

**South Gloucestershire
Economy & Skills Strategic Partnership**

Annual Report 2009/2010



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1 Foreword

Despite the challenges brought about by the economic downturn, South Gloucestershire has over the past year continued to maintain a relatively high level of economic prosperity. Although we have seen an increase in the level of job seekers allowance claimants, we have maintained the highest level of employment in the country amongst Unitary and County Councils with on average a 10% higher rate of the working age population in work than the nation as a whole. We have also maintained a position of one of the lowest levels of unemployment amongst the economically active aged 16+ population in the country.

Partners have focussed on the aspirations described in the South Gloucestershire Economic Development Strategy over the past 12 months. During the recession and moving into recovery partners efforts continue to be made to support businesses and individuals.

The monthly economic briefing to which partners contribute has proved to be a vital tool in ensuring that information on the local economy is shared and understood. The usefulness and success of this briefing is down to the hard work and dedication that partners make in keeping information up to date and the partnership informed.

With a change of government, a national push towards strong economic growth and many changes to the structure of public service delivery we will no doubt need to review our approach to economic development in South Gloucestershire.

There continues to be an enthusiasm amongst partners to be involved in shaping the local economy and we have seen new members joining the partnership and becoming involved in delivering the partnerships aspiration. Meetings have been well attended and we have had some good healthy debate built into the agenda.

I think that as a partnership we can look forward to the challenges and opportunities that the new government will bring and a new era of economic growth and prosperity.

Cllr John Godwin

Chairman, South Gloucestershire Economy & Skills Strategic Partnership

2 The purpose and aims of the partnership

- 2.1 The primary purpose of the Economy & Skills Strategic Partnership is to oversee and help deliver actions that support sustainable economic development in South Gloucestershire and ensure that these actions are consistent with the West of England Vision 2026 agreed by West of England Partnership.
- 2.2 To act as the strategic partnership for the South Gloucestershire Local Area Agreement Economy and Skills block.
- 2.3 In particular, to encourage, support and propose actions that will help achieve the economic development aims set out in the South Gloucestershire Community Strategy and the South Gloucestershire Local Area Agreement, namely to :-
 - (i) Encourage existing businesses to stay and to invest in South Gloucestershire.
 - (ii) Encourage the development and growth of new/starter businesses including social enterprises.
 - (iii) Improve business competitiveness and productivity particularly in targeted sectors including aerospace, high tech, creative industries and the environmental sector.
 - (iv) Meet the land and premises requirements of indigenous businesses and new businesses in targeted sectors.
 - (v) Raise the skill levels at all levels and meet the changing skill and workforce needs of employers.
 - (vi) Provide local job and training opportunities to meet the needs of the South Gloucestershire resident workforce.
 - (vii) Increase overall employment rates and the employment rates of disadvantaged groups including sick and disabled people, 18-24 year olds, lone parents and the over 50s.
 - (viii) Support and promote the purchase of local products and services.
 - (ix) Promote the regeneration and diversification of the rural economy.
 - (x) Improve the vitality and economic vibrancy of town and district centres.
- 2.4 Details of membership are shown in appendix 1
- 2.5 Terms of reference for the partnership is attached as appendix 2

3 Partnership achievements

3.1 Outline of the partnership meetings

3.1.1 9th June 2009 – Council Offices, Thornbury

- Business Link presentation on survey results of business response to the economic downturn
- GWE Business West led discussion on the impact of the economic downturn in South Gloucestershire
- Presentation and discussion about the work of the Bristol Environmental Technology Sector Partnership (led by Robin McDowell of Bristol City Council)
- Review of the visitor economy in South Gloucestershire – a presentation and discussion led by Destination Bristol
- Sustaining skills in the West of England – a presentation from West at Work
- Presentation on the UWE (University of the West of England) Economic Investment Programme

3.1.2 8th September 2009 – Aztec Hotel, Aztec West

- Commission for Rural Communities (CRC) review of the wider rural economy and the issues and challenges faced through the impact of the recession
- Discussion and presentation from Community Action on the issues faced by rural communities in South Gloucestershire
- The National Farmers' Union gave a presentation on the impact of farming and agriculture on the local economy and issues raised by the recession
- Business Link, advised the Partnership of the work undertaken by the Rural Enterprise Gateway (REG), which provides a business support and information service for rural businesses.
- South Gloucestershire Council's Local Food Co-ordinator gave a presentation on work being done to support the rural economy through local food projects and initiatives
- 2008/09 Economy & Skills Strategic Partnership Annual Report reviewed
- Risk register endorsed (attached as appendix 3)
- Economic briefing shared with partners
- Work programme and monitoring programme discussed
- Research and Information Officer from South Gloucestershire Council introduced the South Gloucestershire Partnership Newsletter

3.1.3 8th December 2009 – Council Offices, Thornbury

- Election of Chair
- Head of Planning and the Environment, South Gloucestershire Council gave a presentation and led a discussion on Strategic Planning
- GVA Grimley gave a presentation and led a discussion on property and employment land from a market perspective.
- A review of the work of the Princes Trust in South Gloucestershire
- Community Projects Manager, South Gloucestershire Council gave a presentation and led a discussion on town centre business development
- Partner updates – an update on progress towards meeting partnership aspirations from those partners present
- Review of the latest economic briefing

3.1.4 9th March 2009 – Ridgewood Centre, Yate

- Presentation on the transition from the Learning & Skills Council (LSC) to the Skills Funding Agency (SFA)
- South West Regional Employment & Skills Board gave a presentation and led a discussion on the national skills strategy and the new regional arrangements
- West of England Partnership gave a presentation and led a discussion on developing and delivering the skills agenda in the West of England
- Children & Young People Department, South Gloucestershire Council gave a presentation on the current 14-19 Curriculum reforms and the increased emphasis on skills agenda in the world of work
- The Higher Education Careers Service Unit gave a presentation and led a discussion on the key findings of the study into Graduate Retention in the West of England
- City of Bristol College gave a presentation on the impact of change in the further education (FE) landscape

3.2 Attendance levels at partnership meetings has been good unlike the previous year where a number of meetings had been inquorate and unable to transact business. Members continue to show commitment to the work of the partnership and we have seen further interest from businesses and agencies who have been invited to join the partnership. New members include Avon Fire & Rescue, the Prince's Trust, the West of England Partnership office and Destination Bristol.

