

South Gloucestershire Partnership Annual Report 2010/2011



**our area
our future**

CONTENTS

A Background and context	p 2
B Aims of the South Gloucestershire Partnership (adopted Nov 2006)	p 3
C Achievements of the South Gloucestershire Partnership	p 3
D Resources (used or consumed by the partnership)	p 6
E Benefits of working in partnership	p 7
F Improving the partnership and its work	p 8
G Managing risk	p 8
H Future challenges and areas of work	p 8

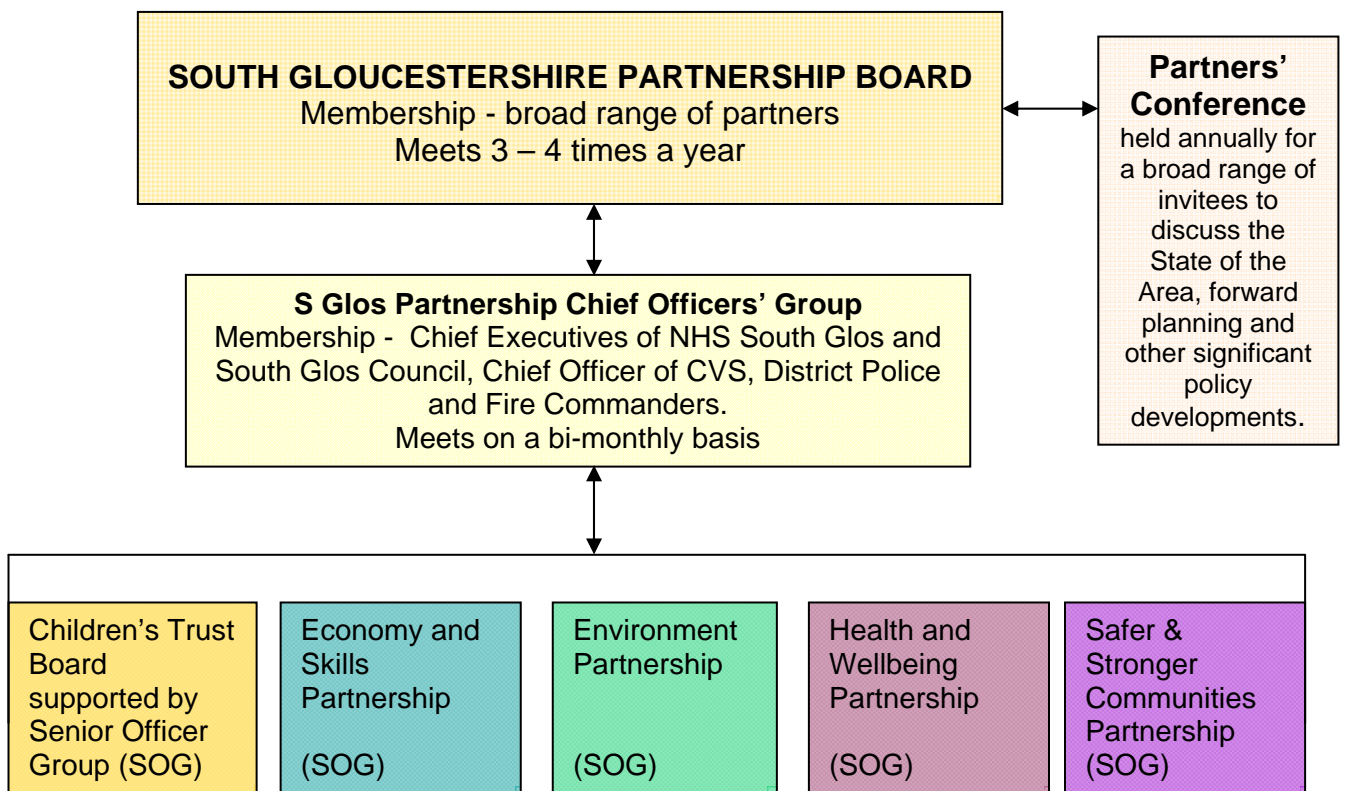
Appendix 1: Risk Assessment 2011/12

p 10

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.

