

South Gloucestershire Partnership Annual Report 2007/2008



**our area
our future**

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Foreword by the Chair of the South Gloucestershire Partnership

The strong foundation of partnership working built up over the years in South Gloucestershire has enabled us to rise to the challenge of the new duties for strategic partnerships brought in through the white paper Strong and Prosperous Communities Oct 2006 and the Local Government and Public Involvement in Health Acts 2007.

These new duties to reinforce local public service delivery have given the partnership the opportunity to refresh the community strategy and put together a new Local Area Agreement enabling partners, communities and stakeholders to be involved in shaping the future vision for the area.

Now, more than ever, partnership working is vital to the success of the area and as more stakeholders join the partnership, the benefits and added value of working together is becoming more obvious – not least in a change of attitudes of those around the table and a new approach to service delivery.

The South Gloucestershire Partnership has been working together since 2002 and its work is now becoming more visible on the ground. This improved delivery will strengthen and grow as the achievement of our vision - **South Gloucestershire 2026 “A great place to live and work”**. **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** - occurs through the new Sustainable Community Strategy and Local Area Agreement. Partnership working is making a real difference to people’s lives and this report highlights some of the key successes of the South Gloucestershire Partnership this year.

Cllr John Godwin

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.

Benefits of Partnership Working

The delivery of the vision for South Gloucestershire cannot be achieved by any one partner working in isolation and some of the major key achievements this year have been the strengthening of collaboration between partners, the fostering of new attitudes and new approaches, and moving the partnership agenda forwards.

However, as a basis for continuous improvement, individual partners were asked to identify what they felt was the added value of working within the South Gloucestershire Partnership (SGP).

In general, partners see working in partnership as a positive thing which brings many benefits but care must be taken that the SGP does not just become a talking shop and that the cost of partnership working is offset by meaningful added value for ALL partners.

Comments also included -

- **Understanding:** Building trust. Better communication and understanding of way forward and of others' objectives, perspectives and constraints. Regular contact enables more efficient use of time. Contacts and networking; more context and clarity on how [we] can be involved. Identification of common goals and a longer term vision. Regular dialogue on local matters. Communication of objectives to a wider audience (organisations and the public). Influencing the operations of other organisations to resolve community concerns.
- **Debate:** Partners may experience areas of their work which conflict with others' viewpoints, and on these occasions, the partnership can provide the forum for full and frank discussions, enabling an informed appreciation of opposing points of view. The way can then be cleared for a sharing of the common ground, even if policy standpoints are insurmountable.
- **Inclusivity:** Enabling the voluntary and community sector (VCS) to have a voice and be an important part of local decision-making. Improved understanding and

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greater efforts by the statutory sector to engage with the VCS. Improved cross-section of community involved in the partnership helping shape strategy and policy. Opportunities to channel a wider range of perspectives through the local strategic partnership framework. Public being informed and encouraged to engage.

- **Focus:** More creative and aspirational plans; co-ordinated planning and implementation. Helps understanding about future planning and direction in the area as a whole thus enabling greater individual focus and more appropriate service provision. It stops issues being dealt with in isolation which can lead to solutions diluting each other. Focus on a shared way forward.
- **Delivery:** Better results; collaboration and sharing of experience, knowledge and resources improve the lives of our communities and help services to be delivered more effectively and more efficiently; vital if all sectors and services that contribute to a community are to be effective within their own disciplines. Collaborative working and joint data collection, analysis and sharing. More expertise in bringing forward solutions and a joint determination to solve them.

The above benefits have resulted in some changes in approach within individual organisations. In some cases partners have become more aware of the environment in which they are working leading them think differently about future projects and ways of working. In others, target setting and delivery is discussed in a more strategic way, and strategic planning within individual organisations has become more mindful of and responsive to the work of the SGP. A more professional approach to monitoring outcomes has been developed. Partners are more aware of the direct impact of partnership working on their individual core business. Also, approaches have changed because of understanding others' perspectives and seeing the potential effects of actions on others and their operations/targets.

