

**South Gloucestershire  
Partnership  
Annual Report  
2015/2016**



**our area  
our future**

## CONTENTS

A	Background and context	p 2
B	Partnership Objectives	p 2
C	Achievements of the South Gloucestershire Partnership	p 3
D	Excerpts from strategic partnerships' annual reports:	p 5
	Economy & Skills	p 5
	Health & Well-being	p 11
	Safer & Stronger communities	p 13
E	Resources (used or consumed by the partnership)	p 15
F	Benefits of working in partnership	p 16
G	Improving the partnership and its work	p 18
H	Future challenges and areas of work	p 18
I	Managing risk	p 19
	Appendix 1: Risk Assessment 2016/17	p 20

## 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The statutory requirement to have a local strategic partnership was repealed in 2011 but South Gloucestershire partners remain strongly committed to making sure the area is “**A great place to live and work**” and they continue to work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 2016 states the shared values of the partnership which are to -

- find simple and effective ways of working together that improve efficiency, make the most of resources and ensure value for money
- Ensure social, economic and environment well-being is embedded in all decisions
- 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

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 12<sup>th</sup> July 2012:

Economy and Skills Strategic Partnership

Health and Well Being Strategic Board

Safer and Stronger Communities Strategic Partnership

## South Gloucestershire 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 John Ashe was elected Chair and Rachel Robinson of the Care Forum Vice Chair at the partnership meeting July 2015 to stand for twelve months. Subsequently Rachel left her post at the Care Forum and Helen Black was elected as Vice Chair at the December meeting to stand for the remainder of the year.

Throughout the year, the partnership covered the

- Final performance report of four years delivery of building a stronger VCS: the Chief Officer of CVS South Gloucestershire provided details of the performance and achievement of the six outcomes used to measure progress for the Partnership's objective to build a strong VCSE in South Gloucestershire 2011 - 2015. An overview of current VCSE sustainability and infrastructure services 2015 – 2018 was included. Partners were pleased to note the community anchor organisation covering the Kingswood area (Community Ignite) was up and running, and that the VCSE in South Gloucestershire had thrived as a result of strong leadership. The VCSE is playing an increasingly important role to help address the gaps in public sector services during times of austerity.
- Police and Crime Commissioners Policing Plan and the future of the office: The Police and Crime Commissioner's Office provided an update outlining the increasing budget pressures alongside increasing demand – for example safeguarding and mental health. A new operating model had been put in place to help deliver savings and a range of services commissioned to support victims of crime and anti-social behaviour. A significant number of other projects had been funded across crime and substance misuse, drug and alcohol intervention and community initiatives with a significant amount of funding being channelled through the South Gloucestershire Community Safety Partnership. The role of the police in dealing with people experiencing a mental health crisis had been developed and a mental health concordat had been signed with local action plans agreed with partners to try and improve the provision. A strategic alliance with Wiltshire sharing specialist policing resources and back office functions was being developed which would hopefully result in significant savings.

There was a continued focus on the Police and Crime Plan priorities which included an additional road safety priority added following consultation. The elections for Police and Crime Commissioner would be taking place in May 2016 and there were discussions around an increased role for Police and Crime Commissioner in relation to complaints and working with other blue light services, such as the fire authority.

- Education Partnership: the Education Partnership Director updated partners on the progress of the Education Partnership covering its' vision, membership, Secondary school and primary school strategies and funding. Partners' suggested the business sector should be members of the Education Partnership to enable early interaction around career paths and skills' needs. It is an aspiration to broaden the membership once the current targets had been achieved.
- The closure of Soundwell College created a massive impact to students in the area and concern was expressed about the way the closure had happened – timing, lack of consultation and contingency plans. Partners were informed of discussions held with the City of Bristol College to look at solutions to reduce the impact of the closure. South

## South Gloucestershire Partnership



Gloucestershire Council co-ordinated a collective response on behalf of partners to the Education Funding Agency and the Further Education Commissioner outlining their concerns. The Local Enterprise Partnership was also requested to make a similar response.

- Refresh of the Sustainable Community Strategy: after considerable discussion it was agreed that the Sustainable Community Strategy just required a refresh rather than a rewrite and this was drafted. The draft strategy was also assessed in terms of rural, health and equality impacts and no negative impacts were identified.

Partners wanted to include the principle of communities being more involved in their development and ensure consistency of the description of whether the West of England is a region or sub-region. Once these minor changes had been made partners endorsed the updated document and it was circulated widely for adoption by member organisations.

