

**South Gloucestershire  
Partnership  
Annual Report  
2013/2014**



**our area  
our future**

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## A Background and context

The South Gloucestershire Partnership (SGP) was formed in 2002 to develop the first Community Strategy which was published in March 2003. Both the partnership and the community strategy have evolved over the years but one constant has been an annual look at performance against key objectives and the benefits gained from working in partnership.

Partners remain committed to making sure that South Gloucestershire is “**A great place to live and work**” and the new [Sustainable Community Strategy](#) published in February 2012 states the shared values of the partnership which are -

The South Gloucestershire Partnership works to improve the quality of life for people in the area and is committed to the following values which will be embedded in all sections of the strategy

- ensure natural resources are used wisely, reduce carbon emissions, prevent pollution and waste and conserve and enhance the environment for future generations
- promote a greater understanding and mutual respect between different sectors and sections of the community; empower all people to participate and become involved in decisions which affect the area
- find simple and effective ways of working together that improve efficiency, make the most of resources and ensure value for money

This commitment is articulated in the partnership’s core purpose and objectives detailed below (Section B). Work done over the past twelve months to further the core purpose and the objectives of the partnership is noted in Section C.

## B Partnership objectives

The South Gloucestershire Partnership Board’s objectives were reviewed in July 2012. They are

- to develop the long-term strategic vision for the area.
- to act as a high-level strategic governance mechanism, bringing key decision makers together to work to deliver the vision for the area.
- to act as ambassadors for the area, lobbying other tiers of government for the necessary resources to deliver sustainable growth.
- to influence policy and policy changes.
- to keep abreast of and influence the work of the West of England Partnership
- to monitor and direct the activities of the strategic partnership bodies agreed by the Partnership at its meeting on 12<sup>th</sup> July 2012:
  - Economy and Skills Strategic Partnership
  - Health and Well Being Strategic Board
  - Safer and Stronger Communities Strategic Partnership

Whilst there is no legal requirement for partners to follow Council regulations, partners agreed to include the Council's Code of Conduct within the Terms of Reference [..\..\Partnership Frameworks \(TOR\)\SGP Framework agreed 12 July 2012 amended Oct 2012.pdf](#) and adhere to them.

### C Achievements

Cllr Heather Goddard was elected Chair and Rachel Robinson Vice chair at the partnership meeting July 2013 to stand for another twelve months.

Throughout the year, the partnership had presentations on ....

- Volunteering in the community: the role of the Volunteer Centre co-ordinator and the Volunteering strategy
- Census statistics: the latest census statistics disaggregated for South Gloucestershire
- State of the [voluntary and community] sector report using the results from the annual
- Climate Change strategy considering and endorsing Low Carbon South Gloucestershire Plan 2013-2015.
- Impacts of the changes to Welfare benefits: how the changes are impacting in South Gloucestershire
- Building a strong Voluntary and Community Sector survey: progress on the partnership's strategy and consideration of the outcomes of the first two years of activity
- Housing strategy 2013-2018 receiving and endorsing the strategy
- Strategic energy provision: an overview of the sustainable energy required for the new development areas including an update on the LEP Avonmouth / Severnside Thermal Energy Grid study

.... and updates on .....

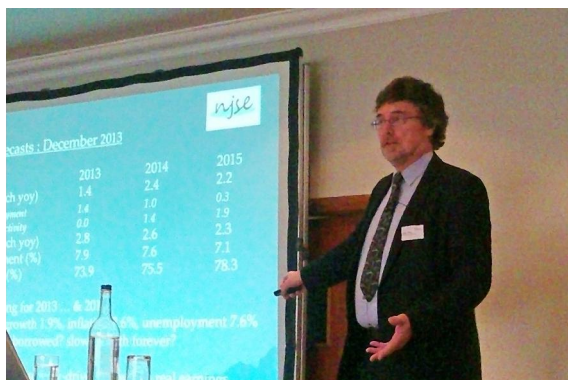
- Police and Crime Commissioner's Plan including budget prioritisations and the PCC plan from the South Gloucestershire point of view
- Partners' conference feedback (see below)