These benefits, and the following key achievements contributed to the higher level objectives of –

the partners

- by providing a complimentary strategic approach to the Primary Care Trust (PCT) strategic framework. The Local Area Agreement (LAA) indicators are compatible with the National Health Service (NHS) indicators and by being shared should enhance the effectiveness of action all partners need to take. The PCT's approach to some aspects of its work has changed unrecognisably due to working in partnership. Much of health improvement simply could not happen without it.
- by providing more clarity so [we] can dovetail and focus delivery more efficiently. Alignment behind common causes also makes it easier to plug into process.
- by providing a basis on which to plan for the future direction of our institution, knowing that our various targets set centrally, regionally or locally by our main funding agency are also aligned with the direction of the local authority and its partners
- specifically, the establishment of the Safer and Stronger Communities Strategic Partnership (replacing the Crime and Disorder Reduction Partnership) has led directly to the setting up of 20 Safer and Stronger Community Groups in South

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Gloucestershire which has been complimentary and supportive to the introduction of the Avon and Somerset Constabulary Safer and Stronger Neighbourhood teams and has allowed the police to jointly understand and address local community concerns regarding crime and disorder issues.

the council

- by enabling the setting of clearer targets and outcomes through the agreement of the sustainable community strategy which has been of vital importance to the Council as it serves not only to provide the vision for the future but also drives the LAA. Hopefully the financial rewards will allow further added improvement to services as a result of achieving the LAA targets through partnership working
- by engaging partners in strengthening the relationship between the sustainable community strategy, the Core Strategy and the Local Development Framework programme. A major priority of this administration is 'managing future development' and a key achievement this year has been highlighting to partners the future spatial challenges facing the area.
- by enabling greater interaction in areas such as health, the police and the voluntary sector as well as services covered by SGP members that are directly funded by them.
- the SGP has been able to start a dialogue with the strategic partnerships which will aid monitoring both the Sustainable Community Strategy and the Local Area Agreement

the partnership

- by strengthening links and understanding, and making roles and responsibilities clearer (but there is still more work to do)
- by creating a more representative partnership
- by producing a robust and forward-looking community strategy (which has been contributed to by all partners) which sets the strategic direction of the area
- through the setting of the LAA indicators which has consolidated some working relationships and opened the doors to others, creating a strong foundation for the future action plans

Key Achievements of the South Gloucestershire Partnership

Community Strategy Refresh: the community strategy of 2003 needed to be refreshed to ensure it accurately reflected the priorities of the area for the next twenty years. A wide scale consultation involving all stakeholders in South Gloucestershire was implemented followed by considerable work by the partners to prioritise the new Sustainable Community Strategy (SCS) in light of the aspirations of the community within the constraints of the forthcoming challenges. The new strategy was adopted by the SGP in January 2008 and was published and distributed in March 2008. (www.ourareaourfuture.org.uk)

New Performance Framework: in October 2007, the government brought in a revised national framework, the main elements of which were a new Local Area Agreement, a

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Comprehensive Area Assessment and a list of 198 new National Indicators plus a bi-annual survey of residents on 25 out of the 198 indicators known as the Place Survey.

Partners responded quickly to the work around the new LAA to ensure the priorities in the SCS aligned to the indicators chosen from the national set. Despite a pressurised timetable and lack of timely guidance from government, an incredible amount of work around choosing the indicators was achieved thanks to the goodwill and commitment of partners. This work resulted in indicators which reflect the priorities and aspirations of the area and which promoted a common understanding of those priorities and aspirations amongst partners.

Local Development Framework (LDF): the sustainable management of the high levels of new growth and development identified for South Gloucestershire in the draft Regional Spatial Strategy is a major challenge which cannot be underestimated and the SGP has looked at ways in which the relationship between the SCS, the Council's Core Strategy and LDF programme can be strengthened from both a policy content and a process perspective.

At every SGP meeting, there is a LDF/ Core Strategy update from our planner colleagues. A joint visioning event with SGP partners and the team preparing the Core Strategy helped foster and build a better working relationship between the overarching SCS vision and local community objectives, and identified external pressures and responsibilities to which the Core Strategy will have to respond.