3.3 The three implementation groups comprising of members of the Economy & Skills partnership, council officers and representatives from partner organisations have used the web based group working environment (accessible by invitation via <http://groups.southglos.gov.uk>) to enable partners and contributors to share information and feedback progress. We have also met infrequently as a group or on a one to one basis to discuss the implementation of operational objectives and to take forward further actions. Feedback from this group has informed progress updates throughout the year and forms the background of this annual report.

3.4 Named leads and members have been maintained throughout the year for each delivery group (as detailed in appendix 4).

3.5 Key achievements of the partnership are detailed in the next section where they have been undertaken in relation to the delivery of the South Gloucestershire Economic Development Strategy

4 South Gloucestershire Economic Development Strategy progress

4.1 The South Gloucestershire Economic Strategy 2008 - 2015 is a supporting Strategy to the South Gloucestershire's Sustainable Community Strategy. Its role is to set out objectives, priorities and actions aimed at ensuring the economic prosperity of South Gloucestershire remains sustainable and ensuring that all communities in South Gloucestershire share the benefits of economic development.

4.2 Responsibility for delivering the Strategy largely rests with:-

- Public sector economic agencies / bodies including the South West of England Regional Development Agency, Business Link, West of England Learning and Skills Council (now Skills Funding Agency/YPLA), Further and Higher

Educational Establishments, JobCentre Plus, Connexions West of England, South Gloucestershire Council and the West of England Partnership.

- The Private Sector – businesses, financial intermediaries, training providers, developers, etc.
- Voluntary sector organisations and bodies including CVS South Gloucestershire, town centre and regeneration partnerships and specialist training and employment support organisations.

4.3 The detail below provides key highlights for the six key economic development priorities identified in the strategy for South Gloucestershire.

4.3.1 Business competitiveness and economic growth

- 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.
- The UK National Composites Strategy was launched in November 2009 articulating the importance of this technology as a key driver in the future success of the UK's manufacturing base. An important element of this strategy was the creation of a National Composites Centre (NCC) to house industrial-scale manufacturing facilities for the research and design of new technologies to facilitate a step-change in the rapid manufacture of composite products. The Centre will be located at the Science Park in Emersons Green it is envisaged that it will be fully operational in 2011.
- The NCC will be a collaborative environment where companies from all sectors can work together and in conjunction with leading academics to develop innovative manufacturing techniques. It will focus on bridging the gap between the most promising early-stage technologies (Technology Readiness Levels 1-3) and those which are already at an advanced stage of development. The aim is to accelerate the adoption of composite materials for the next generation of products in the energy, transport and construction sectors amongst others. Alongside these research facilities, the NCC will have a role in networking activities; coordinating work across the UK's other centres of excellence and helping to develop composite skills. The Centre will be funded with a grant of £12m from the Department of Business Innovation and Skills and £4m from the South West Regional Development Agency, as well as significant contributions from industry.

4.3.2 Business development

- In 2009, there were 10,170 enterprises in South Gloucestershire. The largest percentage of these (67%) had 0 - 4 employees. This is slightly less than the proportion in the South West region (68.4%) and less than in England (68.6%). The percentage of enterprises with 20-49 employees (6.1%), 50-99 employees (2.2%) and 100+ employees (1.9%) are all proportionally higher than the South West and England.
- In 2008, there were 1025 enterprise start-ups in South Gloucestershire, 90.7 per cent of which belonged to the 0-4 employment size band.

- Together with our partners Business Link we have continued to develop and deliver programmes that support new and established businesses in South Gloucestershire. New locations for clinics have been provided to enable advice and guidance to be delivered more locally. In the year to April 2010 a total of 3,183 businesses were supported through business link programmes.
- After securing South West Regional Improvement and Efficient Partnership (RIEP) funding, South Gloucestershire Council worked in partnership with GWE Business West to deliver a business support and improvement programme – Adapt to Survive. Adapt to Survive combined free workshops, free mentoring, and vouchers of up to £250 to go towards implementing the action plans created in the workshops. The half-day workshops have so far been held in Alveston and Yate with a total of 35 businesses in attendance.
- A new South Gloucestershire Business Directory was published and distributed to businesses across South Gloucestershire in October 2009.