..... and discussed

- the Annual report - partners were asked to comment on and endorse the annual report
- the South Gloucestershire Core Strategy – partners had an in-depth discussion on the impact and consequences of adopting the Core Strategy in terms of development areas, housing, growth etc and the opportunity to forward plan.
- the Compact review – following a refresh of the national Compact partners were asked to review and comment upon an updated local Compact

With each set of meeting papers, there is a **Topic Update** paper which highlights good news stories from partners, items that are being discussed at the Chief officer group and the strategic partnerships as well as any other item which needs to be brought to partners' attention but which does not require a full agenda item. This has proved to be useful to partners as a summary reducing operational detail.

This year's **Partners' Conference**, held at the end of March 2014, was on the theme of closing the gap - helping the people and places of South Gloucestershire benefit from and contribute to economic success.



A keynote speech by Nigel Jump Executive Director and Chief Economist of Strategic Economics Ltd set the broad economic background of the area as well as highlighting South Gloucestershire's key characteristics and some of its future challenges. This was followed by short presentations on the positive effects of early interventions and providing the best start in life, improving education and training outcomes by raising the aspirations of our young people and removing barriers to their employment and finished

up with a successful local example of how to strengthen our routes to success through community cohesion and local initiatives.

Once again, the conference proved successful and was deemed informative and thought provoking as well as providing an opportunity for partners old and new to network and forge new links.

### **D Resources (used or consumed by the partnership)**

Each member is a resource and provides the SGP and its work with an invaluable contribution through their time, expertise and knowledge of their sector. Also, there is also the additional support given by the individual organisations to their SGP representative without which partners would find it very difficult to be involved.

Avon Fire and Rescue Service continues to chair the Compact Implementation Group to assist in the maintenance of a thriving voluntary and community sector across South Gloucestershire. It also regularly provides key locations for meetings and working groups for not only voluntary and community groups but all other agencies involved in the South Gloucestershire partnership agenda.

The partnership is serviced by South Gloucestershire Council (SGC) which covers the costs of organising meetings, hiring venues, refreshments, printing and publication of minutes, papers, promotional material, documents and leaflets; also planning, preparation and hosting of some workshops (with associated speakers/facilitators) and conferences.

On many occasions, partners have hosted events relating to partnership work, and have helped facilitate workshops and done presentations of aspects of SGP work in a variety of arenas.

The development of the SGP and facilitation of its work is a core area of work for the Council's Corporate Strategy and Partnerships Team. No financial contribution to this team is made by any other partner.

### E Benefits of working in partnership

As a member of the partnership family, **South Gloucestershire and Stroud College** benefits by enabling the College to develop the curriculum to meet the needs of local communities and employers. The College Strategic Plan is aligned to the South Gloucestershire and West of England priorities and is updated as needs and priorities change. The partnership provides a link with the LEP, the voluntary sector, employers and Job Centre Plus as well as updates on economic initiatives, community development and funding programmes. The college works in partnership with the WOE LEP and the South Gloucestershire Partnership to ensure we are positioned to be able to use funding for the areas that need it most.

### ECONOMY AND SKILLS STRATEGIC PARTNERSHIP

The integration of the approved Core Strategy and the Strategic Economic Plan remained a top priority for this partnership with the focus on economic development and growth. The scale and scope of the South Gloucestershire enterprise areas are now well established and the joined up approach is reaping benefits across the area. Attracting new business has become more targeted as the City Region Deal provides a springboard to future growth. This, in turn, has led to the development of an inward investment programme and South Gloucestershire - as part of the west of England - continues to promote itself in the global marketplace as a great place to live and work. Investment in the fibre optic broadband programme and key transport infrastructure projects were fundamental to this aspiration.

Employment remained high despite the national picture and unemployment fell slightly with the number of jobseekers also reducing again.