- Formulation of the South Gloucestershire Challenge: this was intended to encourage staff from all organisations to get involved in volunteering and was born out of the success of the objective to create a stronger VCSE in South Gloucestershire. The LSP endorsed the concept and agreed to support this new initiative; partners made some suggestions about operational aspects and cascading information through the schools to get children involved. Later in the year partners were updated on progress and informed that the call for local good causes would go out in February 2016 and those chosen would develop a webpage on the CVS new web platform. In April, details of the good causes were circulated to partners who were asked to support as individuals or teams a local good cause and confirm their challenge by the end of April 2016.
- Partners Conference; It had been agreed last year that the Partners' Conference would go ahead in November so it did not clash with the elections. The theme of the conference was skills for the future and nearly eighty delegates attended the conference with good across-the-board representation. The Deputy Director of the UK Careers and Employment Service Lesley Giles was the keynote speaker who set the context of the conference by highlighting the move away from traditional employment and the impact of modern technology and global trends on jobs and careers.

Partners felt that it would be helpful to have the conference at the same time each year to raise its profile and so it was agreed that from 2017 it would take place in June each year.

- Impact of the Autumn statement: Partners took the opportunity to outline the impact of the spending review and autumn statement of 2015 on their respective organisations which helped understanding and raised awareness of the challenges faced by individual partners.
- Climate change strategy performance monitoring: Partners received a report providing a summary of the results and progress of the Climate Change strategy to meet interim climate change targets. Performance against the strategy was monitored and reviewed annually, the most recent report being the Low Carbon Plan Progress Report, March 2015. The report summarised performance against adopted CO2 emission reduction targets, successes and challenges in delivery of priority areas and the identification of future priorities.
- Chairmanship of the Compact Implementation Group: it was reported for information that Mark Evans, Avon and Somerset Constabulary had very kindly agreed to Chair the Compact Implementation Group.
- Child Poverty Needs Assessment: the Public Health Specialty Registrar gave a

presentation on the Child Poverty Needs Assessment to inform partners who then discussed the Assessment. There were queries in relation to the definition of child poverty particularly in relation to families who have for example 4 children. Partners also highlighted the difficulty in the identification of children in a poverty situation and targeting action to relieve that situation preferably on an individual basis rather than via an overall strategy. Indicators need to be put into the work in priority neighbourhoods and early intervention is critical before leaving school.

- Priority Neighbourhoods' annual update: the Head of Safer and Stronger Communities presented partners with information on the background to the Priority Neighbourhoods programme, the Indices of Deprivation Results for 2015, actions on closing the gap and within individual neighbourhoods and requested certain actions from partners. During the ensuing discussion it was noted that some Town and Parish Councils were unaware of priority neighbourhoods and they could help raise funds to help avoid areas going into a priority neighbourhood situation. It was agreed this lack of awareness would be dealt with through the Town and Parish Council Forum. The review of neighbourhood policing would provide useful information to enable resources to focus on threat, harm and risk. Partners noted that the continuing upward trend in quality of life improvements in some Priority Neighbourhoods and were very congratulatory to the work of Safer and Stronger Communities' team. It was agreed that Filton's existing projects should run their course and a support programme around the key areas be looked at.

Alongside agenda items, there is a **Topic Update** paper which highlights good news stories from partners, items 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 paperwork and operational detail.

## D Excerpts from the Annual Reports of the Strategic Partnerships

### ECONOMY AND SKILLS STRATEGIC PARTNERSHIP

Following the refresh of the South Gloucestershire Partnership's Sustainable Community Strategy in February 2016, changes in the economic environment and the continuation of budget cuts and restructuring within partner organisations, members reviewed the Economic Development Strategy 2012-2016. The new strategy (Economy and Skills Strategy 2016-2020) continues to look at the wider economic area and support the West of England Local Enterprise Partnership's objectives.

The strategy details the Partnership's economy and skills ambition and sets out objectives, priorities and actions aimed at ensuring the economic prosperity of South Gloucestershire remains sustainable. It also aims to ensure that all communities in South Gloucestershire share the benefits of good education, access to skills and a strong local economy. The strategy is supported by the Economic Development Action Plan, the Skills and Employability Action Plan and the Education Plan.