4.3.3 Skills and workforce development

- In South Gloucestershire, in 2008, 74.5% of the working age the population had at least a Level 2 qualification, compared to 72.2% across the South West and 69.4% across England. At 74.5% we have exceeded the target set in the South Gloucestershire Local Area Agreement (LAA) which was to reach 72.1% by the year 2011/12.
- In 2008, the proportion of working age population in South Gloucestershire with at least a Level 3 qualification was 50.8%, not significantly different from South West and England; 27.2% of the working age population had at least a Level 4 qualification, which is significantly different from the England figure at 30.5%.
- In 2009 around one in four employers (24.6%) in South Gloucestershire reported that they employed staff whom they considered not fully proficient. This increase from 17.4% in 2007 is much higher than the national increase to 19% in 2008 from 15% in 2007. Across the West of England all the other authorities also saw increases with Bristol & North Somerset up to 22.4% and BaNES up to 17.4%. Across the South West Swindon has the highest reported skills gap at 29.7% and BaNES has the lowest. Nationally, amongst SIC sectors, the incidence of skills gaps is highest in Hotels and Catering (26 per cent), Education (25 per cent), Health and Social Work and Public Administration and Defence (both 23 per cent). When describing the skills lacking among their staff, employers generally focus on technical, practical or job-specific skills: almost two-thirds (64 per cent) of staff described by their employers as lacking full proficiency are felt to lack these skills. Employers are also relatively likely to report skills gaps for customer-handling and team working, both of which are considered to be lacking in half of staff who are not fully proficient. Other soft, generic skills such as oral communication and problem-solving skills were the next most commonly mentioned.
- Together with the other authorities in the West of England we have been developing a Work and Skills Plan which will inform Local Economic Assessments, provide a better understanding of business skills needs and will form part of the case made by the West of England Competitiveness and Skills Boards for the devolution of skills strategy setting powers (Section 24 powers) for adult skills funding (Section 24 of the Local Democracy, Economic Development and Construction Act 2009).

4.3.4 Employment land and premises

- The authority continues to support the provision of a self service portal for businesses looking to locate or relocate to premises in South Gloucestershire. This is done in partnership with the other authorities across the West of England

through www.investwest.org. In March 2010 there were 210 properties available through the portal compared to only 81 the previous year. The number of enquires made however stayed relatively the same across the year averaging 15 per month.

- The South Gloucestershire pre-submission publication draft Core Strategy was published in March 2010. Taking into consideration the latest information from the emerging employment land study the strategy picked up the following key issues:
 - South Gloucestershire has benefited from a buoyant economy but must provide for the land and transport infrastructure needs of existing and new businesses to ensure the continuation of this economic prosperity. This is a key priority given the importance of supporting economic growth and job creation in response to the recent recession.
 - Current policy seeks to achieve a more balanced mix of development in the North Fringe of Bristol by focusing major new housing development in the area and restraining major employment development. However, long lead-in times in bringing forward the housing development and continued strong employment growth is threatening to undermine this restructuring. In the East Fringe of Bristol the loss of employment from the existing urban area has led to significant out commuting and there is a need to protect jobs, as well as create jobs (e.g. the Science Park), and improve access to major employment locations in the centre of Bristol and the North Fringe.
 - In the Severnside area, along with Avonmouth in Bristol, there are significant constraints, most notably flood risk, ecology, archaeology and transport infrastructure, and these need to be addressed if the area's economic potential is to be realised.

4.3.5 Sharing the benefits of economic growth

- One of the key policy drivers of the West of England Work & Skills Plan is the need to address some of the longer term issues of worklessness, partly because that makes better use of the potential skill base in the region and partly because there is a recognised all party consensus that this is a key social as well as economic priority. A core objective is to reduce the number of people without work, including in particular young people and those in poorer neighbourhoods.
- Major changes are in train in employment opportunity provision following the publication of the DWP White Paper "Building Britain's Recovery" in December 2009. The new emphasis on flexible personalised support, better outreach and most importantly the Young Persons guarantee and Backing Young Britain, which support employment prospects for 18-24 year olds who are unemployed for six or more months, will have a significant impact on the shape and nature of provision.
- The Job Seekers Allowance (JSA) claimant count in March 2010 was 3,525 - 2.2% of the working age population. This is down on March 2009 when there were 3,736 claimants – 2.3% of the working age population. This pattern of - 0.1% is also seen nationally, although the rate is much lower than the sub region (3%) and nationally (4.2%). Claimant numbers have risen sharply amongst those aged 24 and under.
- Profiles have been developed for each of the defined priority neighbourhoods. These profiles have been used to inform the development of the Priority Neighbourhoods Strategy which recognises the complexity and scope of local issues, which cannot be addressed in isolation from each other. Although the problems in these areas are at a low level, we place great importance on more

effective and joined up working in these areas of worklessness and disadvantage.

4.3.6 Town and district centres

- Within the South Gloucestershire Core Strategy (pre-submission draft) section 9 sets out the council's development framework for maintaining economic prosperity. In particular, in relation to Town Centres, it looks to 'promote and diversify town centres - to redefine the role and increase the competitiveness of certain centres to ensure they continue to meet the needs of the local community and maintain viability and vitality. Further out-of-town development will be carefully controlled so as not to undermine this strategy. New or improved local centres will be planned to serve new neighbourhoods'.
- Policy CS14 within the core strategy details the specific areas in which the Council will work with partner organisations and the local community to protect and enhance the vitality and viability of existing and new centres. It also provides details on the scope and scale of development expected for local centres and parades.
- A Thornbury Town Centre Strategy has been developed by the Thornbury Town Centre Partnership, supported by Council officers. Officers continue to support this Partnership in the actions needed to deliver this ten year Strategy.
- The Community Projects service is currently working to establish chambers of commerce / business associations to lead local business involvement in Kingswood; Staple Hill; Downend; Yate; and Chipping Sodbury. The intention is for these associations to develop their own solutions to local issues in order to:
 - Increase footfall
 - Create a greater awareness of the benefits of shopping locally "Local shops and businesses for local people"
 - Revitalise local economies
 - Promote among local residents the importance of using local businesses to ensure their long term sustainability.
 - Reduce number of empty shops
 - Re-establish Town Centres as a hub for the local community
 - Help people see how shopping locally benefits the environment. e.g. Reduces carbon footprint, reduce traffic congestion

5 Strategic Economic indicators and targets

- 5.1 This section presents strategic economic indicators and targets against which the overall economic performance of South Gloucestershire can be assessed. A number of the indicators will allow performance to be benchmarked against other areas and measured against the performance of the national economy as a whole.
- 5.2 The indicators set out below correspond to the key strategic indicators monitoring progress of the Local Strategic Partnerships Sustainable Community Strategy and are taken from the National Indicator set for Local Authorities and Local Authority Partnerships published by DCLG.