Events and programmes to support existing businesses were held throughout the year as well as an information gathering project on small and medium enterprises to enable a more targeted support programme aimed at improving business survival rates. The integration of education in the economic development strategy has resulted in better cross-board awareness and engagement with education and training providers – the local offer continues to grow and more diverse avenues to employment and training through local colleges and the new Bristol Technical and Engineering Academy are now available. Nearly 5,000 young people were involved in the apprenticeship programme (an increase of 15% on previous numbers)

To view the [full Economy and Skills Partnership Annual report 2013/2104 follow this link](#)

### HEALTH AND WELLBEING BOARD

The first meeting of the Health and Wellbeing Board as a legally constituted committee of the Council was held in June 2013 and Cllr Heather Goddard was elected chair with Rachel Robinson Chief Executive of The Care Form as vice chair. Whilst the Board is now part of the Council it remains within the partnership structure reporting to the South Gloucestershire Partnership Board and ensuring that effective linkages are maintained both to the aligned partnership bodies and to the wider local strategic partnership configuration.

Much of the work throughout the year has been developing processes and policies and formalising governance and reporting lines. Progress has been made on the development of



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metrics to monitor performance and discussions held on ensuring the membership reflects the remit of the Board enabling it to deliver its objectives.

The Board received presentations on the introduction of the Better Care Fund Project Plan, the annual reports from the Safeguarding Children and Safeguarding Adults Boards as well as receiving information on the requirements of the National Concordat to meet the expectations of the Department of Health report on Winterbourne View.

The Children's Trust Board was re-established and the terms of reference refreshed in light of its new remit and its alignment with the Children and Young People's committee and the Health and Wellbeing Board.

Focus increased on the national direction towards the integration of health and social care culminating in a high level Joint Commissioning and Partnership agreement between the Council and the South Gloucestershire Clinical Commissioning Group. This was followed up later in the year with an item looking at the alignment of the proposed commissioning intentions and the Health and Wellbeing strategy.

The Board commented on and approved the Joint Health and Wellbeing strategy, the Better Care Fund Project Plan, the draft Pharmaceutical Needs Assessment and the proposed rehabilitation model of care for South Gloucestershire. It received updates on the transfer of public health back into the local authority, and on Healthwatch ensuring patient and public involvement is integrated into the work of the board. The Board also adopted the Disabled Children and Young People's Health and Wellbeing Charter and commented on the Housing Strategy 2013-2018.

## SAFER AND STRONGER COMMUNITIES STRATEGIC PARTNERSHIP

In 2013/14 the Safer and Stronger Communities Partnership met quarterly with one additional special meeting to consider the report of the first formal Domestic Homicide Review carried out on behalf of the Strategic Partnership. For details of the business covered at these meetings please go to [Browse meetings - Safer and Stronger Communities Strategic Partnership - South Gloucestershire Council](#)

The partnership met all its statutory obligations of

- conducting a Joint Strategic Assessment of Crime and Disorder in the Local Area;
- agreeing and implementing a Partnership Plan to address priority Crime and Disorder issues;
- developing and delivering Drug Treatment Plans

In addition to the above, the partnership also considered the implementation of the Families in Focus programme (known nationally as the Troubled Families Initiative); reviewed a consultation document on various engagement mechanisms being carried out by South Gloucestershire Council and discussed the potential and practicalities of Restorative Justice.

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The partnership was keen to see restorative justice operated more formally in South Gloucestershire however it recognised that it needed to be properly resourced and co-ordinated for the longer term which was currently not possible.

The topics of hate crime and the experiences of gypsies of travellers were explored from a variety of different perspectives, with a number of planned developments being noted. Patterns of cohesion and hate crime seemed to be related to very specific circumstances, which would mean any solution would need to be individually tailored and therefore resource intensive.

