

## OVERVIEW AND SCRUTINY COMMISSION 19 October 2010

### Brighton & Hove Strategic Partnership 2010

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### **Introduction to the Brighton & Hove Strategic Partnership**

The LSP for Brighton & Hove is called the Brighton & Hove Strategic Partnership.

Brighton and Hove Strategic Partnership

- Is the overarching strategic partnership for Brighton and Hove
- 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
- Provides a single overarching local co-ordination framework within which other partnerships can operate
- Is responsible for developing and driving the implementation of Community Strategies and Local Area Agreements (LAA's)

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](http://www.BandHSP.co.uk).

#### **Contact the Partnership**

C/o Independent Secretariat, Partnerships & External Relations Team,  
King's House, Grand Avenue, Hove, BN3 2LS

Tel: 01273 291128

Email: [info@bandhsp.co.uk](mailto:info@bandhsp.co.uk)

#### **Contact the Chair**

Roger French– contact through Secretariat's Office

## “Creating a City of Opportunity”

### **1.1 Completion and launch of the Sustainable Community Strategy**

Partnership groups and local authority departments were invited to update their relevant areas interest within the Sustainable Community Strategy during early 2009. This produced a first draft of the document that went out to a 12 week public consultation process from which a subsequent 2nd and then final draft were refined.

This document features a substantial number of innovative & exciting projects, it also features just over 100 ‘Issues of Concern’ which provide a realistic grounding upon which the strategy is built.

Each chapter provides clear actions of how the issues of concern will be addressed and evidence how the partnership's actions outlined within the strategy are the drivers behind the theme of ‘*creating the city of opportunities*’.

With new performance arrangements being developed during 2010, we decided to remove the targets section from each chapter as they would be quickly rendered out of date within the printed version of the document.

Chapter 8 ‘Providing Quality Advice & Information Services’ was refocused from its previous title of ‘Providing Quality Services’ to highlight the coordination of advice and information service across Brighton & Hove Strategic Partnership members and how these make a positive difference to residents lives and the city as a whole. (See page 11 for more information on this area)

As the Sustainable Community Strategy is an amalgamation of the many different strategies of the thematic partnerships and city council, their influence is present throughout the document including:

- Housing Strategy 2009-2014 healthy homes, healthy lives, healthy city

- Children & Young People Work Plan 2009-12
- Community Safety, Crime Reduction and Drugs Strategy 2008 - 2011.
- Brighton & Hove Economic Strategy 2008-2016
- Local Development Framework Core Strategy

Consistently embedded throughout the document is the theme of equalities. The updated strategy is subject to a full Equalities Impact Assessment and the Partnerships Team worked closely with the City Inclusion Partnership and the city councils Equalities Team to ensure that equalities aspects are adequately addressed throughout the document.

On Wednesday 19<sup>th</sup> May 2010, the Partnerships Team held a launch event for the Sustainable Community Strategy in which over 150 partners from across all sectors attended.

## **1.2 The Brighton & Hove Strategic Partnership Website**

The current website of the Brighton & Hove Strategic Partnership is largely a reiteration of the strategy in online form. Combined with other existing information systems, the data available provides a valuable tool to visually see the links between the content of the strategy contextualised to any part of Brighton & Hove.

Whilst the printed strategy document forms an important 'line in the sand' the fluid nature of its website will enable the Brighton & Hove Strategic Partnership to enjoy a consistent up-to-date online presence.

<http://www.bandhsp.co.uk/>

### **Brighton & Hove Strategic Partnership's Role in Intelligent Commissioning**

#### **2.1 Partnership Delivery Workshops**

In April 2010, the Public Service Board agreed to a proposal put forward by the Head of Partnerships and the Head of Performance and Analysis to run a series of workshops with all of the thematic partnerships over the summer.