Table 1: Strategic Economic Indicators and Targets

Indicator	Target	Progress
NI 151 Overall Employment rate (working-age) PSA 7, 8	Maintain top quartile position 87% (baseline in 2007 87%, revised to 84.1% in 2008 and to 81.7% in 2009. The 2007 baseline figure was based on a different calculation.) This measure has been converted from an annual to a quarterly measure and updated to match ONS NOMIS data.	Green - Despite the recession and a slight drop in the level of employment on last year South Gloucestershire maintain the highest level of employment nationally amongst unitary and county authorities. At 82.5% the rate in South Gloucestershire is 9.2 percentage points above the national average.
NI 152 Working age people on out of work benefits PSA 8	Maintain top quintile position (4.7% to 8.56% - Source: ONS data via PAT Communities Tool)	Green - We have seen a year on year increase from 6.5% to 7.8% in the percentage of the working age population receiving out of work benefits. This compares to a national increase from 11.3% to 12.7% over the same time period. Although we have seen an increase, it has not been as severe as anticipated and we are still well within target. In fact, we have the lowest level of out of work benefits claimants in the South West, and 12th lowest in the country. We continue to work with JCP and other agencies across the West of England to develop and implement work and skills plans and programmes aimed at focussing multi agency efforts for those most at need. Data relates to the year to August 2009 (i.e. 6 months in arrears)
NI 161 Number of Level 1 qualifications in literacy (including ESOL) achieved PSA 2	Year on year increase from baseline of 41%	Green - The LSC reported that 1,566 learners achieved a level 1 qualification this year an increase of 5% on last years figure of 1,490. Last year our reported figure was calculated at 51%
NI 162 Number of Entry level	Year on year increase from	Green - The LSC reported that 369

qualifications in numeracy achieved PSA 2	baseline of 47%	learners achieved an entry level (3) qualification this year significantly higher than the 89 recorded last year.
NI 163 (LAA) Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 2 or higher PSA 2	4.5% rise by the end of the LAA period from a baseline of 71.4% Note: target revised and agreed with GOSW. New target for LAA to 2011 is 72.1%	Green - In South Gloucestershire, in 2008, 74.5% of the working age the population had at least a Level 2 qualification, compared to 72.2% across the South West and 69.4% across England. At 74.5% we have exceeded the target set in the South Gloucestershire Local Area Agreement (LAA) which was to reach 72.1% by the year 2011/12. 2009 data due to be released autumn 2010.
NI 164 Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 3 or higher PSA 2	Year on year increase from baseline of 46.6%	Green - 2008 data shows that 50.7% of the working age population are now qualified to at least level 3. 2009 data due to be released autumn 2010.
NI 165 Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 4 or higher PSA 2	Year on year increase from baseline of 25.7%	Amber - 2008 data shows that 27.9% of the working age population are now qualified to at least level 4. This is much lower than the all England figure of 31.1%, and the West of England figure of 34.8%. 2009 data due to be released autumn 2010.
NI 166 Median earnings of employees in the area BERR DSO	Year on year increase exceeding the national rate	Green - The latest published data for 2009 shows that the average gross weekly pay for workers working in South Gloucestershire is £514.5. This is up from £506.2 in 2008 and remains the highest in the West of England by £19.6 (the closest being Bristol at £494.9) and well above the UK average of £490.2.
NI 171 New business registration rate BERR DSO	100 per annum average increase	Green - In 2009, there were 10,170 enterprises in South Gloucestershire. The largest percentage of these (67%) had 0 - 4 employees. This is slightly less than the proportion in the South West region (68.4%) and less than in England (68.6%). The percentage of enterprises with 20-49 employees (6.1%), 50-99 employees (2.2%) and 100+ employees (1.9%) are all proportionally higher than the South West and England. In 2008, there were 1025 enterprise start-ups in South Gloucestershire, 90.7 per cent of which belonged to the 0-4 employment size band.
NI 172 Percentage of small businesses in an area showing employment growth BERR DSO	Year on year increase	Green - Together with our partners Business Link we have continued to develop and deliver programmes that support new and established businesses in South Gloucestershire. New locations for clinics have been provided to enable advice and guidance to be delivered more locally. In the year to April 2010 a total of 3,183 businesses

NI 173 Flows on to incapacity benefits from employment DWP DSO Year on year decrease

were supported through business link programmes.

In 2009 14.9% were recorded as showing employment growth against a target of 13%.

Green - Down from 0.5% to 0.4% of the working age population flowing onto incapacity benefit directly from employment in South Gloucestershire. Less than all England (0.5%) and the lowest level in the West of England (BaNES 0.6%, Bristol 0.5%, N. Somerset 0.5%).

NI 174 (LAA) Skills gaps in the current workforce reported by employers DIUS DSO 3% decrease by the end of the LAA period on the baseline of 20.4%

Red - This measure looks at the internal skills gaps (where staff are felt not to be fully proficient at their job) among the existing workforce as perceived by employers. In 2009 around one in four employers (24.6%) in South Gloucestershire reported that they employed staff whom they considered not fully proficient. This increase from 17.4% in 2007 is much higher than the national increase to 19% in 2008 from 15% in 2007. Across the West of England all the other authorities also saw increases with Bristol & North Somerset up to 22.4% and BaNES up to 17.4%. Across the South West Swindon has the highest reported skills gap at 29.7% and BaNES has the lowest.

