

South Gloucestershire Partnership Annual Report 2009/2010



**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.

The partnership is committed to making sure that South Gloucestershire is “**A great place to live and work**” and that “**By working in partnership, our vision is for everyone who lives and works in South Gloucestershire to fulfil their potential, enjoy an excellent quality of life and support others in their communities whilst protecting the environment.**”

This commitment is articulated in the partnership’s aims (Section B) and objectives detailed below (Section C) with the work that has been done over the past twelvemonths noted against each objective.

B Aims of the South Gloucestershire Partnership (adopted Nov 2006)

To work together to promote the economic, social and environmental well being of people in South Gloucestershire and to mainstream sustainable development and social inclusion.

To monitor the development of the Local Area Agreement for South Gloucestershire.

To monitor the activities of the strategic partnership bodies.

C Achievements of the South Gloucestershire Partnership against its stated objectives

1. Ensure the community strategy is up to date and oversee revisions

A timetable for the revision of the Sustainable Community Strategy was agreed and preliminary work was done with key partners and chief officers. Further, wider consultation is planned and the completed document is scheduled for publication in January 2011.

N.B: Subsequent to this report, it was agreed by the Partnership to defer the refresh of the Sustainable Community Strategy until the changes implemented by the Coalition Government and their implications for partnership working; and the Comprehensive Spending Review in October 2010 were fully understood.

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2. Drive, track and review progress against the community strategy, including agreeing, monitoring and reviewing quality of life indicators. (Progress will be delivered by the supporting structures)

The Sustainable Community Strategy (SCS) has been monitored through data collated in the Quality of Life report which was published and distributed in April 2010. This year the report shows an increase in the respondents who feel South Gloucestershire has become a better place to live with 85% of respondents saying they are either very or fairly satisfied with their local area. This is an increase of 2% from last year.

The SCS is underpinned by the Local Area Agreement (LAA) and the National Indicator Set (NIS). This year saw the conclusion of the first Local Area Agreement targets (March 2010); the second set of LAA targets runs until March 2011. The LAA and the targets are regularly monitored in line with the SGP's performance management framework and the seven key themes of the SCS are measured through 34 priorities. Good progress has been achieved in 59% of these priorities with the remaining 41% being in line with expected progress. There are 137 national indicators in the first LAA aligned behind the SCS which enable us to effectively monitor our performance and good progress has been made. Where we are able to compare progress against target – some have no data available yet – we are in line with or above target in 64% of cases.

3. Track and influence national and regional and sub-regional policy

Regular updates on West of England matters are given by the Council's Chief Executive which enable partners to understand cross boundary and regional issues. A greater strengthening of links to regional bodies will enable the partnership to contribute to discussions at a higher level where appropriate (see item 12).

4. Test, challenge and promote significant policies and decisions in South Gloucestershire

Updates of the Local Development Framework (the spatial planning expression of the vision and key objectives of the Sustainable Community Strategy) are a standing item on the SGP's agendas. The partnership and individual partners continue to be involved in delivering future growth in a sustainable way through their involvement in the Core Strategy.

The SGP has been involved in the development of the critical Priority Neighbourhoods' Delivery Plan which concerns six areas in the district. Work has been carried out to get a clear, accurate picture of the Priority Neighbourhoods with detailed community profiles and summary profiles produced through the analysis of a wide variety of statistics, data and information. Partners and residents are working together through the sharing of information and resources to find out if local priorities have changed and develop revised action plans; new ways of working in communities are being developed by partners. Events have taken place to feedback to residents about their local community profiles and the encouragement to get involved to help shape future priorities is reaping results. Raising aspirations is a key challenge.

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4. Test, challenge and promote significant policies and decisions in South Gloucestershire continued

Partners are also key participants in the consultation on the Council's budgets for the forthcoming year - especially important this year with the impact of the economic downturn in the public sector. Partners need to work more closely given that there is unlikely to be an increase in funding from central government over the next decade. The consultation covers areas such as identifying savings, different ways of delivering services and the consequences of decreased capital budgets.