Following the implementation of the revised partnership structure in April 2010 (see diagram below) the Chief Officers' Group took on the responsibility of the day to day management of the partnership work enabling the Board to focus more on strategic issues.



The partnership remains 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 core purpose and objectives detailed below (Section B) which were reviewed and updated once the new structure had been agreed. Work done over the past twelvemonths to further the core purpose and the objectives of the partnership is noted in Section C.

South Gloucestershire Partnership

B Aims of the South Gloucestershire Partnership (adopted April 2010)

The South Gloucestershire Partnership Board's objectives are:

- to develop the long-term strategic vision for the area.
- to act as a high-level strategic governance mechanism, bringing key decision makers together to work to deliver the vision for the area.
- to act as ambassadors for the area, lobbying other tiers of government for the necessary resources to deliver sustainable growth.
- to influence policy and policy changes.
- to keep abreast of and influence the work of the West of England Partnership
- to monitor and direct the activities of the strategic partnership bodies agreed by Council at its Annual Meeting on 24th May 2006 namely:

Children and Young People Strategic Partnership
Economy and Skills Strategic Partnership
Environment Strategic Partnership
Health and Well Being Strategic Partnership
Safer and Stronger Communities Strategic Partnership

C Achievements of the South Gloucestershire Partnership against its stated objectives

1. The refresh of the Sustainable Community Strategy was deferred until the changes implemented by the Coalition Government and their implications for partnership working; and the impacts of the Comprehensive Spending Review in October 2010 were fully understood. Potential themes such as health, safer and stronger and prosperity emerged.

A timetable for the revision of the Sustainable Community Strategy was agreed with preliminary work done with key partners and chief officers late 2010 and spring 2011. A general framework was agreed and further work with residents, community groups and local organisations was done to ascertain what matters to people in South Gloucestershire, what they think is good about the area and what they think needs improving.

The evidence gathered and the results of all the consultation work done to date will be developed into a draft strategy which will be formally consulted upon later in the year.

2. Each year, the Director of Public Health (DPH) Dr. Chris Payne publishes an annual report on the state of South Gloucestershire's health (please go to <http://www.sglos-pct.nhs.uk/publicationsattachments/DPH-Annual-Report-2010.pdf> for report). This year, a comparison was made with the 1972 DPH's annual report as, at that time, the health service was on the brink of its largest reorganisation since 1948, with the country facing a huge economic challenge - a situation which we can all appreciate today. Despite the feeling that some problems never change, there have, in fact, been huge changes in health over the intervening period.

South Gloucestershire Partnership

During the year the partnership has overseen the production of a new Health Improvement Strategy, building on the findings from the Joint Strategic Needs Assessments. The Draft Health Improvement Strategy was presented to the partnership meeting in March 2011. It was agreed that it would be used as a basis for engagement and discussion with partners including the Children's Trust Board and be submitted to the new Health and Well-being Board to help inform the Health and Well-being strategy.

The functions of the new Health and Well-being Board were set out in the Health and Social Care Bill and local authorities have a duty to establish the boards which are intended to lead on improving strategic co-ordination of commissioning across the NHS, social care and related children and public health services. Work is ongoing to set up the new Board.

3. The impacts on the partners' sectors resulting from governmental changes have been well aired at partnership meetings throughout the year to help understanding of the difficulties partners are facing (July 2010). A special meeting was also held in November 2010 to discuss the impact of the Comprehensive Spending Review and how it affects partners' ability to deliver their organisations and their sectors' aspirations, what the impacts mean to the area as a whole, to the partnership and its work to enable the partnership to adjust to any changes and implement any new approaches to joint working which were necessary.