**Economic Development Action plan progress:** Proposals have been put forward to the WoE Local Growth Fund seeking £44.1m funding with the object of generating nearly 5,000 jobs. Funding for SMEs through the WoE Regional Growth Fund ended in March 2016 with £21m out of a £25m pot spent, creating and safeguarding 1,500 actual jobs area wide and assisting 20 companies in South Gloucestershire.

## South Gloucestershire Partnership



The InSouthGlos website continues to grow and inform businesses of the comprehensive programme of support available to existing businesses, new investors to the area and start-ups in South Gloucestershire. The programme included 24 workshops with more planned for 2016/17 and financial support to cover costs for Small Business Saturday (to encourage footfall to high streets and use of independent shops) and Capacity Building (to help groups operate during the year). This will continue for 2016/17.

Work continues to help new businesses to form through early contact and information on grants and support available. Also, the council has helped facilitate the start-up of new business groups in areas where none existed as well as supporting existing groups in the area, including business parks, trading estates and industrial sites to encourage peer support and networking.

The council continues to work with Invest in Bristol and Bath (IBB) to promote South Gloucestershire for inward investment and has improved collaborative work on WoE wide projects by co-locating at Engine Shed for 1-2 days a week. It has also contributed to the design and implementation of a new data management system for WoE enquiry handling; and supported a number of local and international events to promote the area.

The Enterprise areas in South Gloucestershire play an important role in securing business rates growth through the City Region Deal that will provide the West of England Economic Development Fund. That fund can be used to cover the cost of enabling growth to happen. Improvement and expansion continues within all three of the enterprise areas including the construction of large retail, distribution and mixed use units, innovation centres and centres of technological excellence. Studies have been commissioned to look at future needs to ensure South Gloucestershire is enabled to take advantage of all opportunities for economic growth.

**Skills and Employability Action Plan (and related Plans or Strategies):** There is a wide range of evidence demonstrating progress against the plan including

- Improved pathways for young people with an increased breadth of offer for 14-19 year olds particularly for young people with lower levels of attainment who cannot progress onto level 3 courses
- New studio school opened providing young people with qualifications and skills into employment opportunities in the creative, digital and high tech sectors
- Funding secured for expansion of Post 16 places at Warmley Park Special School (opening 2017) and South Gloucestershire & Stroud College have been successful in their bid for special school for young people aged 4 to 19 with autism (opening 2017)
- A wide range of skills and employability initiatives for primary and secondary pupils (Ambitions, Ambitions Plus, Bloodhound, Children's University) delivered
- Strategic leadership of Education Partnership Board objectives achieved through the planning and delivery of Post 16 Network and the Employability and Skills Network
- Highly successful strategic implementation of WoE Programme in South Gloucestershire that targeted support for vulnerable young people (HYPE) which gained a national award and resulted in a reduction in Children Leaving Care NEET figures
- Improved leadership of high quality careers' education, information, advice and guidance in schools and other settings through Employability and Skills Network (ESN) attended by representatives from all schools and FE across South Gloucestershire
- Adult Community Learning graded 'Good' under the Ofsted FE and Skills Framework
- Planned and delivered adult learning courses to over 1200 residents
- Adult Community Learning achieved a 90% pass rate in Functional Skills Maths at Level 1 & 2, well above national pass rates

- In 2015 there was a 6% increase in the working age population qualified to level 4 compared to 2013 figures. This is a considerable increase but is still below the West of England average
- South Gloucestershire currently has a greater proportion of higher level apprenticeship starts. Through the Apprenticeship Strategy and the Secondary School Networks it has been possible to strategically influence and shape the careers advice, guidance and support in South Gloucestershire schools, which has contributed to this impressive growth in higher level apprenticeship starts.

**Education Action Plan:** Over the last two years the South Gloucestershire Education Partnership Board have collectively supported and challenged institutions to reach high standards and ensure continual improvement of all schools in South Gloucestershire. In 2016 the 5A\* -C in English and maths measure increased by 4% to 57% which is in line with national figure. However, the recent publication of Key Stage 4 2016 outcomes which relate to both progress and attainment (unvalidated) remain below average.

Attainment in the secondary education sector continues to be below national and below comparable local authorities. There is an urgent need to improve student levels of attainment so that they can access higher level qualifications and benefit from local economic growth.

### **Future Areas of Work**

The formation of a Mayoral Combined Authority in the coming year to facilitate the devolution deal is likely to present a number of challenges. A new governance and operating structure will be set up and the emergence of new strategies in relation to new powers and funding associated with devolution. Also, the impact of a functional economic area that includes North Somerset, and the Combined Authority Area that does not need to be understood.