The agreed outcomes for the workshops are outlined below:

- improved ways of partnership working to achieve better outcomes

- begin the discussion across partnerships about the new performance management arrangements (the LAA or its replacement) to track the delivery of outcomes

With a focus on changing both culture and process this project is therefore essentially a city conversation with the following key objectives:

- mapping and understanding the complexity of current partnership activity
- challenging current partnership delivery arrangements and identifying new ways of working
- identifying emerging priorities for 2011-15
- agreeing the new LAA/city performance management in the context of the new intelligent commissioning framework

We are intending that the final report (Dec/ Jan 2011) will address the following;

- a prioritised list of aims that when delivered over the next 3 years will directly contribute to the longer term strategic outcomes for the City
- improved lines of accountability between partnerships, organisations and officers
- identification of gaps or duplication in our needs analysis, engagement activities or service delivery
- ideas for future co- production initiatives or innovation
- improved performance measurement and approaches to improvement

Since the PSB agreed this approach the national and local context has been changing and remains unclear. The spending review in October should provide further clarity on resources available to deliver services locally and national expectations. The future of the Local Area Agreement is unclear and many of the measures and mechanisms for monitoring have been abolished. This provides an opportunity to locally define a more meaningful set of activities and measures to meet our agreed outcomes. However, this is also very challenging and the workshops are the first opportunity to discuss together the impact of these changes.

## **2.2 The Role of Partnerships in Commissioning**

An Initial examination of the partnerships has been undertaken as a desk top exercise, looking at the individual partnerships' terms of reference and available information. From there more detailed questioning of the organisations and stakeholders involved in each partnership have taken place. Interviews with

organisations/stakeholders that control or have substantial influence of financial and other resources have taken place.

## **New & Future Partnership Arrangements**

### **3.1 Setting up of Transport Partnership**

The Transport Partnership was established in October 2009, with the first two meetings being held on 3<sup>rd</sup> and 24<sup>th</sup> November.

The Partnership produced a chapter for the Sustainable Community Strategy that was brought to the LSP for sign-off as part of the completed document.

The Partnership has decided to start afresh with the chapter rather than undertake a re-write of the chapter that was circulated within the 1<sup>st</sup> draft of the sustainable Community Strategy. This allowed the chapter to reflect the input from across the partnership and also incorporate content from other LSP partners. For the Transport chapter to form part of the completed document, it needed to be agreed by mid February. This allowed it to be incorporated into the final document in time for sign-off and adoption by the LSP and Local Authority in March 2010.

### **3.2 Creation of the Local Enterprise Partnerships (LEP)**

The Local Enterprise Partnerships will provide the strategic leadership in their areas to set out local economic priorities. A clear vision is vital if local economic renewal is to be achieved. The Coalition Government is determined to rebalance the economy towards the private sector. We regard local enterprise partnerships as being central to this vision.

Partnerships will therefore want to create the right environment for business and growth in their areas, by tackling issues such as planning and housing, local transport and infrastructure priorities, employment and enterprise and the transition to the low carbon economy. Supporting small business start-ups will therefore be important. They will want to work closely with universities and further education colleges, in view of their importance to local economies, and with other relevant stakeholders. In some areas, tourism will also be an important economic driver. This will therefore have implications for business representation and influence on the LSP.

### **3.3 The Health & Wellbeing Board**

The Government plans to strengthen the local democratic legitimacy of the NHS. By building on the power of the local authority to promote local wellbeing, this will be able to establish new statutory

arrangements within local authorities – which will be established as "health and wellbeing boards"– to take on the function of joining up the commissioning of local NHS services, social care and health improvement. These health and wellbeing boards will allow local authorities to take a strategic approach and promote integration across health and adult social care, children's services, including safeguarding, and the wider local authority and partnership agenda.

### **Major Strategies adopted & Owned by the LSP**

#### **4.1 The 10:10 Campaign**

Brighton & Hove 10:10 is a high profile city wide campaign, building on the profile and success of the national 10:10 campaign, to engage the local population to take action to cut their carbon footprint by 10% in 2010 and to build on that success to help Brighton & Hove become the UK's first low-carbon city.