These changes included

- a scaling back of performance monitoring. The Comprehensive Area Assessment, the Local Area Agreement and the National Indicator set were all abolished
 - the publication of the Localism Bill with changes to the planning system, proposed introduction of mayors for large cities, financial rewards for local authorities to encourage housing growth and economic development.
 - the creation of the Local Enterprise Partnership
4. In September 2010, the partnership was involved in the submission of outline proposals to central government to establish a Local Enterprise Partnership (LEP). This submission was successful and the partnership received regular updates on the formation and progress of the LEP throughout the year.
 5. 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 and partners have been kept informed of the progress of the Core Strategy. The partnership was also involved in the consultation phase (including town centre road shows) for the pre-submission phase which concluded in summer 2010 prior to the strategy being formally sent to the Secretary of State in Autumn 2011.
 6. Partners were key participants in the consultation on the Council's budgets for the forthcoming year. They were also involved in consultation on the third Joint Local Transport Plan and were made aware of the progress of the five local major transport bids which included the North Fringe to Hengrove Rapid Transport Link – all of which made it through the first stage of the funding process.

South Gloucestershire Partnership

7. The partnership continued its support to create an environment for a thriving Third Sector and increased participation in regular volunteering, and CVS South Gloucestershire have presented regular reports detailing the results of its work and the foci for the funding given by the partnership.

Results of a survey done with the sector led to the conclusion that much greater support would be needed to enable volunteers to play the great role envisioned by the government who also needed to be disabused of the fact that volunteering does not equate to free labour.

This further resulted in the partnership's continued commitment to the development and implementation of the new local Compact and the maintenance of voluntary and community sector investment where possible.

The new Compact was launched at the partnership meeting in July 2010 and a Compact Implementation group reporting to the Chief Officers' Group was set up to support the implementation of the Compact across partner organisations. Partners were asked to submit the Compact to their own organisations with a view to endorsing and incorporating the principles.

The Partnership decided that part of the Local Area Agreement reward grant (£600,000) be provided to CVS South Gloucestershire to enable infrastructure capacity building for a four year period. This will ensure that the voluntary and community sector in South Gloucestershire will be well placed to respond to opportunities that arise from delivering the Big Society agenda and the move of power from the state to local people.

8. Another successful Partners' Conference was held in February 2011 with over 100 delegates attending to hear Tony Travers director of the Greater London group; part of the London School of Economics give the keynote speech. This was entitled "Opportunities at a time of radical change" and outlined the government's policies in relation to deficit reduction and public sector reform and gave his considered views on the impacts on local communities. Tony finished by stressing the need for partnerships to continue work together to deliver the best possible services at a challenging time.

His speech raised awareness among the 110 plus delegates - some of whom knew some of the story but few knew it all - and broadened their understanding of the whole picture. It provided a very useful foundation for the workshops which followed his speech which looked at how to promote the civil/big society and encourage community leadership, how to mainstream sustainability into all areas of our work, how joined up early intervention and prevention work could continue to make a real impact and how economic priorities will continue to be delivered in the changed landscape.

9. Throughout the year the partnership also received presentations on
 - Progress on the Total Place Asset Management pilot project (Sept 2010)
 - Summary of the end of year performance Local Area Agreement 2009/10
 - The 2011 Census
 - Reduction of Public Sector Carbon Dioxide Emissions in the West of England
 - Update on work on the Joint Strategic Needs' Assessment, Priority Neighbourhoods and Reducing Carbon Emissions done by the five strategic partnerships

South Gloucestershire Partnership

10. The Quality of Life Report, used to measure the performance of the partnership, published in Spring 2011 continues to show that fewer people think South Gloucestershire is a worse place to live than last year and more people think it's a better place to live than last year.

The Viewpoint Survey Autumn 2010, another measurement of partnership performance, showed 83% of respondents said they were satisfied with their local area as a place to live; this includes 20% who said they were very satisfied

11. Another four issues of the partnership newsletter were produced and distributed in both hard copy and on-line formats. This is a very useful vehicle for raising awareness of the partnership and its work and is becoming more well-known.