The outcome of consultations on the Joint Spatial Strategy and the Joint Transport Plan will inevitably have economic implications. We will need to understand and align employment land requirements to that of the WoE key areas of growth.

Implementation of local control of Adult Education Budget (£20m) is a significant undertaking. As at mid-November 2016, Skills Funding Agency and Department for Education continue to work through the legislation and related funding formulae, structures and frameworks required for a successful transition – a process in which West of England colleagues are closely engaged. It is highly likely that there will be reduction in the national AEB allocation over the next two years, alongside this there will be new statutory duties relating to the delivery of Digital Literacy as well as the current requirement to deliver Functional Skills in English and maths.

Work to improve the take up of apprenticeships and increase higher and degree level apprenticeships will continue and there will probably be an increase in demand for the Apprenticeship Grant for Employers (possibly due to the impending levy).

Partners will carry on co-designing and co-commissioning the work and health programme; and a bid for an Innovation Pilot grant (potentially £10M) to support those who are hardest to help and furthest from the labour market will be submitted to government in January 2017.

For the full Economy and Skills Strategic Partnership's Annual Report 2015/2106 use this link



## HEALTH AND WELLBEING BOARD

The South Gloucestershire Health & Wellbeing Board was established in April 2013. The Board is constituted pursuant to Section 194 of the Health and Social Care Act 2012 and operates as a formal committee of the Council (pursuant to Section 102 of the Local Government Act 1972).

The purpose of the Board is to provide leadership to achieve, for all ages, improvement to the health and wellbeing of the local population, including the safeguarding of children young people and vulnerable adults. The Board reports on its progress to the South Gloucestershire Local Strategic Partnership.

The Board monitors and supports the configuration of services and the allocation of resources to meet priority outcomes, and drive evidence based and collaborative approaches to commissioning. The Board focuses on areas where a multiagency integrated approach is beneficial to the people of South Gloucestershire.

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.

In March 2016 the Board approved the latest version of the South Gloucestershire **Joint Strategic Needs Assessment (JSNA)**. A JSNA provides a comprehensive picture of the current and future health and wellbeing of the local population and is used by health and social care organisations as an evidence base for commissioning and developing services to improve health and reduce inequalities. The JSNA in South Gloucestershire has been published on a three yearly cycle in 2010, 2013 and 2016. The 2016 JSNA is a refresh of the 2013 version and has adopted the same format. In future, the JSNA will adopt a new approach and will move to being continuously updated, aligned with Local Authority and Clinical Commissioning Group (CCG) commissioning cycles and priorities. The JSNA key findings around people and place, wider determinants, children and young people, adults and communicable disease can be found in the [Executive Summary](#).

**Joint Health and Wellbeing Strategy** The existing Joint Health and Wellbeing Strategy (JHWS) 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 JSNA 2016 will inform South Gloucestershire's priorities for the next JHWS and the forward commissioning plans for health and social care. During 2016/17 a task and finish group will take forward the development of the JHWS and a Board development session is planned for the autumn.

**Pharmaceutical Needs Assessment** Every Health & Wellbeing Board is required to produce a Pharmaceutical Needs Assessment (PNA). This mapping of pharmaceutical services against local health needs provides the Board with a framework for the strategic development and commissioning of services. As agreed in March 2015 the South Gloucestershire PNA is 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. Delivery and implementation of the Better Care Fund is via a Better Care Fund Operational Delivery Group,

## South Gloucestershire Partnership



which is focused on 5 key priorities: plus an additional workstream on Prevention and Self-care to take forward the principles in the South Gloucestershire Prevention and Self-care Plan. Each of the workstreams provides monthly reports to the Better Care Fund Operational Delivery Group.

The Health & Wellbeing Partnership Support Officer is a member of the Better Care Fund Communications Sub-group which has been developing a communications plan and website for the Better Care Fund and Health and Wellbeing Board.

