

**South Gloucestershire
Partnership
Annual Report
2014/2015**



**our area
our future**

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A Background and context

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

The statutory requirement to have a local strategic partnership was repealed in 2011 but South Gloucestershire partners remain strongly committed to making sure the area is “**A great place to live and work**” and they continue to work together through the partnership structure of the South Gloucestershire Board and three thematic partnerships – Economy and Skills; Health and Wellbeing (now a sub committee of the council) and Safer and Stronger Communities. The [Sustainable Community Strategy](#) published in February 2012 states the shared values of the partnership which are to -

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

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

B Partnership objectives

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

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

Whilst there is no legal requirement for partners to follow Council regulations, partners agreed to include the Council's Code of Conduct within the [Terms of Reference](#) and adhere to them.

The Terms of reference are reviewed annually along with the Risk Assessment.

C Achievements

Cllr Heather Goddard was elected Chair and Rachel Robinson of the Care Forum Vice chair at the partnership meeting July 2014 to stand for another twelve months.

Throughout the year, the partnership had presentations on

- the refreshed South Gloucestershire Compact which now reflects the economic environment and makes changes in line with public sector legislation and policies
- the impact of anticipated population changes over the next twenty years. This was done as a series of three linked presentations:
 - Predicted population trends to 2037 giving details of how South Gloucestershire's population will have a higher growth rate than the national average and that the dependency rate will rise significantly (currently the rate is for every 100 persons there are 57 dependents; this is predicted to rise to 74 dependents in 2037).
 - Population growth and the impact on housing trends which covered assessing future needs, the impact of population growth on education provision and how the Core Strategy is addressing the planning aspect.
 - The future of healthcare services in South Gloucestershire highlighting the challenge of the significant funding gap and the increase on health care needs due to an ageing population, more people with long term and multiple conditions and a 30+% increase of dementia sufferers.
- the University Enterprise Zone and Bristol Institute of Technology which is one of four pilots in the country and will focus on Robotics & Autonomous Systems, Biosensing & Biotechnology, Technology Innovation
- Visioning beyond 2027 and the need to develop a long term vision broader than the current political context and based on an assessment of the impact of current strategies
- the Adult Mental Health Needs Assessment and strategy to highlight the importance of mental health, the local assessment process, key findings and areas for action

It received reports on

- Building a strong voluntary, community and social enterprise sector in South Gloucestershire: this is the annual report providing partners with details of performance over the past three years
- The Director of Public Health's annual report which identified some key issues facing the area such as
 - population growth
 - ageing and multiple health conditions
 - working with schools
- the Partnership annual report including achievements from the past year, review of the terms of reference and the risk assessment for the following year

- the Children's Trust Board performance report on its first year of operation. Partners also had the opportunity to meet the new chair of the Trust Board who outlined its ongoing priorities

.... and updates on

- the West of England Strategic Economic plan which had attracted government funding to deliver a number of key projects including superfast Broadband, a specialist robotics institute of technology (see above) and new/modernised/extended colleges to provide skills and training in key growth industries of the area
- the first year's work of the Health and Wellbeing strategic partnership and its progress with the Better Care Fund project plan and the Joint Health and Wellbeing strategy which identified challenge indicators where South Gloucestershire's performance was worse than the national average
- the progress of the Education Partnership which had been set up in June 2014 following the Education Commission's report and recommendations. Terms of reference and an action plan had been agreed and funding identified by the Schools Forum to support the partnership's work 2014-17
- the Bristol and Bath Science Park and National Composite Centre expansion which highlighted the need for support from regional leaders to market the science park, provide better public transport and coordinate rapid response/support packages in order for the park to move forward and accelerate the success of its occupants
- Devolution and the discussions which had taken place at a regional level with the Chief Executives of other WoE local authorities and with the Permanent Secretary for the dept. for Communities and Local Government.
- The Policing plan 2015-17 which now included road safety as a priority alongside the original four (tackle burglary, anti-social behaviour, domestic and sexual violence and to put victims first). In addition resources had been focused into cyber-crime and child exploitation.

Partners were consulted on

- the Climate Change Adaptation plan which detailed the action plan for the Climate Change strategy

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

Due to the election it was decided to defer the annual **Partners' Conference** until November 2015; the anticipated theme is around looking to the future with a focus on careers and the changing job market.

ECONOMY AND SKILLS STRATEGIC PARTNERSHIP

Working with our partners in the West of England and the Local Enterprise Partnership (LEP), we are seeking to deliver new jobs into the area and attract significant inward investment. Our economic ambition is to provide access to first class education, skills and learning; and to prosper through a balanced economy, a well trained workforce and sustainable jobs for all.