LSP Process:

- Election of Chair - with the change in the administration (May 07), it was put forward and agreed that the chairmanship of the SGP passed from the Leader of the Council to the portfolio holder of External Affairs and Partnership Development. The Leader of the Council and the leaders of the Labour and Liberal Democrat parties would also have a seat on the SGP but as non-executive councillors i.e. as consultees not members.
- Election of Vice Chair - Faith Davey, Chief Executive of The Care Forum was elected but left her post in November 2007. Due to the various changes in the partnership membership, the re-election of this post was deferred but is due to be filled in May 2008.
- Membership 07/08 - a review in November 2007 highlighted some gaps around the table which have subsequently been filled. Further discussion about membership to ensure the partnership is fit for purpose will continue to be held over the coming months. These discussions will include the formalisation of strategic partnership representation on the SGP, Duty to Co-operate and Duty to Involve partners and preparation for future responsibilities. A standing agenda item to receive reports from the strategic partnerships has also been implemented.
- Terms of Reference - these were modified in light of the changes to the Chair of the SGP and were reviewed in November 2007 to ensure that they were still fit for the current and future purpose of the SGP.

Presentations: in order to promote better understanding between partners, and of key issues, several presentations were given throughout the year. These were:

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- Ian Matthews Chief Executive of Merlin Housing - update after the handover of council housing stock and its management to Merlin Housing.
- Council Plan, Budget and Council Tax Consultation - comments on the Council's proposals were requested.
- Comprehensive Performance Assessment presentation - informing partners of their potential involvement.
- West of England Change-Up Consortium: Engagement on Potential Reconfiguration Ideas and Options - views were sought on the 3 option being put forward for reconfiguration once funding finishes in a year's time.

Also, closer working with the Council's Planning department has led to several presentations about key matters facing the area which enabled round table discussion and encouraged better understanding of the spatial issues surrounding the priorities addressed in the SCS. These included

- Gypsy and Travellers Development Policy Documents
- The Regional Spatial Strategy
- The Core Strategy

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Objectives of the South Gloucestershire Partnership

The table below shows the objectives of the partnership as set out in the Partnership Framework, the progress against each objective over the year and how this progress has made a difference in South Gloucestershire.

	Objective	Progress over year	Outcome
1	Ensure the community strategy is up to date and oversee revisions	Total review and refresh of the community strategy in line with guidance from central Government and following wide-ranging local consultation with stakeholders, residents and partners. New Sustainable Community Strategy adopted by SGC and SGP in January 2008. Published and distributed in March 2008.	This has resulted in a concise document of agreed priorities across the area which will promote closer working relations and improved service delivery.
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)	Monitoring the previous community strategy and collating data about the quality of life indicators. Reporting back to organisations, members etc to keep them informed.	Quality of life report published and distributed in March 2008 which shows that the majority of respondents feel their QoL has stayed the same, and 90% of respondents say they are satisfied with their local area. Regular feedback to CVS, ALCA etc. including articles within corporate newsletters such as the Care Forum.
3	Track and influence national and regional and sub-regional policy	Continued links with the West of England (WoE) Partnership	Regular updates on WoE matters by SGC Chief Executive enables

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	Objective	Progress over year	Outcome
			partners to debate cross boundary issues and influence negotiations.
4	Test, challenge and promote significant policies and decisions in South Gloucestershire		
5	Support and offer backing to delivery structures to achieve their action plans	Strengthened links with strategic partnerships (SPs) to enable proactive management achieved through increased representation by SP chairs, informing SGP via SP meeting papers and firming up scrutiny process.	The new processes will be in place by May/June 2008.
6	Challenge delivery partnerships to step up delivery through joint working		
7	Lobby and influence work of other strategic bodies for example the West of England Partnership		
8	Share good practice with others and seek out good practice elsewhere	Created links with other local strategic partnerships and contact with excellent ones. Ongoing research into best practice.	Awareness of good and best practice.
9	Develop relationships between South Gloucestershire Partnership members and among the wider range of organisations that attend partners' conferences.	<p>Increased communication and involvement by partners.</p> <p>Encourage greater understanding and close working through presentations and seminars etc. e.g. Core Strategy and LAA workshop. All partners are invited to all events.</p> <p>The website has been updated to help improve</p>	Engagement in the community strategy refresh promoted greater understanding of individual viewpoints and mutually beneficial points of contact. New approaches to delivery and planning, and understanding of how to fit into the process has enabled a better