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: An enquiry office is now open in Kingswood Civic Centre, co-located with South Gloucestershire Council in their one stop shop which enables local residents to easily access both council and police services in one place. It has replaced the enquiry office at Staple Hill as it provides a better location and helps give a focus to a key priority area.

From March 2011 the Integrated Offender Management Unit (Police, Council and Probation) will be jointly located at the Staple Hill Police station improving efficiency and communication.

Update on the work of the Strategic Partnerships 2010/2011

(a) **Children's Trust Board:** work has been ongoing to deliver against the priorities of the Children and Young People's Plan with good progress being made in the Be healthy, Enjoy and achieve, Positive contribution and Economic wellbeing areas with generally good progress in Stay Safe and Prevention.

There were significant constitutional changes to the Partnership in 2009/10, based on Central Government's statutory guidance to create Trust Boards resulting in the further expansion of membership and various alterations to the terms of reference. Shortly after the 2010 General Election, the new Government rescinded the statutory guidance and announced changes to the legislation requiring a Children & Young People Plan – the key multi-agency strategic document of the Board – namely the voluntary determination by organisations on whether to continue with the Plan. In response, the Board gave its commitment to continued partnership planning and working, and endorsed the proposal to continue with the existing CYP Plan which runs until April 2012.

For the full Children's Trust Board Annual report 2010/11 please go to <http://modern.gov/mgConvert2PDF.aspx?ID=21830>

(b) **Economy and Skills Strategic Partnership:** Despite the challenges brought about by the economic downturn and slow recovery, South Gloucestershire still maintains one of the highest levels 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. Work continues on the Science Park and Innovation Networks are now in place supporting businesses in the South West. There have been changes in the skills and economy landscape and in the fabric of organisations that support economy and skills but partners within South Gloucestershire Economy & Skills Partnership have re-affirmed a continued focus on the aspirations set out in the South Gloucestershire Economic Development Strategy. The formation of the West of England Local Enterprise Partnership will bring with it change in the dynamics of how we as partners may form strategies but it will also bring the opportunity to deliver positive outcomes to businesses and individuals and contribute to the prosperity of South Gloucestershire.

For the full Economy and Skills Strategic Partnership Annual report 2010/11, please go to <http://modern.gov/mgConvert2PDF.aspx?ID=22763>

(c) **Environment Strategic Partnership:** Two Environmental Visioning workshops were held with the Environment Strategic Partnership during 2010/11 to review and identify local environmental priorities. The aim was to make an agreed set of environmental priorities available to inform the revision of the South Gloucestershire Sustainable Community Strategy, as well wider Partnership and Council action planning and revisions to local performance management frameworks.

At the first workshop (held in November 2010), the Partnership was asked to identify local environmental priorities and at the second (held in January 2011) it was asked to review the 'fit' between the environmental vision they had identified at the first workshop with existing priorities and targets. Where gaps or inconsistencies were identified, participants were asked to comment on what additional targets/measures/priorities/actions might be required.

South Gloucestershire Partnership

Seven environmental priorities emerged from the workshop discussions. - Resource Use and Waste, Local Food, Land Use and Food Production, Local Economy and Low Carbon Economy, Low Carbon Travel, Energy, Green Infrastructure and Biodiversity, Local Environment and Heritage – Action, Appreciation and Volunteering.

For more information on the work on the environmental vision to 2026, please go to <http://www.ourareaourfuture.org.uk/Themes/ThemedPartnerships.htm>

(d) **Health and well-being Strategic Partnership:** The changes to Health and Social Care signalled by the White Paper and subsequently the Bill had a significant influence on the Partnership's agenda for 2010/11. This included monitoring progress of the legislation and preparations for practical implementation including establishment of Clinical Commissioning Groups; pathfinder status for the formation of Healthwatch; the transfer of Community Health Services from PCTs; Public Health Transfer to Local Government; and looking forward to a governance structure with the formation of a statutory Health and Wellbeing Board.