A stakeholder event, where the JSNA was presented was held in November 2009 to engage partners and develop a shared basis for the development of South Gloucestershire's first Health Improvement Strategy (HIS). The event was attended by over 80 delegates from the council, NHS South Gloucestershire, private and voluntary organisations. The leading causes of ill-health in South Gloucestershire as identified in the JSNA were discussed and priorities were agreed. Key behaviours were then identified which could have a major impact on each cause of ill-health. The Health Improvement Strategy sets out the common vision, priorities, and objectives to improve health and reduce health inequalities so that the key priority of "improving health, shared by all communities" within South Gloucestershire's the Sustainable Community Strategy is achieved. The HIS will be effective from April 2011 to March 2015 as part of a long-term vision to 2026 and will be refreshed after three years to ensure the content and priorities are still relevant and strategic.

This year, partners have been actively engaged in the 10:10 carbon reduction challenge and have instigated monitoring and management arrangements within their organisations. As part of the Comprehensive Area Assessment, the SGP is required to demonstrate how it has "worked together to coordinate action across the local area to reduce the carbon footprint of their organisation, their services and the community as a whole". The LAA includes a target to reduce per capita carbon dioxide emissions in the district by 1% per annum (NI186). Partners have reviewed their management approaches and most have implemented energy efficiency measures against a specified target of usage reduction. Partners were encouraged to sign up for the West of England Carbon Challenge and the 10:10 Campaign and a workshop was held facilitated by Lewis Morrison from the Energy Savings Trust. Partners discussed their perceptions of a low carbon future, efficiency measures and initiatives to implement them, sustainability, cultural and behavioural issues as well as the role of the partnerships, the strategic partnerships and the individual partners.

5. Support and offer backing to delivery structures to achieve their action plans

The Joint Strategic Needs Assessment (2008) and its supplement (2010) was another area to which the Partnership gave considerable consideration. This is a key document for strategic planning across the area and highlights key priorities which can be tackled through partnership working. It is reflected in the Children and Young People's Plan and was adopted by the Partnership as a strategic planning document.

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5. Support and offer backing to delivery structures continued

At the beginning of the year partners received a presentation from the Audit Commission on the interim outcomes of the Comprehensive Area Assessment. The partnership was performing very well and apart from a few areas where there were currently some minor issues, many associated with very exacting standards set by the Partnership itself and where the current standards were already very high, the final report was likely to be complimentary to the work of the partnership.

The Partnership adopted National Indicator 7 (NI7) - the Environment for a Thriving Third Sector - as it recognised the importance of the voluntary and community sector to strong, active and empowered communities. Recognising the need to and the value of building a secure, sustainable and comprehensive VCS and the key role but limited resources of CVS South Gloucestershire and partners, South Gloucestershire Council on behalf of the Partnership invested £105,800. This investment was through CVS South Gloucestershire and partners Southern Brooks Community Partnership and The Chase and Kings Forest Project have delivered a range of activities including; locality forums and capacity building; the South Gloucestershire wide VCS Forum Voluntary Voices; activities to support the development of VCS database; the provision development of a Funding Advice Service, and capacity building support for Children and Young Peoples organisations and the endorsement and implementation of the refreshed Compact.

Alongside NI7, the Partnership also adopted NI6 - Participation in regular volunteering - as it recognised the value of volunteering as part of the Sustainable Community Strategy and as a local asset to South Gloucestershire. South Gloucestershire Council on behalf of the Partnership invested £61,400 to boost limited resources of local Volunteer Centres (VC) and bridge the gap in service provision in Kingswood. CVS South Gloucestershire managed the project with investment provided to The Chase and Kings Forest Project creating the first volunteer development worker in the area; and to a range of activity through Filton, Patchway and Stokes VC; Thornbury VC and Yate VC all contributing to the development and reach of the volunteer centres in South Gloucestershire.

6. Challenge delivery partnerships to step up delivery through joint working

The strategic partnerships continue to deliver quality projects and services through joint working.

Examples of successful delivery partnership working during 2009-10.

- (a) **Children and Young People:** The structures enabling young people to influence decision making have strengthened with the Youth Board and UK Youth Parliament members actively involved in a wide range of local, regional and national issues and campaigns. Representatives have attended strategic fora including Council Select Committees and Cabinet, Children & Young People Strategic Partnership and LSCB engaging in topics such as Sex and Relationships, the Participation Strategy, Bullying, Transport, the Youth Service Strategy and Youth Housing Strategy. Three Locality Youth Fora have now been established.