Nationally, amongst SIC sectors, the incidence of skills gaps is highest in Hotels and Catering (26 per cent), Education (25 per cent), Health and Social Work and Public Administration and Defence (both 23 per cent). When describing the skills lacking among their staff, employers generally focus on technical, practical or job-specific skills: almost two-thirds (64 per cent) of staff described by their employers as lacking full proficiency are felt to lack these skills. Employers are also relatively likely to report skills gaps for customer-handling and team working, both of which are considered to be lacking in half of staff who are not fully proficient. Other soft, generic skills such as oral communication and problem-solving skills were the next most commonly mentioned.

5.3 Analysis of performance indicators for each objective set out in the delivery plan can be found in appendix 5

6 Resources used or consumed by the partnership

- 6.1 Each member is a resource and provides the partnership and its work with an invaluable contribution through their time, expertise and knowledge of their sector.
- 6.2 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.
- 6.3 On occasions, partners have hosted events relating to partnership work, and have presented aspects of the partnerships work in a variety of arenas.

7 Future challenges and areas of work

- 7.1 We are set to see a great deal of change in 2010. Whilst we maintain a course to meet the current ambitions laid out in the Economic Development Strategy it is clear that we will need consider how best to reflect changes in policy, agencies, and the changing state of the local, national and international economy.
- 7.2 The partnership's strategy relies on the partners and agencies that make up the partnership committing to it and providing the necessary resource to deliver the objectives set out in it. Clearly with changes being made to national and local public sector agencies this will change. The formation of a Local Enterprise Partnership that will take on some of the functions that the SW Regional Development Agency currently undertake is a key factor, as is the decision yet to be made on the future of Business Link.
- 7.3 Public sector agencies will see cuts in spending following Government Spending Review announcements to be made in the autumn. This will have a further impact on the ability of the partnership to commit resource to the delivery of our shared economic objectives
- 7.4 Policy announcements will also have an impact on how we might consider the role of the partnership in delivering local economic development. Bills on growth incentives, localism and welfare benefits are expected, and there will undoubtedly be more that will have an impact.
- 7.5 Whilst we concentrate our efforts on the economy in South Gloucestershire we are very much aware that we are part of the West of England which forms our functional economic market area. We must continue to inform and engage the wider economic partnerships such as the West of England Skills and Competitiveness Board.
- 7.6 A full review of the Economic Development Strategy will be required after the autumn when most of the policy announcements will have been made. A softer refresh of the current operational objectives of the partnership as detailed in appendix 1 of the Economic Development Strategy will be undertaken by the partnership sub-groups to ensure that the actions remain viable and achievable at this time.

Appendix 1 – Member organisations

Business	Airbus UK
	New Work Trust
	John Lewis Partnership
	Destination Bristol
Development / property sector	GVA Grimley
South Gloucestershire Council	Exec Cllr for External Affairs & Partnership Development Exec Cllr for PTSE Liberal Democrat rep (opposition party attendee – consultee only) Labour rep (opposition party attendee – consultee only)
Public Sector Bodies	Ministry of Defence
	West of England Partnership
	Avon Fire & Rescue
Higher/Further Education	<i>West of England Learning and Skills Council (stepped down)</i>
	University of the West of England
	City of Bristol College
	Filton College
Business Support	GWE Business West
	Business Link
	Jobcentre Plus
Voluntary and Community Sector	CVS South Gloucestershire
	Prince's Trust
Advisory/Trade Bodies	Confederation of British industry
	Federation of Small Businesses
	National Farmers' Union
	TUC – South West
	Corporate Equalities Forum
Sector Skills Councils	Sector Skills Council for Science, Engineering and Manufacturing Technologies (SEMTA)
Organisation representing Young People	Connexions West of England
Organisation representing Older People	Age Concern
Organisation representing Disabled People	West of England Coalition for Inclusive Living (WECIL)

Appendix 2 – Terms of reference

1. Within the context of the West of England Vision 2026, the partnership exists to:

- promote and guide the sustainable economic development of South Gloucestershire
- oversee, co-ordinate, inform and influence the development of policies, strategies and action plans relating to all of the work of the Partnership
- secure, on behalf of the Local Strategic Partnership, the implementation of those aspects of the Community Strategy and the Local Area Agreement that relate to Economy and Skills
- monitor progress of the Partnership and its strategies and action plans and ensure equality of opportunity has been addressed (including the monitoring of progress within the Economy and Skills block of the Local Area Agreement on a 3 monthly basis)
- ensure effective liaison and working with other strategic partnerships to achieve shared or related objectives, including making links with sub-regional partnerships
- be responsible for securing co-ordination between partner agencies and resolution between of potential disputes regarding the various strategies, funding and service delivery issues, to enable objectives to be secured
- promote an understanding of the contribution and responsibilities of individual organisations based on the shared commitments and aims of the Partnership
- make recommendations to the Local Strategic Partnership, the Council and other partner organisations on matters relating to the achievement of Community Strategy and Local Area Agreement objectives
- influence local, national and regional funding allocation decisions that help to secure the sustainable economic development of South Gloucestershire and the West of England
- co-ordinate economic development activities in South Gloucestershire so as to secure additional resources, synergy and added value
- advise and support the West of England Partnership with regard to the economic development of the West of England

2. Legal Status and Decision Making

The Partnership shall not make executive decisions or exercise executive authority over constituent members. Neither the Partnership nor any Partnership sub-groups shall have the power to take decisions that bind member organisations.

The Partnership may make recommendations to the South Gloucestershire Local Strategic Partnership, or where executive decisions are needed, to the Council or partner organisation that has responsibility for the function or activity concerned.