### Future Areas of Work

During 2016/17 the Health and Wellbeing Board will

- maintain an overview of the development of the Bristol, North Somerset and South Gloucestershire (BNSSG) Sustainability and Transformation Plan (STP)
- take steps to ensure the Joint Strategic Needs Assessment (JSNA) is continuously updated
- establish a working group to author the next version of the Joint Health and Wellbeing Strategy (JHWS). A Board Development Session on the JHWS is scheduled for the autumn
- continue to develop a communications plan and website via the Better Care Fund Communications Sub-group to publicise the work of the Better Care Fund and the Health and Wellbeing Board. Links will also be made with the Bristol, North Somerset and South Gloucestershire Sustainability and Transformation Plan to ensure that consistent messages are conveyed to the public

[To read the full Health and Wellbeing Board Annual Report 2015-16 please use this link.](#)

### SAFER AND STRONGER COMMUNITIES STRATEGIC PARTNERSHIP

The Partnership was established in early 2007 and fulfils the legal requirement for a Community Safety Partnership in South Gloucestershire as established under the Crime and Disorder Act 1998 and Police Reform Act 2002.

The primary purpose of the Partnership is to co-ordinate and help deliver actions that support the development of safer and stronger communities within South Gloucestershire. The Partnership also acts as the lead on Safer and Stronger Communities work for the South Gloucestershire Partnership.

Through the year the Strategic Partnership maintained a rigorous focus on the outcomes achieved by partners, co-ordinated through the Senior Officer Group, to address its priorities. Performance results for 2014/15 were considered in June 2015, and a Partnership Plan laying out the targets for 2015/16 were agreed at the same meeting. Outcomes for the first 6 months of the year were reviewed at the meeting on 4th December 2015. Final performance results for 2015/16 are now available (see link below).

As a result of this focus the Strategic Partnership identified some areas where results were felt to be problematic, and more detailed analysis of these was carried out at the September 2015 meeting.

In respect of **crime levels in Kingswood** the Strategic Partnership found that many priority crime types had reduced in Kingswood and were now much closer to the average across South Gloucestershire as a whole. Overall Kingswood had seen a similar pattern to the rest of South Gloucestershire. Due to changes in reporting and recording crime levels had seen an overall increase of around 4.2%. It was also believed that the majority of

acquisitive crime was related to drug habits (and that the vast majority of burglaries were attributable to a few individuals and tended to fall significantly following a purge on this type of activity.) It was noted that there was good preventative work going on. •

More detailed consideration was also given to results from the annual South Gloucestershire Residents Survey and the Citizens Panel. Questions, which showed only 17% of respondents agreed that they felt that they could **influence decisions affecting the local area** – a significant reduction on previous years' results. Results were rigorously analysed but no significant correlation between demographics and survey results was found. However, it was noted that respondees had been more likely to indicate that they had not been treated fairly by the Council if they had disagreed with the implementation of a particular decision or policy, such as the green waste charge or Highwood Road.

It was also speculated that some members of the public may not fully understand the decision-making process when some decisions may be made at a parish level rather than a South Gloucestershire Council area and some levels of dissatisfaction may be from parish decisions. It was agreed the Council would add some supplementary questions to the survey to explore whether this was the case

All groups funded through the **Community Safety Grant** were again required to present their performance and results. The presentations gave the Strategic Partnership the opportunity to explore the impact of these services in a very different way to that provided through performance indicator results. This continues to be a valuable exercise, and one the Strategic Partnership is keen to continue on 2016/17.

Arrangements for the processes and timetable for allocation of the **Community Safety Grant 2016/17** were agreed in December 2015, and in March 2016 the Strategic Partnership determined to continue to fund the four projects which had been supported in the previous year.

Three **Domestic Homicide Reviews** were completed and considered by the Strategic Partnership during the year. In addition, the Strategic Partnership considered the delivery of recommendations following the first Domestic Homicide Review (DHR1). While noting the significant successes achieved in implementing the Action Plan for DHR1 some corrective action was agreed, and arrangements for monitoring of future action plans amended in order to improve the effectiveness of this process.

During the year the Strategic Partnership participated in the **development of the Licensing Policy** of South Gloucestershire Council by considering, and making comments in response to, consultation on this policy.

The Strategic Partnership was also kept abreast of **changes in the delivery of services** relevant to its remit, including proposals to achieve a £277,000 reduction in the cost of South Gloucestershire Council's Anti-Social Behaviour and Community Safety Service; and the change in operation of Safer and Stronger Community Groups to become Community Engagement Forums. 1

Both the **Police and the Police and Crime Commissioner** updated the Strategic Partnership of changes in their work and operation on several occasions.

**Targets for key strategic indicators** were set by the Partnership at the beginning of the financial year and the full results for achievement of these are shown in Appendix 3 of the Safer and Stronger Communities Annual Report. It should be noted that this Annual Report is presented 3 months earlier than in previous years, and so a number of figures

(particularly crime figures for comparison to those we recorded in South Gloucestershire) are not yet available.