Nationally the economic position remains challenging and we are not immune to these challenges in the local area. However, we are still performing relatively well when compared with the regional and national picture; to have achieved all of our economic targets would be bucking the national trend.

The council remains at the vanguard of the West of England Partnership to ensure that our residents and businesses continue to benefit from growth across the whole of the West of England. The Strategic Economic Plan submitted to Government in 2014/15 resulted in a programme of economic interventions set out in the West of England Growth Deal that have begun to or will have significant economic impact in South Gloucestershire.

Alongside the key transport and infrastructure projects there are a number of specific economic projects to be progressed, including the Bristol Institute of Technology - University Enterprise Zone (UWE), the Emerson's Green Composite Bridge, the Automotive Technology Centre (Bath University, Bristol & Bath Science Park) and Terabit West (next generation superfast broadband).

The signing of the City Region Deal, and the formal pooling agreement has already started to bring in significant benefits from retained business rate growth across the sub-region. New developments in South Gloucestershire's enterprise areas are already ahead of schedule and it is predicted that this early rates growth will continue to exceed initial modelling projections.

UWE have been successful in achieving University Enterprise Zone status for the proposed Bristol Institute of Technology (including the successful and growing Bristol Robotics Lab), and the extension to the National Composites Centre at the Bristol and Bath Science Park has completed. The Economic Development Team has continued to lead Local Enterprise Partnership and local government support for the Aerospace and Advanced Engineering Sector. Throughout the year key stakeholders have developed the proposition to deliver national ambitions in the South West - known as 'iAero'.

The project to create the right conditions for business to thrive at the Avonmouth / Severnside Enterprise Area has been successful in securing EDF funding allocation for flood and ecology mitigation. In addition, Coastal Communities funding has been secured to install cycle-paths, provide shuttle bus transport, and to create employment hubs within the Avonmouth / Severnside locality. This will link with the new M49 motorway junction mentioned under 'Our Place'.

Funding has also been attracted to sustain the West of England Investment Promotion Service ('Invest Bristol + Bath') for the next five years. The four West of England authorities have signed up to a memorandum of understanding that will govern how we work together in partnership with the LEP to secure future growth.

In the pursuit of a fair economic deal for communities in some of our priority areas we have been working with Connecting Kingswood (the Partnership Network for the Kingswood Priority Neighbourhood) to promote to over 300 local companies the commercial benefits to them of paying the living wage.

[For the full Economy and Skills Strategic Partnership Annual Report, please use this link](#)

HEALTH AND WELLBEING BOARD

The Board has met its statutory obligations by publishing a Joint Strategic Needs Assessment, a Joint Health and Wellbeing Strategy, a Pharmaceutical Needs Assessment and agreeing the Better Care Fund plan.

Joint Strategic Needs Assessment

The production of a Joint Strategic Needs Assessment (JSNA) is a statutory requirement upon the Board in accordance with the Health & Social Care Act 2012 and it provides a local picture of current and future health needs.

South Gloucestershire's last JSNA was published in 2013 to cover the three-year period to 2016 and it was the first JSNA to be produced in South Gloucestershire under the new requirements of the Health & Social Care Act 2012, with a focus on assets and hence gaps as well as needs. The JSNA 2016 will be produced as an update and refresh of the previous 2013 JSNA.

Joint Health and Wellbeing Strategy

The Joint Health and Wellbeing Strategy for South Gloucestershire, covers the period 2013-16 and was approved by the Board and published in June 2013. The Strategy sets out the top priorities for South Gloucestershire which are the focus of joint work and the basis for commissioning plans and decisions. The Strategy is split into six priority themes, as follows:

Priority Theme 1: Making the healthy choice the easy choice

Priority Theme 2: Tackling health inequalities

Priority Theme 3: Making the best start in life

Priority Theme 4: Fulfilling lives for all

Priority Theme 5: Ageing well

Priority Theme 6: Accessing the right services in the right place at the right time

The Board has established a performance framework for the Joint Health and Wellbeing Strategy, with reports occurring every six months (process metrics in the spring and quantitative metrics in the autumn).

The JSNA 2016 will inform South Gloucestershire's priorities for the next Joint Health and Wellbeing Strategy and the forward commissioning plans for health and social care.

Pharmaceutical Needs Assessment

Every Health & Wellbeing Board is now required to produce a Pharmaceutical Needs Assessment (PNA). This mapping of pharmaceutical services against local health needs

provides the South Gloucestershire Board with a framework for the strategic development and commissioning of services.