Working from the ground up, Brighton & Hove 10:10 is bringing together a community coalition of citizens, businesses, organisations and local government all committed to turning the city into a centre of community- led action to combat climate change.

Success is a measured reduction in carbon emissions inside the homes, businesses, organisations and communities that have signed up to the campaign and an active and engaged local community ready to work together to continue to take action to cut carbon emissions.

The campaign was adopted at the Brighton & Hove Strategic Partnership meeting in December 2009 where all partners expressed their support.

#### **4.2 The City Volunteering Strategy**

Following a proposal from the Community and Voluntary Sector ChangeUp Consortium, the City Employment and Skills Steering Group (one of BHSP's family of partnerships) commissioned the sector to write a volunteering strategy for the City.

The strategy appendices include details of the methodology and the extensive consultation carried out that informed the strategy. They also include details of the Steering Group which was primarily made up of volunteering brokerage agencies and the City Council.

Although coming through the CESSG route to the Strategic Partnership the strategy has taken an holistic approach and covers all aspects of volunteering. Although volunteering has a significant impact on employability it addresses six of the eight Strategic Partnership target areas and has a significant impact on quality of life for the beneficiaries of volunteering, the volunteers, the organisations that host volunteers and the wider community.

The volunteering strategy sets out six strategic priorities with some indicators of what success will look like. The next phase of the work will involve the development of a detailed action plan. To write this there is a need to engage all of the commissioners who have, or should have, an interest in volunteering so that actions agreed are resourced, realistic and achievable. This work will continue to be headed by the City Volunteer Centre.

The strategy was adopted by BHSP in March 2010. There was a subsequent development session focussing on the implementation of the strategy in April 2010.

### **4.3 The Community Engagement Framework**

The Framework has been developed to be both a policy document and a practical resource.

As a policy document it sets out the Brighton & Hove Strategic Partnership's commitment to and understanding of community engagement in Brighton and Hove. As a practical resource it provides a clear definition of community engagement and importantly sets specific standards for community engagement that all Partners must adhere to. It identifies the first wave of priority actions that must be taken to improve community engagement in the city.

The Framework will help the Brighton & Hove Strategic Partnership achieve its vision for Brighton and Hove.....

'.... of a dynamic city that improves and protects the environment, meets social needs and promotes sustainable economic success in an inclusive, just and harmonious way'

The Community Engagement Framework is not starting from scratch. We recognise that good community engagement activity has and is happening in the city. However, this is the first time that as a group of public, private and community and voluntary organisations we have produced a common approach to community engagement. Through the production and implementation of the Framework our aim is to raise the profile, improve the quality and achieve better co-ordination



of community engagement. Our purpose is to improve people's lives and the quality of public services, and make better use of resources.

The Framework has been signed up to by all members of the Brighton & Hove Strategic Partnership and therefore applies to all the different partnerships and organisations in the Partnership.

To produce the Framework we listened to what people have told us, reflected on previous and current community engagement in the city and considered research that has already been done here and elsewhere in the country. This includes consideration of recent developments in national government policy and legislation, particularly Government's white paper 'Communities in Control' and the new 'duty to involve' in the Local Government and Public Involvement in Health Act 2007.

We have produced a report on our development process so people can see how we have used their comments and suggestions.

The process to develop the Framework was as important to us as producing the final document. Through the process we have begun to strengthen the trust and relationships between the different organisations, groups and sectors. This has started us on the right path to developing strong and meaningful community engagement that we are all satisfied with.

The production of this document is only the starting point. We see the Framework as our first step towards building better relationships between, and a stronger understanding of, communities in Brighton and Hove. Community engagement is not a single activity; it's a way of working. It's about inclusion and involvement, input and influence. These come with an equal need for responsibility, accountability and a willingness to work with others towards a common goal. As our learning and practice develops, so will the Framework.