### **Future Areas of Work**

By considering changes and issues that are likely to impact on its future work, the Partnership can ensure these are appropriately responded to. The most significant change remains the continued pressure on public sector funding, and the changes that will have to be made by public sector organisations in order to meet future savings targets.

The Strategic Partnership has made some changes to its own operation in order to continue being effective within the reduced capacity of many of its constituent organisations. These include reducing the number of meetings, while acknowledging more work will need to be done electronically. A close eye will be kept on whether these changes achieve the desired results.

Although firm details are not yet available, Government Ministers have alluded on a number of occasions to changes in the oversight and operation of emergency services. Such changes may have a significant impact, and the Strategic Partnership will want to keep a close eye on developments.

The result of the election for a new Police and Crime Commissioner will be very significant for 2016/17 and beyond, as will the eventual outcome of plans to devolve more power from central Government to local areas including the West of England.

[Read the full Safer and Stronger Communities Strategic Partnership Annual report 2015-16 \(including performance monitoring\) here](#)

## **E 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 the additional support given by the individual organisations to their SGP representative without which partners would find it very difficult to be involved.

Avon and Somerset Constabulary have taken over the chair of the Compact Implementation Group to assist in the maintenance of a thriving voluntary, community and social enterprise sector across South Gloucestershire.

Avon Fire and Rescue Service continue to contribute resources by providing support to some of the strategic partnership bodies such as 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.

Partners have hosted meetings and 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.

### F Benefits of working in partnership

**Avon Fire and Rescue Service (AFRS)** have now begun its Investing in the Future 2 programme in line with the governments CSR. As part of this programme the services Integrated Risk Management Plan (IRMP) has prioritised collaboration work with partner agency's to ensure the most efficient use of resources.

It will also be moving its headquarters next year to the Police HQ site in Portishead which again will facilitate improved partnership working across not only the two blue light agency's but also other partners due to improved understanding of community needs

**CVS South Gloucestershire** welcomes the opportunity to continue to be a member of the partnership and the continued value that public and private sector colleagues place on the local voluntary, community and social enterprise sector. The endorsement and support of the South Gloucestershire Challenge by the partnership during the year, which aims to raise the profile of local good causes working in communities across South Gloucestershire is testament to that continued commitment and we look forward and welcome the continued support of partners for this initiative over the coming year.

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.

**Avon & Somerset Constabulary** feel that working in partnership has never been more important as partners continue to see financial and resourcing pressures impact on their abilities to deliver services and satisfy demand. Together we can reduce aspects of that demand and help each other to satisfy commitments we have made to our communities. Examples of such partnership delivering results and reducing demands are numerous.

Together with Avon Fire and Rescue Service (AFRS) there is a new agreed approach to dealing with reported concerns for welfare where often police officers historically have been committed to attending hundreds of these sorts of calls per month. Often, force is ultimately used to enter properties to ensure the welfare of an individual is addressed. AFRS have reduced significantly this demand on the police, allowing time to be reallocated to attending other calls for service or investigating crime.

The recent development of having specialist Mental Health care professionals embedded in police Communications Centres is working very well. This facility is providing instant assessment and advice to officers who are dealing with a member of the public's mental

health crisis. This facility provides excellent initial support to the person concerned and will often reduce further demand on policing services and healthcare provision.

This year witnessed a large increase in demand with Anti-Social Behaviour (ASB) reports in the Barrs Court area of South Gloucestershire. Excellent partnership work between the Local Authority ASB team, schools, parents and police involving the Special Constabulary saw a targeted and preventative approach which significantly reduced demands as the

## South Gloucestershire Partnership



summer progressed. This partnership and team approach has been recognised widely as good practice and is ongoing within the area.

**NHS Clinical Commissioning Group:** In common with health and care organisations throughout England, partners across Bristol, North Somerset and South Gloucestershire have been working together to develop a Sustainability and Transformation Plan (STP). Some Partnership members have been involved in the STP work to date and the South Gloucestershire Director of Public Health has been the Senior Responsible Officer for one of the three broad themes: Prevention, Early intervention and Self-care.

The case for change is that as our population ages the number of people requiring care for life changing diseases such as dementia and diabetes continues to rise. With sufficient and well organised services this care can be provided effectively in the community supported by specialist services in hospital when required. But where this isn't the case people with these conditions are more likely to end up being admitted to hospital for an extended period leading to a loss of independence.