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- (b) **Economy and Skills:** Work on the Science Park has been slow to start but agreements between the South West RDA and Quantum the developers were exchanged following a long list of other agreements in relation to the adjoining landowners, power supply, drainage, and the acquisition of the Scrap Yard being secured. Infrastructure works have commenced and the tender process for the contract for the Spark One building is well advanced. Work on the 54-acre site in Emersons Green could take up to a decade to be completed but will provide opportunity for in the region of six thousand jobs at the 14 planned buildings. It will house test-bed facilities, laboratories, office space and workspace for semi-industrial and science and technology businesses
- (c) **Environment:** Natural England, the Forestry Commission and South Gloucestershire Council are working to increase the number of 'Local Sites' - Sites of Nature Conservation Interest (SNCI) and Regionally Important Geological and Geomorphological Sites (RIGS) in active management. South Gloucestershire has 320 identified SNCIs and RIGS, 46% of which were being managed to benefit wildlife and maximise their value for biodiversity by the end of the financial year 2009/10. Also, seven local sites (SNCIs) along the verges of the M4 motorway and slip road near Junction 18 have been put into active management through an agreement between the Highways Agency (Atkins) and the Council. These sites have lacked any sympathetic management for some considerable time due to their inaccessibility.
- (d) **Health and well-being:** Working together in partnership we have seen improvements in community services which have led to a reduction in the numbers of inappropriate admissions to hospital and reducing numbers of people delayed unnecessarily in hospital. The partnership story of the year has been working hard together to do more with the resources available. This has involved innovative and cost effective solutions to care between hospital and home; and interim changes to the focus of the Council's in house home care by prioritising hospital discharge, pending the outcome of a review of the service and its role in Reablement.
- (e) **Safer and Stronger Communities:** Safer and Stronger Community groups were reviewed and a number of changes to their operation initiated. Administration was transferred to the responsibility of South Gloucestershire Council, enabling the Police to focus capacity on other work areas, and a number of practical administrative changes were made. These include advance publication of agendas; deadlines for the production of minutes; a 12 month rolling programme of meeting dates and venues for each Group; new publicity and the implementation of dynamic electronic communications providing real-time information updates. Attendance levels have increased substantially for most groups and at the end of 2009/10 there were over 700 registered members of the electronic communications system. Improvements in the work of the Groups has led to an 8% improvement (from 25% in 2008 to 33% in 2009) in the National Indicator for the proportion of residents who feel able to influence decisions in their local area.

For more information on the activities and achievements of the above strategic partnerships please see www.ourareaourfuture.org.uk for their 2009/10 Annual Reports.

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Examples of successful delivery partnership working during 2009-10. continued

(f) **Corporate Equalities:** An aim of the Corporate Equalities Forum (CEF) this year was to encourage member groups representing minority interests to become more actively engaged in community cohesion, mindful of the social impact of the economic recession. During 2010, the CEF, assisted by council officers, has undergone a process of review to enhance engagement with its member groups. This process is still underway, and represents an important development, acknowledging the need to build up infrastructure within the voluntary sector to enable it to address the challenges of the new political climate

7. Lobby and influence work of other strategic bodies for example the West of England Partnership

See below (item 12)

8. Share good practice with others and seek out good practice elsewhere

Throughout the year the Strategic Partnerships and Planning team have maintained links with other local strategic partnerships in the West of England region and beyond to share information and good practice; these have been fed back into the SGP where appropriate. Research into best practice in the wider field has also been done on a regular basis and incorporated where appropriate.

9. Develop relationships between South Gloucestershire Partnership members and among the wider range of organisations that attend partners' conferences.

Continued communication between partners is a standing agenda item where the aspirations, objectives and work of individual organisations is explained to broaden understanding and awareness amongst the other partners as well as highlighting any potential areas for joint working or resource planning. Two sessions were held this year - Dave Salmon Asst Chief Fire Officer, Avon Fire and Rescue Services, and Helen Black, Chief Officer, CVS South Glos (on the Compact).