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	Objective	Progress over year	Outcome
		communication. Further work is to be done to increase the information available.	focus of resources by individual partners.
10	Champion and raise awareness of the work of the partnership to ensure it is owned by the wider public	<p>Comprehensive consultation on SCS. Wide range of presentations at a variety of local events.</p> <p>Input into the setting of the LAA indicators and targets.</p>	<p>Partners have been heavily involved in the whole process and have started to align individual corporate targets with the vision.</p> <p>The work around the LAA has supported the ownership and delivery of the strategy by the public and enabled greater involvement.</p>
11	Actively seek the views of the public through the supporting structures and partners conferences	<p>See 10 above.</p> <p>The Council for Voluntary Services and The Care Forum each co-hosted an event around the community strategy consultation as did the LA 21 Forum.</p> <p>Work was done with the Youth Services on engaging young people in the consultation process.</p> <p>ALCA co-hosted a consultation event on the SCS for Town and Parish Councils</p>	<p>More knowledge and understanding of role of SGP by public which has increased its confidence and ability to become involved in the process.</p> <p>Easier access to consultation gives a more accurate reflection of the priorities people in South Gloucestershire want to address.</p> <p>Greater number of responses to SCS consultation.</p>
12	Ensure that appropriate supporting structures are in place to deliver the priorities for South Gloucestershire	Objective 13 is part of the process of Objective 12.	Implementing appropriate supporting structures will enable issues to be proactively managed

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	Objective	Progress over year	Outcome
		<p>Continual review of membership to ensure it is fit for purpose and responding to changes in priorities e.g. looking at filling gap in heritage and cultural representation on SGP after SCS consultation</p>	<p>as they arise which will ultimately deliver the targets within the LAA</p> <p>New members invited onto SGP to fill gaps and invitations extended to other organisations such as Avon Fire & Rescue and Heritage Forum where requested, and appropriate.</p>
13	<p>Ensure that appropriate performance management arrangements are in place</p>	<p>Strengthened reporting and monitoring mechanisms being discussed and will be implemented in the near future.</p> <p>This area of work is being looked at using the SW Performance Improvement Programme and recommendations will be made for improvements in performance management where appropriate.</p>	<p>A more embedded monitoring process will free up time to devote to a broader partnership agenda and ensure the delivery of LAA targets.</p>

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.

Future challenges and areas of work

Whilst having taken considerable steps forward this year to develop the role and work of the partnership, more needs to be done around several key areas. Partners have cited the following as major risks to the partnership achieving its objectives -

- Lack of understanding of the role and work of the partnership by some partners and the public.
- Active management and scrutiny of the strategic partnerships needs to take place.
- Performance management needs to be improved and SMART (specific, measured, achievable, realistic, timed) targets put in place to measure the success of the partnership's work.
- Externally imposed timescales can sometimes preclude effective partner and stakeholder involvement, the building of good relationships within and with the subgroups, which can create a lack of ownership by partners, deliverers and the public. Honouring the COMPACT (an agreement between central government, South Glos Council and the Voluntary and Community sector to set out shared principles and actions to underpin working relationships) has been a problem.
- [Partners] must be able to engage in a meaningful way in process, target setting and delivery or risk disengagement. Agenda must be relevant to all partners.
- LAA could dominate work of SGP.

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Following on from the above and taking into consideration the continuation of improving the effectiveness and efficiency of the partnership, the following areas are highlighted as key aspects of the SGPs work in 2008/09