Good progress has been made in all the above challenges, which have been managed at a time of reduced resources. During the year the Partnership also reviewed and approved the delivery of a number of jointly prepared new strategies and initiatives, many of which were jointly prepared. These included a Joint Carers' Strategy; Joint Physical and Sensory Impairment Strategy; refreshed Housing Strategy Action Plan; Health Improvement Strategy. Reviews included the Director of Public Health's annual report, Carbon reduction planning and its relationship with Health and Wellbeing; and LINK involvement with local traveller community.

(e) **Safer and Stronger Communities Strategic Partnership:** A new performance management structure for the partnership was introduced in 2010/11. This aligned operational structures and delivery groups to the priorities and targets of the partnership, and introduced robust performance management arrangements utilising the Senior Officer Group. Through this framework which includes: risk monitoring of future delivery actions; exception reporting; and a concentration on corrective action where work is off-target, the Strategic Partnership was able to improve delivery of its objectives as well as free up time to consider issues at a strategic level. This led to a greater proportion of targets being achieved than in any previous year and, as a consequence, the Partnership resolved to operate the same performance management arrangements during 2011/12.

For the full Safer and Stronger Communities Strategic Partnership Annual report 2010/11 please go to <http://moderngov/mgConvert2PDF.aspx?ID=22818>

F Improving the partnership and its work

The South Gloucestershire Partnership continues to work effectively with strong relationships but is aware that the national and sectoral changes will impact on its structure and its work. It is prepared to have some robust discussions about the future roles and responsibilities of the partnership and determine any changes to its membership and delivery mechanisms to ensure that it focuses on achieving the outcomes of the partnership as set out in its terms of reference.

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 team throughout the year. Appendix 1 is the 2011/2012 assessment to be agreed at the meeting in October 2011.

H Future challenges and areas of work

There are still some areas of change which have not been fully detailed so estimations of impacts in key sectors are being worked with to inform and develop new structures and working practices.

Localism and the Big Society agenda are progressing but with little detail in some areas. Work has started on implementing changes such as the Health and well-being Board as well as new legislation such as the Child Poverty Act and these will further develop over the next twelvemonths.

The partnership is challenged to remain strong and focussed and is committed to working together exploring all the new opportunities for enhanced efficiency and joint commissioning.

Revising the Sustainable Community Strategy will ensure the partners and the partnership continue to address the key issues affecting the area and further work may be done on restructuring the partnership family once that key strategy has been finalised.

For further information on the South Gloucestershire Partnership www.ourareaourfuture.ork.uk or contact Stephanie Kruse Strategic Partnerships Officer 01454 863868 stephanie.kruse@southglos.gov.uk

South Gloucestershire Partnership

Appendix 1 – Risk Assessment September 2011

: 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	Update SCS with considerable community consultation to ensure shared vision is agreed	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	Regular six-monthly review of performance	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 Partners disengaged 	3	3	9	Annual report to reflect achievements of the partnership Partnership workshops Review role, membership and relationship of strategic partnerships	3	2	6	Complete a self assessment review to identify issues	Chair of SGP	Annual
5	Community Strategy priorities and outcomes not met	<ul style="list-style-type: none"> Failure to deliver on targets Loss of public confidence 	3	3	9	Ensure performance monitoring and management arrangements are robust. Regularly review	3	2	6	None	Chair of SGP	Six monthly
6	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	Membership regularly reviewed and appropriate action taken	All	At annual review
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

continued overleaf

South Gloucestershire Partnership



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	<p>Scrutiny and challenge by the partnership itself and by select committees.</p> <p>Consideration of resources that support partnership working</p>	3	2	6	Conveying to government the impact of competing demands as necessary	Chief Officer Group	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	<p>Well managed change process</p> <p>Clear strategic direction set out for each organisation</p> <p>Clear communication.</p>	3	2	6	Presentation to SGP of each members' strategic plan	Chief Officer Group	Annual