The Brighton and Hove Community Engagement Framework:

- Establishes a common understanding of and commitment to community engagement across all organisations, partnerships and sectors in the Brighton & Hove Strategic Partnership
- Sets clear and specific standards for community engagement that all members of the Brighton & Hove Strategic Partnership are signed up to
- Identifies priority actions to be progressed by the Brighton & Hove Strategic Partnership that move us towards achieving the aims of the Framework

#### **4.4 The Housing Strategy**

The strategy was adopted in December 2009 where all partners expressed support.

Oversight of the strategy development process has been by the Strategic Housing Partnership of the Local Strategic Partnership which has been acting as the Project Board.

The Housing Strategy is an overarching document that focuses and co-ordinates a number of other housing related strategies enabling us to maintain our momentum as we address the housing needs of the city into the next decade and providing a consistent drive towards our goals.

It was recognised that the strategy would not be a success if it was carried out in isolation. It sits at the heart of the city's Sustainable Community Strategy and shows how the Council and its partners are working together to address the region's housing pressures and also the needs and aspirations of the city. Ultimately, our Housing Strategy is aimed at:

***Enabling healthy homes, healthy lives and a healthy city that reduces inequality and offers independence, choice and a high quality of life***

#### **4.5 The Consultation Portal**

So far stakeholders and potential users (from the wider Brighton & Hove Strategic Partnership (BHSP), including the Local Authority), have been consulted on their requirements for a consultation portal and were invited to test systems from a range of potential suppliers. The contract for supplying an integrated system has now been awarded to Limehouse Software Limited. The system was available for public view for the first time at the 'Get Involved' launch day at Hove Town Hall on 21<sup>st</sup> November 2009.

The portal offers a range of features which include:

- a calendar of consultation activity across the city
- details of each consultation and a key contact for more information
- findings from consultations
- on-line consultation activity (e.g. questionnaires; vox pops; focus-groups etc)
- examples of good practice activity
- databases of consultees and their interests
- being able to work on shared documents
- links to other relevant websites, consultations

The portal provides two main functions – a place for undertaking consultation and a hub for signposting to anything else that is not contained within it

As part of this process the consultation portal will also link to the BHSP website; to Interplan (performance reporting tool); and the Brighton and Hove Local Information Service (BHLIS) website ([www.bhlis.org](http://www.bhlis.org)).

This item came to the LSP in May 2010.

#### **4.6 Advice & Information Services**

The new Sustainable Community strategy contains, for the first time, a specialist chapter on providing advice and information services. This change reflects the Partnerships belief that the provision of good quality advice and information services is one of the key strategic drivers moving people from Social Exclusion to Social inclusion. This work crosses all sectors boundaries, and affects all sections of the population at different times. In co-ordinating this work, the LSP is making the most effective and efficient use of limited resources across the City.

A brief description of the developments that have brought us to this position are outlined below

Advice Services Strategy Group (ASSG), 2006 – 2010:

- Kept 'Legal Advice' focus of Community Legal Service Partnership but extended membership to include other relevant partners e.g. health
- Formalised relationship with Local Strategic Partnership and Advice services network.
- Supported & resourced by the Advice Strategy Project April 2009-2011 following successful bid to the lottery.

2009 Advice Coordination Meetings:

- Convened and Facilitated by the Partnership Team to scope co-ordination of a wide range of advice and information services. These include health services, Careers services, including advice , information and guidance, Family Pathfinder services, library services, and community safety services
- Included ASSG members and other partners such as adult learning & libraries
- Led on drafting of Priority Area 8 of the Sustainable Community Strategy: 'Quality Advice and Information Services'

Advice Partnership, 2010 onwards:

- Outcome focused

- Wide range of information and Advice Partners
- Accountable to LSP for delivery of Priority Area 8 'Quality Advice and Information Services'

## **Central Government Changes**

### **5.1 Abolition of Comprehensive Area Assessment (CAA) and the Audit Commission**

Comprehensive Area Assessment (CAA) was the new framework for the independent assessment of local public services in England. In May 2010 the new coalition government announced that they would abolish CAA.