The newsletter continues to go from strength to strength and is distributed to all partners, all area and local councillors, schools, surgeries, libraries, local MPs and One stop shops. A further four (quarterly) issues were produced this year and highlight partnership work and projects such as Getting closer to nature, the Special Olympics, Exercise on Prescription and Supporting South Gloucestershire businesses. Hard copies are available and there is also a link on the SGP website <http://www.ourareaourfuture.org.uk/Newsletters.htm>. Articles are also placed in partner newsletters and bulletins.

There is regular contact and information sharing with partners about common issues and all partners are invited to all events; many participate in the planning and running of them.

Regular feedback and information is sent to partner organisations including articles within corporate newsletters such as the Care Forum's In Contact and its e-bulletin and CVS's newsletter.

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10. Champion and raise awareness of the work of the partnership to ensure it is owned by the wider public

Work around the LAA with input into the setting and achieving of the indicators and targets has supported the ownership and delivery of the strategy by the public and enabled greater involvement by partners. Achievements are detailed in a variety of reports and documents which are widely distributed and publicly accessible.

The website <http://www.ourareaourfuture.org.uk> continues to raise awareness of the work of the partnership with a regular 'news update' highlighting key milestones and events. Further work is to be done to increase the information available on the strategic partnerships and their work.

A wide audience was invited to the Partners' Conference in Feb 2010 (see 10 below) to raise awareness of the partnership's purpose and work.

Partners were invited to participate in the annual Youth Summit which was based around the theme of Movers and Shakers. The Chair opened the event explaining the role of the Partnership and the Sustainable Community Strategy and during the day, approximately 100 students from local secondary schools were able to discuss key issues for South Gloucestershire and how they can help deliver the aspirations set out in the Sustainable Community Strategy our area our future.

The results of the Comprehensive Area Assessment highlighting the fact that partners are working well together was widely circulated. The area was also awarded a coveted 'green flag' - one of only a handful of areas in the South West to receive one - which are given out for 'achieving exceptional outcomes in priority areas, or something innovative, and others can learn from. South Gloucestershire's flag was awarded for managing growth. The report states

"The council and its partners are good at planning for and meeting the challenges posed by the area's growth. Their combined work has brought good results."

11. Actively seek the views of the public through the supporting structures and partners' conferences

In February 2010, the South Gloucestershire Partnership hosted the latest Partners' Conference with the theme of being prepared for the upturn in the economy. Nearly one hundred delegates from public, private, the voluntary and community sectors attended. Keynote speeches from Chris Evans, Director of the Marchmont Observatory on the prospects of recovery from the recession, and Nigel Eagers, Vice Principal from Filton College about what further education could do for all ages and communities by equipping them with new skills tailored to new job opportunities were enthusiastically received. Discussions were held in the workshops facilitated by the strategic partnerships on related issues based around their individual themes and a report detailing all the discussions and outcomes has been distributed to all who attended.

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12. Ensure that appropriate supporting structures are in place to deliver the priorities for South Gloucestershire

A grant from South West Regional Improvement and Efficiency Programme in 2008/09 enabled the partnership to review the effectiveness of its structure and arrangements. The final report was completed in March 2009 and presented to the partnership at its meeting in July 2009. The report provided a number of options for structural changes and recommendations for improvements to processes and practices which the partnership considered. A preferred option for structural changes was agreed – mainly the inclusion of a Chief Officers' Group which would co-ordinate the planning, delivery and performance of the partnership's work thereby freeing up the partnership (now to be known as the Partnership Board) to develop the long term strategic vision for the area. This option was then widely consulted upon and in April 2010, the new governance framework and the changes to the terms of reference to reflect that new framework were agreed.

One of the key areas, partners felt it was necessary to strengthen was to lobby and influence regional strategic bodies such as the West of England Partnership. It was felt that the new structure will support this important role.

As part of the discussion around the new governance options, the membership was reviewed and it was agreed that no changes needed to be made. Please see Appendix C for a list of partner organisations in the South Gloucestershire Partnership.

Due to the tragic death of Sir Chris Clarke in December 2009, a new vice chair had to be elected. Helen Black, Chief Officer of CVS South Gloucestershire was unanimously chosen.