3. Life of the Partnership

The Partnership shall be subject to review after three years.

4. Convening and Conducting Meetings

The Partnership shall meet at least 4 times a year with additional meetings to be arranged as agreed by Members.

The Chair and Vice Chair will be elected by the Partnership and serve for one year. For the purpose of electing a chair or vice-chair, each partner representative has a vote, the outcome being achieved by simple majority of those present at the meeting.

Partnership meetings shall have a quorum of a minimum of eight partner organisations being represented.

The Partnership should aim to reach its conclusions by consensus. Conclusions reached are not binding on partner organisations in respect of their own executive functions and responsibilities. Conclusions will be referred to the relevant partner organisations for consideration and decision. Outcomes will be reported back to the Partnership.

Secretariat and legal support will be provided by South Gloucestershire Council Legal and Democratic Services, to include:-

- Co-ordination of agenda preparation
- Convening of meetings
- Publication and circulation of agendas and supporting papers at least five clear (working) days prior to a meeting
- Taking of minutes
- Procedural and legal advice
- Monitoring and progressing actions agreed by the Partnership.

Partners shall have the right to submit agenda items as long as they are received at least seven working days prior to the despatch of the agenda.

Meetings will be open to the public and the agenda and minutes of meetings will be published.

5. Partnership Relationships and Linkages

As indicated on Figure 1 the South Gloucestershire Economy and Skills Partnership are responsible to South Gloucestershire Local Strategic Partnership. Subject to the agreement of the Local Strategic Partnership (LSP) the Economy and Skills Partnership will have primary responsibility for representing the view of the LSP on economic development and related issues.

Two specialist groups report to the Partnerships, South Gloucestershire Workforce Skills Group and South Gloucestershire PSA Management Group (Disabled People into Employment)

The Partnership will maintain linkages with a number of West of England partnership groups including the West of England Economy and Skills Group and The West of England Rural Strategy Group.

South Gloucestershire's Local Area Agreement identifies high level strategic aims focused within themed blocks covering:-

- Accessibility and Transport
- Children and Young People
- Healthier Communities and Older People
- Economic Development and Enterprise
- Environmental Sustainability
- Safer and Stronger Communities.

The Partnership will ensure that it supports work towards the related outcomes of any themes.

6. Probity and Accountability

The Partnership will meet in public, with the same opportunities for public participation as apply to Council meetings generally. Meeting arrangements and agendas will be published so that the public may be aware of the Partnership's activities and the opportunities to engage with them.

In the interests of transparency and to ensure probity and public confidence in partnership working, all partner representatives at partnership meetings are expected to commit to the seven principles of public life set out in the first report of the Committee on Standards in Public Life as follows:

- Selflessness
- Honesty
- Integrity
- Accountability
- Openness
- Leadership
- Objectivity

and to abide by the Members' Code of Conduct of South Gloucestershire Council and declare any personal or prejudicial conflicts of interest in the course of the meeting. Any partner representative with a prejudicial conflict of interest will be expected to withdraw from the meeting and take no part in the discussion.

7. Scrutiny of Partnerships

The activities of the Partnership will be subject to scrutiny by the relevant overview and scrutiny committee of South Gloucestershire Council. As a minimum, an annual report of the Partnership (to all partner organisations) will provide a basic opportunity for the scrutiny of partnership work to take place. However, individual overview and scrutiny committees may wish to pursue additional and specific areas of scrutiny as they consider appropriate.

8. Risk Management

Good risk management is integral to the delivery of successful partnership working. The Partnership will be guided by and take account of the document "Guidance for Managing Risk and Opportunities in Partnership" in developing aims and Objectives and in all its activities.

Appendix 3 – Risk assessment

Key:			Risk rating:		
I	Impact	3	high	1 to 3	= low
L	Likelihood	2	medium	4 to 6	= medium
S	Score (I x L)	1	low	7 to 9	= high

South Gloucestershire Economy and Skills Strategic Partnership									
Ref	The Risk What/how can risk happen	Consequence of this happening	Inherent Risk			Mitigating Actions / Opportunities	Further Action Required	Risk Owner	Target Date
			I	L	S				
R1	Partners unclear of vision & of what they want to achieve jointly for residents within South Gloucestershire.	<ul style="list-style-type: none"> Failure to deliver on the vision and priorities 	3	1	3	<ul style="list-style-type: none"> Vision referenced projects 	Gain sign-up to delivering on the South Glos Economic Development Strategy	All	Ongoing
R2	Lack of shared understanding of needs across South Glos	<ul style="list-style-type: none"> Inconsistent approach to service delivery 	2	1	2	<ul style="list-style-type: none"> Ensure direct feed of primary data and joint project plans available to for all to view Shared statistical information 		All	Ongoing
		<ul style="list-style-type: none"> Gaps and overlaps not known 	2	2	4			All	
R3	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	1	3	<ul style="list-style-type: none"> Ensure equalities impact assessments are carried out on all SGP plans and strategies. ESSP uses and feeds back good practice Training is available which is relevant and comprehensive 		All	Ongoing
R4	Actions do not result in improvements	<ul style="list-style-type: none"> Insufficient resources. Inefficient use of resources Lack of joined up thinking at Central Government departmental level 	3	2	6	<ul style="list-style-type: none"> Ensure performance monitoring and management arrangements are robust 	Conveying to government the impact of competing demands as necessary	All	Ongoing
R5	Not all partners are able to commit resources to the priorities.	<ul style="list-style-type: none"> Loss of balance in work of partnership 	2	2	4	<ul style="list-style-type: none"> Scrutiny and challenge by the partnership itself and by select committees. NAO coaching 	Conveying to government the impact of competing demands as necessary	All	Ongoing
		<ul style="list-style-type: none"> Lack of high quality input into joint activities 	2	2	4			All	
R6	Organisational change in key agencies impacts adversely on performance	<ul style="list-style-type: none"> Loss of focus. Too much organisational change in LSP impacts adversely on performance 	3	2	6	<ul style="list-style-type: none"> Well managed change process. Clear strategic direction set out reflecting integration with each partner organisation Clear communication 	Presentation to ESSP of each member's strategy plan (duplication from LSP?)	All	Ongoing
		<ul style="list-style-type: none"> Delayed progress. 	3	3	9			All	