On 13 August 2010, the Secretary of State for Local Government announced the intention to disband the Audit Commission.

The CAA represented a fundamental change in the approach to inspection, reflecting the changes in local public services in recent years and in the environment in which they work.

The CAA provided an independent assessment of how well people are being served by their local public services. It focused on how well these services, working together, are achieving improvement and progressing towards long-term goals. At its heart is a new area assessment in which the inspectorates provided their joint view on the short, medium and long-term prospects for better results for local people. This was linked to assessments of the performance and value for money provided by the individual public bodies serving the area carried out by the relevant inspectorates. This document deals in detail with the area assessment and the organisational assessment of local councils.

The CAA was largely led by and focused on the BHSP. Its removal required the BHSP to help develop a robust method of ensuring improvements in performance of public services across the city.

### **5.2 Reduction of National Indicators**

Following the 2010 Budget, 18 indicators were removed from the National Indicator Set with effect from 1 April 2010. This is in line with commitments made in the [Putting the Frontline First: Smarter Government \(PDF, external link\)](#) to remove indicators that were no longer relevant or needed. Further detail and FAQs can be found in CLG's [Smarter Government \(external link\)](#) paper.

### **5.3 Future of the Local Area Agreement (LAA)**

The Local Area Agreements are a contract between central and local government and major local delivery partners to deliver the priorities of local people. Following the general election in May 2010, the future of LAAs are no longer certain.

The current LAA will run from 2008–2011. Whilst they could be extended, it is likely that the approach to a contract between central government and local public agencies will be revisited and a new approach developed in the future

The lead for the LAA at the local level is the Local Strategic Partnership (LSP). The LAA priorities are taken from the sustainable community strategy (SCS). These priorities are translated into a set of up to 35 national targets drawn from a group of 198 national indicators (See the above point for more information on National Indicators). They are the basis of a single performance reporting system for local authorities to central government. They can also be supplemented by local targets.

Each of the local LAA targets has a specific delivery agreement for that area. This is negotiated and agreed between the LSP and the regional Government Office.

Councils and their partners had the freedom to decide how best to achieve their agreed targets.

The BHSP is currently working through the Partnership Delivery Workshops and with all its partners to develop a set of key priorities across the city.

#### **5.4 Abolition of South East England Development Agency (SEEDA)**

The Government has announced that all Regional Development Agencies including SEEDA will close by April 2012. These will be replaced by Local Enterprise Partnerships (See page 7 above for more information on Local Enterprise Partnerships).

SEEDA's plan for transition aims to:

- Continue to support business recovery and growth in the South East, through our £120million programme of work for 2010/11 (including nearly £40m of EU funding), as well as through the advice, interventions and deal-making activities of our staff;
- Contribute to shaping the economic development model for the future, through advice sought by partners and through responding to consultations by central Government;

- Hand over economic development functions to new arrangements to maximise legacy and minimise the hiatus and loss of economic benefit arising from major change;
- Carry out an orderly transition to closure that provides value for money for the taxpayer and achieves the best possible outcomes for our staff.

## **5.5 Abolition of Government Office South East (GOSE)**

As part of the Government's commitment to localism, decentralisation and the rolling back of regional government, Ministers announced in May 2010 the abolition of the Government Office for London and a review of the case for the abolition of the remaining Government Offices.

On 22 July 2010, the Secretary of State for Communities and Local Government, Eric Pickles, announced to Parliament that the Government has the intention in principle to abolish the remaining eight Government Offices. The process will be subject to using the Spending Review to resolve consequential issues. The final decisions will be made at the end of the Spending Review in the autumn.

Consequently, GOSE no longer have a responsibility for performance management of the LAA, and no longer attend the BHSP or the Public Service Board meetings.