- Embedding a robust performance management framework will allow the partnership to embrace a much broader agenda that is not dominated by the monitoring of LAA targets.
- Allowing the opportunity for quality discussions; it is imperative for partners to stand back from the day-to-day work and think through a clear planning and strategic approach to some of the major challenges of the next 10-15 years. Transport, health, the ageing population and climate change, input into the Multi Area Agreement (sub-regional indicators and targets for improving the quality of life in the area), economic growth and development are all areas which require a major contribution from the SGP and it must allow itself enough thinking and discussion time to meet these future challenges in a strong and structured way.
- Assessing the SGP's effectiveness as a partnership and identifying any areas which may need improvement. Best practice needs to be celebrated and disseminated. Partner benefits and engagement, maintaining a strategic direction, effective relationships, readiness for future responsibilities and sharing of resources as well as the production of a meaningful agenda and work plan need to be addressed. Recommendations from the Audit Commission and the Corporate Performance Assessment as well as from the work done through the Performance Improvement Programme will contribute to improving the way the partnership develops.
- The delivery and performance monitoring of the Sustainable Community Strategy and LAA - ensuring that targets and implementation are not just isolated words but have an impact on the ground - will be a key focus of activity in 08/09 (but it must not be allowed to dominate the partnership's strategic role). This will include the monitoring of work being done by some of the major operational partnerships which sit under the strategic partnerships via the reports from the strategic partnerships.
- Keeping abreast of government legislation in order for the partnership to assess its impact. For example, the new Comprehensive Area Assessment process and the new duties coming into force including Duty to Co-operate, Duty to Involve and the Economic Development Duty
- Continued input into the core strategy will be needed. Maintaining the current, integrated approach to community planning, allowing LDFs (as the delivery mechanism for community strategies and other local initiatives, aims and objectives) to gain a clear understanding of community needs and providing opportunities for working corporately and sharing resources is vital. The partnership has the potential to resolve conflicts between community aspirations and national and regional policy objectives by engaging with a wide range of stakeholders and is in a key position to value the positive contribution that planners can make to the community strategy process. The SGP will also respond to the Secretary of State on issues raised by the Regional Spatial Strategy.

Appendix A

Context and Governance

1 Formation

1.1 The South Gloucestershire Partnership (the local strategic partnership for South Gloucestershire) was formed in June 2002 to work with the community to tackle key local issues in a more co-ordinated way. LSPs are a key delivery vehicle for the Government's agenda for local services.

1.2 Members are drawn from organisations including voluntary and community groups, local businesses, the council and other public sector agencies. Each member brings the interests and concerns of their sector to the partnership's work ensuring representation of all aspects of South Gloucestershire life. Membership is reviewed regularly to ensure it is fit for purpose

2 Background

2.1 The Local Government Act (2000) introduced a duty for local authorities to develop a comprehensive 'community strategy' - the long term vision to promote or improve the social, economic and environmental well-being of the area and contribute to the sustainable development of the UK. This strategy was to be developed and produced in partnership with a wide range of stakeholders in life in the area.

2.2 The South Gloucestershire Partnership (SGP) was created as the guardians of the vision within the community strategy. It worked collaboratively across the area to produce the first South Gloucestershire community strategy 'Our area: our future' (www.ourareaourfuture.org.uk). This was adopted in March 2003, and became part of the policy framework of South Gloucestershire Council

2.3 The SGP also delivers the improvements identified in the community strategy through the Local Area Agreement (see item 4.1).

2.4 In October 2006, the government white paper 'Strong and Prosperous Communities' supported the refreshment of the community strategy (see item 13.1) and a review of the SGP membership in light of future duties (see item 13.4).

2.5 In 2007 new legislation also brought in new processes around the LAA necessitating a new one to be created.

3 Structure

3.1 The SGP acts as an area-wide strategic board (for membership see Appendix B) and is supported by 5 themed partnerships (Strategic Partnerships) – Children and Young People, Economy and Skills, Environment, Health and Well-being and Safer and Stronger Communities. These were set up in 2006 and act as the delivery arm of the SGP (see item 4).

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3.2 The membership is regularly reviewed to identify gaps as roles and priorities change, and ensuring that the balance between public agencies, private businesses and the voluntary and community organisations are maintained. More will be done in the near future.

4 The Strategic Partnerships

4.1 In February 2006, the Council approved the Local Area Agreement (LAA), a 3 year agreement between South Gloucestershire Council, the South Gloucestershire Partnership, other partners and central Government to work together towards a common sense of purpose to improve services and quality of life in South Gloucestershire. The LAA was based on 23 strategic aims, outcomes, associated indicators and targets which were divided into themed 'blocks'.