The partnership was briefed on work to implement a single system approach to custodial arrest referral across Avon and Somerset and Sue Mountstevens, Police and Crime Commissioner for Avon and Somerset updated partners on her ongoing work with local communities and groups. She highlighted three main areas of work directly relevant to the Partnership namely

- the South Gloucestershire local Policing plan (published February 2014)
- the community safety fund; (see below for further detail)
- and, work around integrated services victims and commissioning a bespoke service for the future. This was further discussed at a later meeting.

Progress in the Priority Neighbourhoods was also reviewed along with the potential impacts on this work of the new Police Target Operating Model.

The first formal Domestic Homicide Review carried out on behalf of the Strategic Partnership was carried out and the Domestic Homicide Review (DHR) Overview Report and Executive Summary approved for submission to the Home Office after the final wording in the Executive had been agreed by the Chair of the Strategic Partnership and the Chair of the Review Panel.

During 2013/14 the Partnership devoted significant time and attention to the Community Safety Fund allocated by the Police and Crime Commissioner. Performance results for the agreed projects were reviewed on a regular basis as part of the Strategic Partnership's performance management activity and each group awarded funding through this grant gave a presentation to the partnership on the project supported. For further details see [Browse meetings - Safer and Stronger Communities Strategic Partnership - South Gloucestershire Council](#) 14 applications were received of which 6 were recommended to the Police and Crime Commissioner, who agreed all 6.

The partnership continuously reviews and improves its working practices in order to become more effective and efficient in its operation. In addition to changes in the Framework Agreement (see annual report link below), the partnership also formally signed up to a new Information Sharing Agreement with Avon and Somerset Constabulary and adopted a revised Safer and Stronger Communities Partnership Strategy 2015-2018 in order to help shape its future work.

During the year the partnership participated in the development of a number major local strategies by considering, and making comments in response to, consultations on:



- The South Gloucestershire Housing Strategy 2013-2018
- Families in Focus Strategy 2013-2015
- Various engagement mechanisms used by South Gloucestershire Council.
- Alcohol Harm Reduction Strategy

For the full Safer and Stronger Communities Strategic Partnership Annual Report, follow this [LINK](#)

### **F Improving the partnership and its work**

Partners did not feel that there were any major ways the partnership and its work could be improved but it was suggested that the Economy and Skills Partnership could benefit from greater representation from a broader range of employers and from the rural economy.

### **G Managing risk**

Managing risk is an important part of good performance and is written into the Partnership's terms of reference. The Partnership completes an annual assessment using South Gloucestershire Council's Guidance for managing risk and opportunities in partnership which is monitored by the Council's Corporate Strategy and Partnership team throughout the year. Appendix 1 is the 2014/2015 assessment to be agreed at the meeting in October 2014.

Continued restructuring among partner organisations challenges the resources and commitment of partners to the Partnership and its work; it will also create new and different relationships and working arrangements both internally and locally. Additionally, there could be added impact in the reallocation of government resources to area wide initiatives and organisations such as the LEP. Other changes may also occur after the elections in 2015 all of which need to be continually reviewed to minimise the risk to the partnership.

### **H Future challenges and areas of work**

Increasingly the Government is using the LEPs to channel funding into regions, including funding for communities and for further education. The partnership needs to be one of the key influences on the WoE LEP to ensure the LEP understands the communities of South Gloucestershire and that the priorities of the LEP are aligned accordingly.

Partner organisations are still subject to organisational change which could potentially impact on the partnership in both positive and negative ways. Partners need to ensure the partnership remains relevant and proactive to safeguard the commitment partners currently show to working together both now and in the future. They also need to remain vigilant to opportunities of working together more efficiently, and in new ways.