At the same time our local combined financial position is projected to be £400 million in deficit within 5 years. Local authority budgets for social care are also reducing. A significant change in the way we plan, organise and provide services is therefore required if we are to continue to meet the health needs of our local population; partnership working is key to this approach.

**South Gloucestershire and Stroud College** is absolutely committed to its work with South Gloucestershire Council and the South Gloucestershire Partnership. The recent Special Educational Needs (SEN) review identified a lack of SEN opportunities, especially for learners on the Autism spectrum. The College has been successful in receiving support to develop a Free School 'SGS Pegasus' to support learners with autism, through the College's Multi-Academy Trust. It will open in September 2017 in Patchway for 80 learners aged 4-18. The College also supported the local authority in 2015/16 when another local college closed a campus within South Gloucestershire and we accommodated an additional 250 learners as a result of this. We also saved the Ambitions careers conventions and hosted these for the local authority and continued our growth of an impartial careers service to schools. Finally the College continues to run the Council's apprenticeship scheme and developed a series of programmes for the 50 plus age range called 'Refresh to impress' after requests from the local authority.

### G Improving the partnership and its work

Greater sharing of data and information can provide areas of focus to unite over and reduce levels of high and shared demands. Priority Neighbourhoods are an excellent example of this - with shared focus, Filton is being removed as priority area, and Kingswood recording lower levels of crime and general demand in nearly all areas. A new data analysis tool called Cliksense is being shared between the Local Authority and the Police to identify areas of shared high demand and then allow strategic and tactical approaches to be developed in key areas.

There has already been some Partnership member involvement in the Bristol, North Somerset and South Gloucestershire Sustainability and Transformation Plan. For example, the Prevention, Early Intervention and Self-care work has established a stakeholder group to inform its thinking and agree next steps, however there is always room for more input and engagement plans are being drawn up.

The partnership affords the opportunity for the key agency's to improve joint information capture and hence form a "rich picture" of issues affecting the community.

### H Future challenges and areas of work

The new Police and Crime Plan 2016 -21 contains 4 new areas of priority. South Gloucestershire will work with partners and the Police to develop a specific and localised plan mirroring the thematic priorities of the Police and Crime Commissioner to ensure that locally we address and focus our approaches to achieve these overarching aims.

Continued financial pressures within policing will see the requirement for greater collaboration and partnership working amongst partners and other blue light services, all working to protect front line delivery of services. Devolution and investment opportunities within the region to both infrastructure and housing in South Gloucestershire will naturally see increases in demand but we welcome the exciting opportunities growth brings to the area. Avon and Somerset Police, despite the challenges, is committed to maintaining and strengthening Local Policing and working in partnership is key to that.

As the Bristol, North Somerset and South Gloucestershire NHS Clinical Commissioning Group's Sustainability and Transformation Plan develops over the next few years there will be further opportunities for Partnership members to get involved in specific projects with the aim to:

- improve the health and wellbeing of local people;
- improve the quality of local health and care services;
- deliver financial stability and balance throughout the local health care system.

More information on the STP can be found here: <http://www.uhbristol.nhs.uk/about-us/sustainability-and-transformation-plan/>

The ongoing financial measures place pressure on agencies looking outside their normal sphere of responsibility. However part of the partnership's benefits is to be able to highlight some of the upstream activities and strategies which, when put in place, limit the response and reactive downstream issues; this means it is an area which should be committed to by all going forward.

### I 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 2016/2017 assessment which was agreed at the meeting in October 2016.

## Appendix 1

		Risk Assessment 2016/2017			Key	Impact	L				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	1	3	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	1	3	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	1	3	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 Lack of appropriate representation at senior level	3	1	3	A commitment to regular attendance by partnership members and application of the terms of reference Review of effectiveness included in Annual report	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	1	3	Ensure equalities impact assessments are carried out on all SGP plans and strategies Training is available which is relevant and comprehensive Scoping of priorities and challenges to be incorporated into Annual Report	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> <p>Loss of expertise and knowledge</p>	3	3	9	<p>Well managed change process</p> <p>Clear strategic direction set out for each organisation within partners' own corporate plans and policies</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	<p>Consider alternative approach (including the reduction in the number of meetings held annually)</p> <p>Reinvigoration of agendas</p>	3	2	6	On-going monitoring of partner involvement	Chief Officer Group	Bi-annual