4.2 Specific governance arrangements for each LAA block were part of the approved LAA and so the 5 emerging strategic partnerships (listed above) were formalised.

4.3 Each Strategic Partnership has its own Partnership Framework (or terms of reference), and members of each partnership have signed up to the Council's Code of Conduct.

4.4 Each Strategic Partnership has a role:

- to encourage, support and propose actions that will help the SGP achieve the aims within the community strategy and the LAA which relates to its specific partnership
- to secure on behalf of the SGP the implementation of those aspects of the community strategy and LAA relating to its specific partnership,
- to make recommendations to the SGP, the Council and other partner organisations on matters relating to the achievement of the community strategy and the LAA
- to represent the views of the SGP on issues within each Strategic partnerships' terms of reference

4.5 Each Strategic Partnership is supported and informed by a variety of local, sub-regional and regional partnerships and working groups.

5 Framework

5.1 A revised Partnership Framework (terms of reference) was adopted in November 2006 by the SGP identifying roles and responsibilities, and governance measures (see www.ourareaourfuture.org.uk). It was based on the Partnership Framework which had been developed and adopted by SGC in June 2006

6 Key links with other strategies or groups

6.1 The partnership has the responsibility of developing and monitoring the Sustainable Community Strategy (SCS) which then guides the priorities of the partners' corporate strategic documents.

6.2 The SCS is aligned to the Local Development Framework which will take forward the spatial aspects of the community strategy.

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6.3 The new SCS also sets the basis for negotiation of South Gloucestershire's new Local Area Agreement (due to be published in the summer of 2008) which will translate the priorities of the SCS into performance indicators and specific targets. Achievement of these targets will contribute to the improvement of South Gloucestershire's quality of life.

6.4 There is agreement on sub-regional priorities as set out in the West of England Vision 2026 which anticipates that this area will be a growing and prosperous sub-region that closes the gap between disadvantaged and other communities. South Gloucestershire will play its part in delivering this growth and this vision in a sustainable way.

7 Approach taken by the partnership to managing risks.

7.1 Within the agreed partnership framework is a requirement to consider risk. Assessing risk is seen not only as a key performance management tool but is also important in identifying barriers to the partnership's success in delivering its objectives and outcomes, building common understanding and increasing knowledge of different issues.

7.2 A Risk analysis (register) was compiled which outlines the process to identify, score, manage and control risks and review and report on them. It was agreed by the partnership; will be reviewed annually and will form part of the governance arrangements for the partnership. It will also be checked for equality, sustainability and rural impacts.

8 Scrutiny

8.1 With the significant developments in partnership working over the past year, work was done to clarify the scrutiny framework and its implementation; this is a duty of South Gloucestershire councillors. At present, a report is being taken to each of the Council's select committees for approval of the arrangements. Effective scrutiny is an important part of a sustainable democratic process and it is essential that scrutiny arrangements keep pace with developments in working practises. The proposals, once agreed, will provide a robust framework for the scrutiny of the strategic partnerships.

8.2 The Sustainable Community Strategy was taken to select committees as part of its development process. This also occurred with the 2006-09 LAA and is happening at present with the 2008-11 LAA.

9 Equality, sustainability and rural issues

9.1 The Sustainable Community Strategy was subjected to a rigorous equalities check, sustainability appraisal and rural proofing check

9.2 Consideration of equality, sustainability and rural issues are embedded in all the processes and work of the partnership

Appendix B

South Gloucestershire Partnership representatives (May 2008)