In January 2015 the Board agreed the PNA for South Gloucestershire and in March the Board agreed the process by which it would be kept up to date (via delegation to the Director of Public Health).

Better Care Fund Plan

The Better Care Fund was established from 1st April 2015 under a Section 75 Partnership Agreement between South Gloucestershire Council and South Gloucestershire Clinical Commissioning Group. The Partnership Agreement sets out the governance arrangements and Better Care Fund Plan schemes for 2015/16. In terms of delivery and implementation of the Better Care Fund there is a Better Care Fund Operational Delivery Group, which is focused on 5 key priorities:

1. Cluster integration model
2. Care Home Commissioning Framework
3. Dementia Friendly South Gloucestershire
4. The 3Rs Programme (rehabilitation, reablement and recovery)
5. Connecting Care

Work in each of these areas is progressing and the Board has received regular progress reports.

Looking ahead: Future challenges and areas of work

Themed meetings - The Board has identified the following topics for discussion at future Board meetings during 2015/16 and 2016/17:

- Making the best start in life: Health in schools
- Tackling health inequalities: Domestic and/or sexual abuse, Children living in poverty
- Making the healthy choice the easy choice: Mental Health Review
- Fulfilling lives for all: Loneliness and Isolation, or Long-term conditions
- Ageing well: Carers / End of life care
- Accessing the right services, in the right place at the right time: Primary Care Strategy

External developmental support - the Board secured funds via the South West Health & Wellbeing Board Chairs' Network to receive some bespoke development support on a topic of its choosing. The Board appointed a consultant and had an initial scoping session in June 2015 at which the Board agreed the topic of mental health. This piece of work will take place alongside the development of a mental health strategy for South Gloucestershire and the target date for completion is mid 2015/16.

Communications Plan - a priority for early 2015/16 is the development of a Health & Wellbeing Board Communications and Engagement Plan, within existing resources, to raise the Board's profile and help deliver messages about improvements in health and wellbeing across South Gloucestershire in a coordinated way.

[To read the full Health and Wellbeing Board Annual Report 2014-15 please use this link.](#)

SAFER AND STRONGER COMMUNITIES STRATEGIC PARTNERSHIP

Major topics considered by the Strategic Partnership 2014/15

Two major pieces of legislation, and their impacts on the work of the Strategic Partnership, were considered during the year. These were the Anti-Social Behaviour, Crime and Policing Act 2014; and the Counter Terrorism and Security Act 2015.

The Anti-Social Behaviour, Crime and Policing Act' received Royal Assent on 13 March 2014, and took effect in stages during 2014/15. This replaced 19 existing powers with 6 new Tools and Powers for responding to Anti-Social Behaviour. It also introduced a new Community Trigger which gives victims and communities the right to require agencies to review their response to persistent ASB and to take action if they have not previously done so.

In September 2014 the Strategic Partnership reviewed the new Tools and Powers for responding to Anti-Social Behaviour, and adopted arrangements for responding to the Community Trigger.

Two applications under the Community Trigger were received during 2014/15. Following analysis one was accepted and reviewed under the Community Trigger processes. The second was found not to meet the Community Trigger threshold.

The Counter Terrorism and Security Act 2015, which moves the responsibility for co-ordination of the **Prevent** programme to local authorities, was considered in March 2015. In recognition of the risks of reduced capacity identified in its Risk Log, the Strategic Partnership chose to leave monitoring of **Prevent** to the Council's own processes.

All public sector organisations are going through significant change, both as a result of national policy changes, and as part of their own responses to the continuing austerity programme. The Strategic Partnership was briefed on a regular basis through the year on changes to Probation services, and on the implementation of the Police's new Target Operating Model. The Strategic Partnership was also consulted on potential changes to South Gloucestershire Council's Community Engagement Service; and its Anti-Social Behaviour and Community Safety Service, in order to achieve savings of £477,000 per annum.

In September 2014 the Strategic Partnership reviewed the national changes to the welfare and benefit system, and considered the impact of these on its work.

Strong relationships continued with the Office of the Police and Crime Commissioner, and the Strategic Partnership discussed with the OPCC on two separate occasions their commissioning of services; and in particular the provision of services to support victims of crime.

During the year work progressed on two Domestic Homicide Reviews (DHR 2 and DHR 3) on behalf of the Strategic Partnership, although these were not concluded and reported until the early part of the 2015/16 financial year. The Home Office has provided official confirmation that it will no longer make any contribution to the cost of Domestic Homicide Reviews, no matter how many the Strategic Partnership is required to resource.