R7	Partnership working is not well co-ordinated with little evidence of it making a difference	<ul style="list-style-type: none"> No added value Partner resources diverted 	3	3	9	<ul style="list-style-type: none"> Review mechanisms reflect achievements of the board Partnership workshops 	Complete a self assessment review to identify issues	All	Ongoing
R8	There is a risk the Economic Development Priorities and targets agreed within the LAA/MAA will not be met LAA a low priority for partners	<ul style="list-style-type: none"> Failure to deliver on targets LAA change Loss of reward grant <i>Loss of reward grant (value not yet determined)</i> 	3	2	6	<ul style="list-style-type: none"> Regular evaluation and review of performance 		All	Ongoing
R9	Partners are not committed to attending the Partnership meetings	<ul style="list-style-type: none"> Unproductive meetings Loss of credibility Loss of expertise and contribution of particular sectors 	3	3	9	<ul style="list-style-type: none"> Commitment to regular attendance by partnership members using ICT if necessary 	Membership of the ESSP regularly reviewed	All	Ongoing
R10	Impact of market conditions and funding on Science Park	<ul style="list-style-type: none"> Delayed progress in development of employment land Scrapping of Science Park plans 	3	3	9	<ul style="list-style-type: none"> Further public sector funding 		RDA	Ongoing

Appendix 4 – Operational objectives – delivery sub-groups

Group 1: Business development

<i>Lead: Business Link (Jessica Vallentine)</i>	
SGC CS - Economic Development (<i>Antony Merritt</i>) GWE Business West (<i>Nigel Hutchings</i>) UWE (<i>Fern Urquhart</i>) Filton College (<i>Sara-Jane Watkins</i>) GVA Grimley (<i>Ben O'Connor</i>) New Work Trust (<i>Graham Lewis</i>) Quantum (<i>Bonnie Dean</i>) FSB (<i>Steve Birch</i>)	CVS (<i>Helen Black</i>) NFU (<i>Paul Cottingham</i>) WEP Invest West (<i>Ruth Thei</i>) SGC PTSE – Sustainability (<i>Jane Thompson</i>) BETS – (<i>Alan Bailey</i>) City of Bristol College (<i>Hannah Lloyd</i>) WEAFF (<i>Barry Warburton</i>) Job Centre Plus (<i>Alan Madge</i>)

Group 2: Skills and opportunities

<i>Lead: West of England Partnership (Sue Attewell)</i>	
SGC Economic Development (<i>Antony Merritt</i>) Connexions SW (<i>Katie Harwood</i>) Job Centre Plus (<i>Alan Madge</i>) CVS (<i>Helen Black</i>) SGC CYP (<i>Steve Pritchard</i>) SGC CS - Community Learning (<i>Anne Llewellyn</i>) UWE (<i>Fern Urquhart</i>) SGC Community Engagement (<i>Monira Chowdhury</i>)	NextStep South West (<i>Duncan Evans</i>) WEP (<i>Sue Attewell</i>) Working Links (<i>Garry Willcox</i>) SGC CC&H – (<i>Joelle Moore / Katie Nurse</i>) FSB (<i>Steve Birch</i>) Filton College (<i>Sara-Jane Watkins</i>) City of Bristol College (<i>Hannah Lloyd</i>) Prince's Trust (<i>Robert Butcher</i>)

Group 3: Land, premises, transport and building

<i>Lead: SGC PTSE – Spatial Planning (Patrick Conroy) / SGC Community Projects (George Kousouros)</i>	
SGC Economic Development – (<i>Antony Merritt</i>) WEP Invest West (<i>Ruth Thei</i>) New Work Trust (<i>Graham Lewis</i>) FSB (<i>Steve Birch</i>) GVA Grimley (<i>Ben O'Connor</i>)	SGC Marketing (<i>Jane Sheppard</i>) SGC Sustainability (<i>Jane Thompson</i>) SGC Comm Engagement (<i>Monira Chowdhury</i>) SGC Town Centres (<i>Abdul Choudhury</i>)

Appendix 5 – Performance Indicators

Council Plan - Maintaining Economic Prosperity Economic Development Report by Measure Annual 2009/2010