Strategic partnership chairs continued to act as an information conduit between the partnership and the strategic partnership enabling a greater awareness and understanding of the areas of work each is involved in and highlighting potential areas for joint projects.

13 Ensure that appropriate performance management arrangements are in place

The Performance Management Working Group continues to monitor the LAA and SCS and report to the partnership on a 6 monthly basis. Now that the Chief Officer's Group has been set up, quarterly exception reports will be presented at that level with a high-level report being presented to the partnership board.

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.

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 Strategic Partnerships and Planning Team. No financial contribution to this team is made by any other partner.

E Benefits of working in partnership

Avon and Somerset Constabulary: One of the main benefits of working in partnership for Avon and Somerset Constabulary this year is the co-location of the Anti-social Behaviour and Crime Reduction teams in new council offices at Badminton Road when it opened in April 2010. More plans are in place to do co-location working at the Kingswood Council offices once the current refurbishment is complete and the police are exploring other similar opportunities in South Glos area with other partners.

Filton College: As a College we train young people and adults to gain technical skills. Therefore, the College has a key role in delivering economic and social well being. A major benefit of working in partnership with employers, local government and the voluntary sector is being able to up skill or re-skill people to meet the technical skills needs of the area and the time; when we know the skills employers require we have the flexibility to adapt curricula to train people with those skills.

The Mall: Partnership working has enabled us to join up a number of dots to help deliver more value, for instance by being involved with the South Gloucestershire Partnership, South Gloucestershire Leisure and The Mall have been able to help the right people to the right areas. As these links become more established more benefits will come over time.

Corporate Equalities Forum: the CEF was fully involved in the development of the Single Equality Scheme and the provision of adequate permanent and transit sites for Gypsies and Travellers; the contribution of the forum and the support of its chair were greatly appreciated. Working relationships have been strengthened and the CEF representative on the SGP, along with other voluntary sector members, has been able to ensure that the contribution of the voluntary sector is recognised as being of fundamental importance.

E Benefits of working in partnership cont'd

NHS South Gloucestershire: South Gloucestershire 2026 – “A healthy place to live and work” The development of the Joint Strategic Needs Assessment (JSNA), by NHS South Gloucestershire and South Gloucestershire Council, has led to more effective partnership working to improve outcomes for local people. The document, published in 2008, presents the health needs in South Gloucestershire and is a key strategic planning document.

F Improving the partnership and its work

The South Gloucestershire Partnership continues to work effectively with strong relationships. Last year's review has provided it with some food for thought and with a clear direction in which to evolve. The preferred structure has been agreed but there is further discussion to be had around the governance and performance framework and which of the recommendations need to be progressed. An implementation plan will be produced and the recommendations put in place through structural alterations, workshops and training events.

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 Strategic Planning and Partnership throughout the year. Appendix B is a copy of the 2009/2010 risk assessment which was agreed by the partnership in Jan 2009. The 2010/2011 version was agreed at its meeting in April 2010.

H Future challenges and areas of work

At the time of writing this report, the new Coalition Government is instituting radical changes in key sectors to address the economic situation and to restructure governance with much greater emphasis on localism and the Big Society initiative. The key challenge for 2010/11 will be to implement these changes which will dramatically reshape both partnership working and public involvement in local governance.

Partnership working will become even more vital as we move into a period of reducing budgets and resources. The need to engage with our communities remains a priority and joint management of areas at a very local neighbourhood level is critical in terms of delivering satisfaction, increasing confidence and strengthening communities. Key to delivery is strategic and operational partnership working.

H Future challenges and areas of work cont/d

Another challenge will be the changing landscape of regional governance which makes very important to improve and strengthen the partnership's relationship with the West of England Partnership and any new economic, social and environmental bodies which may emerge.

Once all the changes are known, the South Gloucestershire partnership structure will be reviewed to ensure its suitability to deliver; it may look very different and work very differently to the way it does now.