Appendix 1

		Risk Assessment 2014/2105			Key	Impact	L	S	Likelihood	L	S	Score (I	S				
						High	3		Medium	2		Low	1				
	The Risk: What can happen and how it	Consequence of this happening			Inherent Risk	Mitigating Actions / Opportunities				Residual			Further Action Rqd	Risk Owner	Review Date		
		I	L	S		I	L	S									
1	Partners have an unclear vision of what they want to achieve for residents within South Gloucestershire	<ul style="list-style-type: none"> <li>Failure to deliver on the vision and priorities</li> </ul>			1	1	1	Monitor SCS to ensure shared vision is agreed				1	1	1	None	Chair of SGP	Annual
2	South Gloucestershire is lacking a shared understanding of needs	<ul style="list-style-type: none"> <li>Inconsistent approach to service delivery</li> <li>Gaps and overlaps not known</li> </ul>			3	1	3	Ensure good use of data alongside resident views and those obtained from community involvement activity				3	1	3	None	All	Annual
3	Partnership working is not well co-ordinated with little evidence of it making a difference	<ul style="list-style-type: none"> <li>No added value</li> <li>Partners disengaged</li> </ul>			3	3	9	Annual report to reflect achievements of the Partnership Review role, membership and relationship of strategic partnerships				3	1	3		Chair of SGP	Annual
4	Community Strategy priorities and outcomes not met	<ul style="list-style-type: none"> <li>Failure to deliver targets</li> <li>Inefficient use of resources</li> <li>Loss of public confidence</li> <li>Failure to meet public expectations</li> <li>Not responding to changes in practice</li> <li>Not responding to new opportunities</li> </ul>			3	3	9	Ensure performance monitoring and management arrangements are robust. Partners to manage expectation with consistent, realistic messages and delivery Regular information sharing to raise awareness. Flexible practices Review regularly. Proactive planning sessions.				3	2	6	None	Chair of SGP All	Six monthly
5	Partnership fails to work well as a group	<ul style="list-style-type: none"> <li>Unproductive meetings</li> <li>Loss of credibility</li> <li>Loss of expertise and contribution of particular sectors</li> </ul>			3	1	3	A commitment to regular attendance by partnership members and application of the terms of reference				2	1	2	Membership regularly reviewed and appropriate action taken	All	At annual review
6	Partners do not meet the requirements of equality legislation	<ul style="list-style-type: none"> <li>Failure to address the breadth of issues and understand the diversity within the partnership</li> </ul>			3	2	6	Ensure equalities impact assessments are carried out on all SGP plans and strategies Training is available which is relevant and comprehensive				3	1	3	None	All	Annual

7	Partners' non-allocation or withdrawal of resources	<ul style="list-style-type: none"> <li>• Loss of balance in work of partnership</li> <li>• Limitation to the sustainability of services, projects or initiatives including the council's reduced capacity to support and coordinate partnership meetings</li> <li>• Lack of high quality input into joint activities</li> <li>• Reduction or loss of engagement by partners</li> </ul>	3	3	9	<p>Scrutiny and challenge by the partnership</p> <p>Consideration of resources that support partnership working Co-opt resources as required</p> <p>Continual information sharing</p> <p>Developing relationships with new structures i.e. PCC</p>	3	2	6	Conveying to government the impact of competing demands as necessary	Chief Officer Group	Annual
8	Organisational change in key agencies impacts adversely on performance	<ul style="list-style-type: none"> <li>• Loss of focus</li> <li>• Delayed progress.</li> </ul>	3	3	9	<p>Well managed change process</p> <p>Clear strategic direction set out for each organisation Clear communication.</p>	3	2	6	Presentation to SGP of each members' strategic plan	Chief Officer Group	Annual
9	Actions do not result in improvements	<p>Insufficient resources</p> <p>Inefficient use of resources</p> <p>Lack of joined up thinking at Central Government departmental level</p>	3	2	6	Implement robust performance monitoring and management arrangements	3	2	6	Change of approach	All	Annual
10	Partners are not committed to partnership meetings	<ul style="list-style-type: none"> <li>• Unproductive meetings</li> <li>• Loss of credibility</li> <li>• Loss of expertise and contribution of particular sectors</li> <li>• Loss of data and information sharing, and local knowledge</li> </ul>	3	3	9	Consider alternative approach	3	2	6	On-going monitoring of partner involvement	Chief Officer Group	Bi-annual