Measure	Units	Actual	Target		Previous Year	
		Data	Data	Index	Data	Index
Business Competitiveness & Economic Growth (Priority 27)		--	--	45.7%	--	99.8%
CP - Deliver Science Park (action 73)		--	--	0.0%	--	100.0%
Science Park Floorspace (CP P27/A73)	Number 0	0	3,000	0.0%	0	100.0%
Science Park Jobs (CP P27/A73)	Number 0	0	200	0.0%	0	100.0%
CP - Support key business sectors (action 74)		--	--	91.3%	--	99.6%
NI151 Overall employment rate	Percentage 0.0%	82.5%	81.7%	101.0%	83.2%	99.2%
Key Sector Employment (CP27/74)	Number 0	44,791	54,000	82.9%	45,696	98.0%
Key sector businesses > 100 Employees (CP27/74)	Number 0	63	70	90.0%	62	101.6%
Business Development (Priority 28)		--	--	107.7%	--	124.4%
CP - Small businesses and social enterprise support (action 75)		--	--	108.1%	--	97.0%
NI171 New business registration rate	Number 0.0	49.2	48.4	101.7%	54.3	90.6%
NI172 Small businesses showing employment growth	Percentage 0.0%	14.9%	13.0%	114.6%	14.4%	103.5%
CP - Encourage local trading (action 76)		--	--	107.3%	--	151.7%
NI172 Small businesses showing employment growth	Percentage 0.0%	14.9%	13.0%	114.6%	14.4%	103.5%
Publish business directory (CP P28/A76)	Number 0	1	1	100.0%	0	200.0%
Workforce Development (Priority 29)		--	--	66.3%	--	58.6%
CP - Support West @ Work Project (Action 77)		--	--	66.3%	--	58.6%
NI174 Skills gaps in the current workforce reported by employers	Percentage 0.0%	24.6%	18.4%	66.3%	17.4%	58.6%
CP - Achieve workforce skill targets (Action 78)		--	--	66.3%	--	58.6%
3.2.1 NI174 Skills gaps in the current workforce reported by employers	Percentage 0.0%	24.6%	18.4%	66.3%	17.4%	58.6%
Employment Land & Premises (Priority 30)		--	--	--	--	--
CP - Provide Premises Enquiry Service (Action 79)		--	--	115.5%	--	158.3%
Sites & premises enquiries (CP P30/A79)	Number 0	182	200	91.0%	156	116.7%
Sites & premises available (CP P30/A79)	Number 0	210	150	140.0%	81	200.0%
CP - Safeguarded Employment Sites (Action 80)		--	--	50.0%	--	50.0%
Employment land lost (safeguarded) (AMR CI 1F)	Number 0.0	0.0	0.0	100.0%	0.0	100.0%
Employment land lost (class B non safeguarded) (AMR LI 16)	Number 0.00	2.99	0.50	0.0%	0.50	0.0%
CP - Local Development Framework (Action 81)		--	--	--	--	--
Sharing the benefits of economic growth (Priority 31)		--	--	--	--	--
CP - Jobs in Priority Areas (Action 82)		--	--	--	--	--
JSA Claimants variance from the SG average: Filton (CP P31/A82)	Number 0.0	1.0	0.4	0.0%	0.4	0.0%
JSA Claimants variance from the SG average: Hanham (CP P31/A82)	Number 0.0	0.3	0.3	100.0%	0.0	0.0%
JSA Claimants variance from the SG average: Kings Chase (CP P31/A82)	Number 0.0	2.2	0.8	0.0%	1.3	30.8%
JSA Claimants variance from the SG average: Parkwall (CP P31/A82)	Number 0.0	0.4	0.3	66.7%	0.3	66.7%
JSA Claimants variance from the SG average: Patchway (CP P31/A82)	Number 0.0	0.8	0.2	0.0%	0.5	40.0%
JSA Claimants variance from the SG average: Staple Hill (CP P31/A82)	Number 0.0	2.1	1.0	0.0%	1.3	38.5%
JSA Claimants variance from the SG average: Woodstock (CP P31/A82)	Number 0.0	1.0	0.4	0.0%	0.6	33.3%
JSA Claimants variance from the SG average: Yate Central (CP P31/A82)	Number 0.0	0.3	0.1	0.0%	0.4	125.0%
Jobs: employees in employment: Filton (CP P31/A82)	Number 0	9,887	15,000	65.9%	10,177	97.2%
Jobs: employees in employment: Hannam (CP P31/A82)	Number 0	1,871	1,850	101.1%	1,914	97.8%
Jobs: employees in employment: Kings Chase (CP P31/A82)	Number 0	2,812	3,100	90.7%	3,083	91.2%
Jobs: employees in employment: Parkwall (CP P31/A82)	Number 0	663	600	110.5%	621	106.8%
Jobs: employees in employment: Patchway (CP P31/A82)	Number 0	25,198	11,500	200.0%	15,593	161.6%
Jobs: employees in employment: Staple Hill (CP P31/A82)	Number 0	2,507	2,500	100.3%	2,495	100.5%
Jobs: employees in employment: Woodstock (CP P31/A82)	Number 0	2,998	3,300	90.8%	2,912	103.0%
Jobs: employees in employment: Yate Central (CP P31/A82)	Number 0	3,252	700	200.0%	786	200.0%

P31/A82)						
NI176 Access to employment by public transport	Percentage 0%	81%	84%	96.3%	82%	97.6%
Neighbourhoods in deprivation (CP 19/49 & 31/82)	Number 0	1	1	100.0%	1	100.0%
CP - Support Rural Diversification (Action 84)		--	--	--	--	--
Rural employment land safeguarded	Number 0	--	--	--	--	--
Rural diversification support	Number 0	--	--	--	--	--
Rural Village Shop Scheme support	Number 0	--	--	--	--	--
Town & District Centres (Priority 32)		--	--	--	--	--
CP - Improve Town & District Centres (Action 85)		--	--	111.5%	--	90.5%
Vacant Retail Premises: Downend (CP32/85)	Number 0	2	2	100.0%	2	100.0%
Vacant Retail Premises: Kingswood (CP32/85)	Number 0	17	24	100.0%	18	100.0%
Vacant Retail Premises: Staple Hill (CP32/85)	Number 0	15	14	92.9%	10	50.0%
Vacant Retail Premises: Thornbury (CP32/85)	Number 0	15	19	121.1%	16	106.3%
Vacant Retail Premises: Yate (CP32/85)	Number 0	12	14	114.3%	11	90.9%

Full definitions of measures are available on PBViews alongside commentary where applicable (i.e. for measures that are under performing and where significant progress has been made).

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