The Strategic Partnership continued to robustly monitor performance, including that of the projects supported through the Community Safety Fund. Results for the agreed projects were reviewed on a regular basis as part of the Strategic Partnership's performance

management activity, and each group awarded funding through this grant gave a presentation to the Strategic Partnership on the project supported through the Community Safety Fund. As a result of this £6,495 was recovered during the year from projects where delivery of services failed significantly to match that commissioned. A further £9,400 unspent by Victim Support from the 2014/15 Community Safety Fund is also being recovered

Arrangements for the processes and timetable for allocation of the Community Safety Grant 2015/16 were agreed by the Partnership in December 2014, and 4 projects were commissioned from this Fund in March 2015.

The Strategic Partnership seeks to continuously review and improve operation in order to become more effective and efficient. For this purpose it adopted a formal protocol to govern the relationship between the Strategic Partnership; the Health and Wellbeing Board; Safeguarding Children Board; and Safeguarding Adults Board

During the year the Strategic Partnership participated in the development of a number major local strategies by considering, and making comments in response to, consultations on the Council's Licensing Policy and the West of England Road Safety Strategy

As part of its Annual Report 2013/14 the Strategic Partnership noted that a solution had been agreed, to resolve the problems caused by the loss of the ability for partners to conduct detailed analysis of crime patterns and trends resulting from changes to Police software. The Council and police have been working together to re-start the flow of crime data to the partnership. Agreement has now been reached that the data can be shared, and the first month's information has been sent. This secure sharing of data will now happen on a monthly basis, with only a couple of minor adjustments to format now necessary.

[Read the full report here](#)

[Link to 2014/15 Safer and Stronger Performance results](#)

D Resources (used or consumed by the partnership)

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

Avon Fire and Rescue Service continues to chair the Compact Implementation Group to assist in the maintenance of a thriving voluntary and community sector across South Gloucestershire. AFRS continue to contribute resources in the form of key locations for the partnership to carry out its function as well as providing support to some of the strategic partnership bodies such as the safer and stronger communities.

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

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

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

E Benefits of working in partnership

Avon Fire and Rescue Service (AFRS) has informed the partnership of its current Investing in the Future programme to ensure that all strategic plans for the service are communicated with the partners thereby guaranteeing joint planning where practical.

The alignment of AFRS unitary boundaries with the Avon and Somerset police structure has allowed for a better understanding of the partners' priorities across South Gloucestershire

and Bath and North-east Somerset thereby ensuring the greatest effectiveness when committing resources across South Gloucestershire and the larger AFRS boundary.

South Gloucestershire and Stroud College (SGSC) has been able to take a collective approach to respond to situations. It has submitted an application for a new Free School in South Gloucestershire catering for learners with autism from the age of 4-18 in response to the South Gloucestershire Special Educational Needs (SEN) Review

Working within the partnership structure the **City of Bristol College (CoBC)** is able to identify target groups and decide on how we can work together to work cohesively towards targets set by the Local Enterprise Partnership; an example would be for the college to supply progression routes for an established need. Data sharing also takes place and can inform the CoBC curriculum. Updates on funding and legislation can also help the college market and target client groups.

The partnership enables CoBC to be aware of activities outside the college that have a strategic emphasis that the college can actively participate in and enhance collaborative working.

F Improving the partnership and its work

More practical projects that partners were able to get involved in might improve partnerships and their work.

The partnership affords the opportunity for the key agency's to work more effectively together in times of austerity and therefore to seize opportunities when there is a benefit to the community the partnership serves

The need for partnership working to be 'joined up' so that strategies can be adopted that are meaningful and have a local impact; And to avoid duplication of provision.

G Managing risk

Managing risk is an important part of good performance and is written into the Partnership's terms of reference. The Partnership completes an annual assessment using South Gloucestershire Council's Guidance for managing risk and opportunities in partnership which is monitored by the Council's Corporate Strategy and Partnership team throughout the year. Appendix 1 is the 2015/2016 assessment which was agreed at the meeting in *July 2015*.

A lot of the risks are linked to the voluntary nature of the partnership, which at a time when funding is so stripped back across all areas is difficult to mitigate against.

H Future challenges and areas of work

- The partnership needs to maintain its commitment to ensure natural resources are used wisely, reduce carbon emissions, prevent pollution and waste and conserve and enhance

the environment for future generations. Energy issues are challenging and at a household level, fuel poverty is far from being eradicated with energy literacy still poor in the vast majority of households. More widely, there is still a big gap between energy demand and energy generation, carbon emissions are difficult to monitor but don't seem to be reducing, and planning for improvements is not joined up. Local governance of, and engagement with, energy issues is lacking not just in South Gloucestershire, but across the country.