Airbus UK	Katherine Bennett, Head of Government Affairs
Avon & Somerset Constabulary	Chief Superintendent Andy Francis
Avon Fire & Rescue	Dave Salmon, Head of Risk Reduction
Avon Local Council Association	Cllr George Twinn (sub. Fergus Allen)
The Care Forum	Martina Peattie, Interim Executive Chair
Centre for Sustainable Energy	Sarah Davies, Head of Advice, Education and Community Initiatives (Environment Strategic Partnership rep)
Corporate Equalities Forum	Amer Salman (substituting for Rev. David Primrose until Aug 2008)
Council for Voluntary Services	Emma Collier, Chief Executive
Faith Groups	Roger Allen (substituting for Rev. David Primrose until Aug 2008)
Filton College	Kevin Hamblin, Principal
Government Office for South West	Hilary Neal, Dep. Regional Director
GWE Business West	Nigel Hutchings, Regional Affairs Director
Learning & Skills Council	Moyra Pascoe, Partnerships Director
Regional Development Agency for the South West	Peter Holden, Enterprise Manager
South Glos Primary Care Trust	Penny Harris, Chief Executive Sir Chris Clarke, Chairman (Vice Chair of SGP and Health & Well-being Strategic Partnership rep) Dr Chris Payne, Joint Director Of Public Health
South Gloucestershire Council	Amanda Deeks, Chief Executive Cllr. John Godwin, Chair (and Economy and Skills, and Safer and Stronger Communities Strategic Partnerships rep) Cllr. John Calway, Leader of South Gloucestershire Council, (non-executive SGP member) Cllr. Ruth Davis, Leader of Liberal Democratic party (non-executive SGP member) Cllr. Roger Hutchinson, Leader of Labour party (non-executive SGP member) Cllr Sheila Cook (Children and Young People Strategic Partnership rep)
The Mall, Cribbs Causeway	Jon Edwards, Centre Manager
University for the West of England (UWE)	John Rushforth, Deputy Vice Chancellor

ORGANISATIONS REPRESENTED ON THE SGP AND STRATEGIC PARTNERSHIPS (June 2008)

South Gloucestershire Partnership				
Airbus UK	Centre for Sustain. Energy	Economy & Skills SP	GWE Business West	Safer & Stronger C. SP
Avon & Somerset Police	Children & Young People SP	Environment SP	Health & Well Being SP	South Glos Council
Avon Fire & Rescue	Corporate Equalities Forum	Faith Groups	Heritage Forum (Advisor)	South Glos PCT
Avon Local Council Assoc.	Culture (VACANT)	Filton College	Learning & Skills Council	The Mall, Cribbs Causeway
Care Forum	CVS South Glos	GOSW (Obs)	RDA South West	UWE

Children & Young People	Economy & Skills	Environment	Health & Well Being	Safer & Stronger Communities
Avon & Somerset Constabulary Avon & Somerset Probation Service Care Forum Connexions South Glos Diocesan Authorities: Catholic Diocesan Authorities: C of E Diocesan Authorities: Methodist Further Education Colleges Learning & Skills Council (WoE) Primary Schools Rep School Governors Secondary Schools Rep South Glos Council South Glos Primary Care Trust Special Schools Rep	Age Concern Airbus UK City of Bristol College Confederation of British Industry Connexions West of England Corporate Equalities Forum CVS South Glos Federation of Small Businesses Filton College GWE Business West Jobcentre Plus Learning & Skills Council (WoE) National Farmers` Union South Glos Council South West of England RDA Trade Union Congress UWE WoE Coalition for Incl. Living WoE IAG Gateway	Avon & Glos Wildlife Trusts Avon Local Councils Association Climate Works Ltd Centre for Sustainable Energy Concern for the Environment Environment Agency Friends of the Earth Heritage Forum Local Food Partnership Natural England South Glos Primary Care Trust Resource Futures Sita UK South Glos Council Sustainable Thornbury UWE (Built Environment)	Avon & Wilts Mental Health Trust Care Forum Merlin Housing Association North Bristol NHS Trust South Glos Council South Glos Primary Care Trust	Avon & Somerset Constabulary Avon & Somerset Probation Service Avon Fire & Rescue Authority Avon Local Councils Association Black Development Agency Connexions West of England Cultural Forum CVS South Glos District Neighbourhood Watch Assoc'n Faith Groups Federation of Small Businesses Fire & Rescue Service Gov. Office South West (Obs) Kingswood Community Safety Group Local Criminal Justice Steering Board North Avon Magistrates Partnership Against Hate Crime Patchway Community Safety Group Registered Social Landlords South Glos Council South Glos Primary Care Trust South Glos Race Equality Network Tenants Liaison Area Panels Victim Support Avonvale