For further information on the South Gloucestershire Partnership:
www.ourareaourfuture.ork.uk

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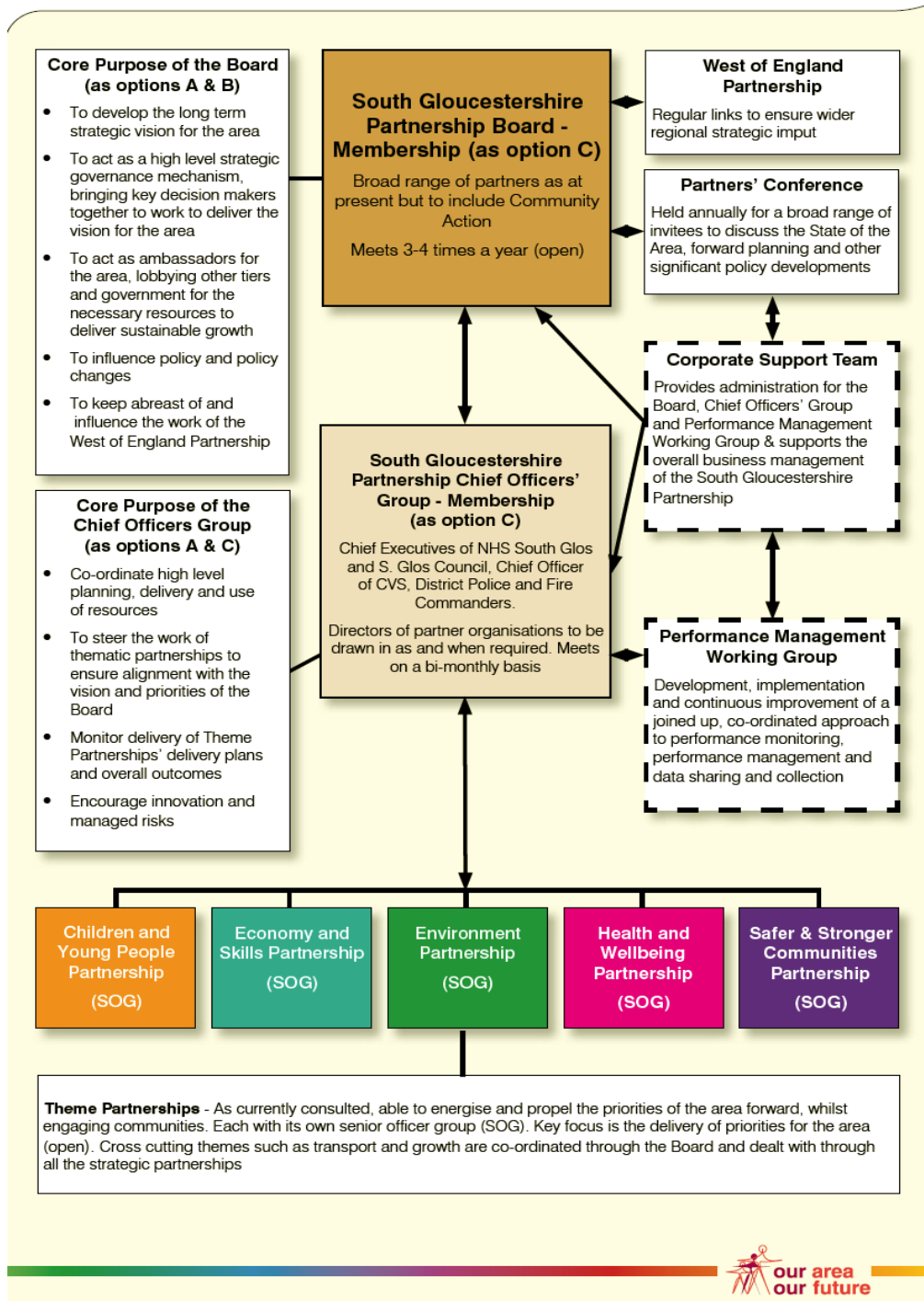
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I APPENDICES

Appendix A – new governance framework adopted Sept 2009

“A great place to live and work”



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Appendix B – Risk Assessment January 2009