Strategic support is needed for energy efficiency schemes at domestic level and in all new developments; for community energy programmes at all scales; and to drive development of infrastructure (planning level, and practical delivery of) new renewable energy generation. Specific examples might be around fuel poverty projects, smart meter rollout, targeted community energy support, and strategic renewable energy work.

- The ongoing financial pressures from central government will continue to have an impact on partnership working and partner organisations will still be subject to organisational change which could have both positive and negative effects. Current conversations about devolution are already showing the potential for fragmentation so the partnership needs to remain vigilant to opportunities of working together more efficiently, and in new ways as well as assessing its relevance on a regular basis.
- Partners need to maintain and improve links with the West of England Local Enterprise Partnership (LEP) to ensure the needs of the communities of South Gloucestershire are understood and that the priorities and activities of the LEP are aligned accordingly.
- Working with reduced funding for adults within Further Education whilst still needing to address issues of unemployment within South Glos.

Appendix 1

		Risk Assessment 2015/2016			Key	Impact	I				Likelihood	L			Score (I x L)	S		
						High	3				Medium	2			Low	1		
	The Risk: What can happen and how it	Consequence of this happening			Inherent Risk	Mitigating Actions / Opportunities					Residual			Further Action Rqd	Risk Owner	Review Date		
		I	L	S							I	L	S					
1	Partners have an unclear vision of what they want to achieve for residents within South Gloucestershire	Failure to deliver on the vision and priorities			1	1	1	Monitor SCS to ensure shared vision is agreed					1	1	1	None	Chair of SGP	Annual
2	South Gloucestershire is lacking a shared understanding of needs	Inconsistent approach to service delivery Gaps and overlaps not known			3	1	3	Ensure good use of data alongside resident views and those obtained from community involvement activity					3	1	3	None	All	Annual
3	Partnership working is not well co-ordinated with little evidence of it making a difference	No added value Partners disengaged			3	3	9	Annual report to reflect achievements of the Partnership Review role, membership and relationship of strategic partnerships					3	1	3		Chair of SGP	Annual
4	Community Strategy priorities and outcomes not met	Failure to deliver targets Inefficient use of resources Loss of public confidence Failure to meet public expectations Not responding to changes in practice Not responding to new opportunities			3	3	9	Ensure performance monitoring and management arrangements are robust. Partners to manage expectation with consistent, realistic messages and delivery Regular information sharing to raise awareness. Flexible practices Review regularly. Proactive planning sessions.					3	2	6	None	Chair of SGP All	Six monthly
5	Partnership fails to work well as a group	Unproductive meetings Loss of credibility Loss of expertise and contribution of particular sectors			3	1	3	A commitment to regular attendance by partnership members and application of the terms of reference					2	1	2	Membership regularly reviewed and appropriate action taken	All	At annual review
6	Partners do not meet the requirements of equality legislation	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

7	Partners' non-allocation or withdrawal of resources	<p>Loss of balance in work of partnership</p> <p>Limitation to the sustainability of services, projects or initiatives including the council's reduced capacity to support and coordinate partnership meetings</p> <p>Lack of high quality input into joint activities</p> <p>Reduction or loss of engagement by partners</p>	3	3	9	<p>Scrutiny and challenge by the partnership</p> <p>Consideration of resources that support partnership working</p> <p>Co-opt resources as required</p> <p>Continual information sharing</p> <p>Developing relationships with new structures i.e. PCC</p>	3	2	6	Conveying to government the impact of competing demands as necessary	Chief Officer Group	Annual
8	Organisational change in key agencies impacts adversely on performance	<p>Loss of focus</p> <p>Delayed progress.</p>	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
9	Actions do not result in improvements	<p>Insufficient resources</p> <p>Inefficient use of resources</p> <p>Lack of joined up thinking at Central Government departmental level</p>	3	2	6	Implement robust performance monitoring and management arrangements	3	2	6	Change of approach	All	Annual
10	Partners are not committed to partnership meetings	<p>Unproductive meetings</p> <p>Loss of credibility</p> <p>Loss of expertise and contribution of particular sectors</p> <p>Loss of data and information sharing, and local knowledge</p>	3	3	9	Consider alternative approach	3	2	6	On-going monitoring of partner involvement	Chief Officer Group	Bi-annual