissemination amongst thematic partnerships resulting in integration in employment and skills agenda as well as advice.

4.10 Urban Biosphere

The Urban Biosphere project was agreed at the BHSP meeting on 24th May 2011, with workshops, meetings and events have taken place for varied environment sector stakeholders in Brighton & Hove and beyond, including close working with the national UNESCO body 'UK MAB' who actively support the Biosphere proposal and are advising on the city's approach to the UN.

The Biosphere Project was formally launched to the public and press on 22nd May 2012 through a programme of Fringe events and street art under our new identity of the 'Here Here' campaign to secure and sustain UNESCO international Biosphere status.

A partnership of 16 organisations has been developed to date, including all 4 district councils covering the South Downs surrounding Brighton & Hove as

well as public and charitable environmental and educational bodies, to propose that the outline Biosphere area extends from the River Adur to the River Ouse and includes a marine element also.

Biosphere status offers B&H an internationally recognised accolade and framework to better integrate nature and people, helping to bring together varied initiatives under a common banner, raise the city's profile, attract new grant funding, develop the green economy (especially eco-tourism), stimulate local peoples' awareness and understanding of the importance of their local environment to them, and join and learn from/inform an international network of other 'areas of excellence'.

An intensive programme of stakeholder engagement is continuing through to the end of 2012, to inform people about the Biosphere project and seek their inputs on what they value in their environment and how it could be further improved. A formal consultation will run during early 2013 on a draft Biosphere management strategy, which will be the key document to accompany our formal application to UNESCO in September 2013. A decision on our proposed status is then expected from them in July 2014.

4.11 Neighbourhood Governance

The SCS aims to create a place where communities are strong, inclusive and involved and have opportunities to influence decision making. A place where individuals are able to take advantage of opportunities to improve their quality of life.

The Council are committed to a more open and democratic city offering residents greater power to make decisions about services for their neighbourhoods and influence the way budgets are shaped and money is spent.

The Council want to develop the approach with other statutory organisations to maximise and clarify the way that residents can engage with the emerging neighbourhood policing plans and changes in health.

There is a commitment to developing neighbourhood governance across the city, and a desire to work to Community and Voluntary sector, Health, Police, business and other statutory services as key partners in the development of any new process or structures.

The plans for neighbourhood governance support the national policy context of the Localism Act. The Act sets out a series of proposals that are intended to achieve a substantial and lasting shift in power away from central government and towards local people.

4.12 Joint Strategic Needs Assessment

Draft national guidance signals an enhanced role for JSNAs to support effective commissioning for health, care and public health as well as

influencing the wider determinants that influence health and wellbeing, such as housing and education.

Interim Department of Health guidance published in December 2011 advised that emerging Health and Wellbeing Boards should proceed with progressing the refreshing of JSNAs and development of a JHWS.

Since August 2009, a City Needs Assessment Steering Group that reports to the PSB, has overseen the programme of needs assessments. The steering group will become a subgroup of the Health and Wellbeing Board in relation to JSNA from April 2013.

The 2012 refresh is a series of summaries grouped under key outcomes. Consultation has been conducted to inform the structure and contents. The CVSF conducted a gap analysis of the JSNA summary in January 2012 and changes were made to the proposed structure as a result. An involvement event to inform the JSNA and JHWS development was held on the 1st March 2012, which was attended by over 70 representatives from Brighton & Hove City Council, Local Councillors, the Clinical Commissioning Group, NHS Sussex, strategic partnerships, health providers and the community and voluntary sector.

The current working draft of the JSNA summary is viewable at: <http://www.bhlis.org/jsna2012>.

4.13 Joint Health & Wellbeing Strategy

Building on the JSNA, a new Health & Wellbeing Strategy is being developed. The principles underpinning the JHWS (adapted from draft national guidance) are as follows:

1. It should be strategic and must take into account the current and future health and social care needs of the entire population
2. Prioritise the issues requiring greatest attention, whilst avoiding trying to take action on everything at once.
3. Focus on things that can be done together
4. Identify how local assets can be used to meet identified needs
5. Key to understanding local inequalities and the factors that influence them

At the first shadow Health and Wellbeing Board on 30th May 2012 members were asked to identify priorities from the high impact issues for the JHWS for 2013-14, particularly those where stronger local partnership working would be expected to improve outcomes.

4.14 Joint Community Safety Delivery Unit

A report came to BHSP on 19th June 2012 to advise of proposals to bring together neighbourhood policing and relevant council services under one delivery unit building on the existing established partnership arrangements embedded in the Partnership Community Safety Team. The proposal involves joint management of staff between the police and the council working to

deliver city wide community safety outcomes as determined within partnership commissioning arrangements, led by the Strategic Director of Communities and Divisional Police Commander

The Partnership Community Safety Team ensures delivery of the statutory requirements regarding community safety placed on the council under the Crime and Disorder Act 1998. The new integrated delivery unit will increase the effectiveness of police and community safety services to the public and outcomes achieved. The first phase of the new unit, with a new delivery manager, will be in place by April 2012.

Processes are also under way, to reshape the strategic and commissioning functions which currently support the full range of statutory and related functions that are required of the Community Safety Partnership, including those which relate to substance misuse, and all other priority crime areas. Discussions about those future arrangements are taking place with partners, in particular with police, probation and the Director of Public Health.

Discussions have also taken place to understand the impact of central government initiatives such as work around "Troubled families" and how this work will impact on, for example, the current operation of the Family Intervention project.

The new arrangements will provide a robust framework for community safety services and the Partnership on which to base future arrangements for the establishment of Police & Crime Panels (July 2012) and a Police & Crime Commissioner for Sussex (appointed November 2012)

4.15 Citywide Risk Management

On 10 May 2011 PSB agreed to nominate representatives to develop a City Wide Risk Register to identify and prioritise issues (risks) which could affect achievement of the shared vision and priorities detailed in the SCS for Brighton & Hove.

The draft City Wide Risk Register was presented to PSB on 9th November 2011, based on risk scenarios prioritised according to Initial Scores (assessed by multiplying the initial likelihood of the event occurring and the potential impact if were to occur).

PSB approved the risk scenarios in the draft risk register and requested that the same "PSB risk group" members should develop a Risk Management Action Plan (a Risk MAP) to detail current mitigating controls and actions, and further "solutions" (work that is planned to be done) in order to better prioritise the risk scenarios by agreeing a Residual Risk Score and a Target Risk Score. This work was undertaken between January and March 2012.

The papers presented to PSB showed that to address many of the risks which affect achievement of the shared vision and priorities identified in the SCS will, like the time span to deliver the SCS itself, require a long term commitment and approach. However, the group suggested to PSB that there is much being done to reduce risk where possible, or to stop risk increasing beyond acceptable levels.

Specific risks are currently being taken to thematic partnerships to ensure that mitigating actions are in place wherever possible