Key			
I	Impact	3	High
L	Likelihood	2	Medium
S	Score (I x L)	1	Low

	The Risk: What can happen and how it can happen	Consequence of this happening	Inherent Risk			Mitigating Actions / Opportunities	Residual Score			Further Action Required	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"> Failure to deliver on the vision and priorities 	3	2	6	Regular references to the vision	3	1	3	None	Chair of SGP	Annual
2	South Gloucestershire is lacking a shared understanding of needs	<ul style="list-style-type: none"> Inconsistent approach to service delivery Gaps and overlaps not known 	3	3	9	Ensure good use of data alongside resident views and those obtained from community involvement activity	3	2	6	None	All	Annual
3	Actions do not result in improvements	<ul style="list-style-type: none"> Insufficient use of resources. 	2	2	4	Ensure performance monitoring and management arrangements are robust	2	1	2	None	Chair of SGP	Annual
4	Partnership working is not well co-ordinated with little evidence of it making a difference	<ul style="list-style-type: none"> No added value 	3	3	9	Annual report to reflect achievements of the partnership Partnership workshops	3	2	6	Complete a self assessment review to identify issues	Chair of SGP	Annual
5	There is a risk the Community Strategy Priorities and targets agreed within the LAA/MAA will not be met	<ul style="list-style-type: none"> Failure to deliver on targets Loss of reward grant 	3	3	9	Regular review of performance at least six-monthly and quarterly by exception	3	2	6	None	Chair of SGP	Six monthly
6	There is a risk that the Partnership fails to work well as a group	<ul style="list-style-type: none"> Unproductive meetings Loss of credibility Loss of expertise and contribution of particular sectors 	3	2	6	A commitment to regular attendance by partnership members and application of the terms of reference	3	1	3	Members hip of the SGP regularly reviewed and appropriate action taken	All	At annual review

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7	Partners do not meet the requirements of equality legislation	<ul style="list-style-type: none"> Failure to address the breadth of issues and understand the diversity within the partnership 	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
8	Partners' non-allocation of resources	<ul style="list-style-type: none"> Loss of balance in work of partnership Limitation to the sustainability of services, projects or initiatives Lack of high quality input into joint activities 	3	3	9	Scrutiny and challenge by the partnership itself and by select committees. Consideration of resources that support partnership working	3	2	6	Conveying to government the impact of competing demands as necessary	Senior Officers of partner agencies	Annual
9	Organisational change in key agencies impacts adversely on performance	<ul style="list-style-type: none"> Loss of focus. Delayed progress. 	3	3	9	Well managed change process. Clear strategic direction set out for each organisation Clear communication	3	2	6	Presentati on to SGP of each members strategic plan	Senior Officers of partner agencies	Annual

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Appendix C – list of partner organisations in SGP April 2010

Airbus Operations Ltd: Michael Collins,

Avon and Somerset Constabulary: Chief Superintendent Andy Francis

Avon Fire and Rescue: Dave Salmon, Head of Risk Reduction

Avon Local Councils Association (ALCA): *Cllr. Fergus Allan*

Care Forum: Rachel Robinson, Chief Executive

Centre for Sustainable Energy No representative at present

Corporate Equalities Forum: Rev. David Primrose, Chair

CVS South Gloucestershire: Helen Black, Chief Officer

Filton College: Nigel Eagers, Vice Principal

GWE Business West: Nigel Hutchings, Regional Affairs Director

NHS South Gloucestershire: Penny Harris, Chief Executive; Melanie Gibbs, Chairman; Dr. Chris Payne, Director of Public Health

South Gloucestershire Council Cllr. John Godwin, Chair & portfolio member for External Affairs and Partnerships Development: Amanda Deeks, Chief Executive; Cllr John Calway, Leader of the Council (Cons). Also Cllr Ruth Davis, Leader of Liberal Democrats and Cllr Roger Hutchinson, Leader of Labour Party as consultees (non-voting members)

South Gloucestershire Faith and Belief Forum: Rev. Jon Doble

Strategic Partnership Chairs: Cllr Sheila Cook, Children and Young People; Cllr John Godwin, Economy and Skills/Safer and Stronger Communities; Steve Grainger, Environment Partnership; Cllr Matthew Riddle, Health & Wellbeing (acting)

The Mall, Cribbs Causeway: Jon Edwards, Centre Manager

University of the West of England: John Rushforth, Deputy Vice Chancellor

Avon and Somerset Police Authority (Dr. Moira Hamlin) attend partnership meetings as co-optees and the **Heritage Forum** (Cllr Stan Sims) attend as an adviser.
Government Office South West (Hilary Neal) attend as an observer.