

**South Gloucestershire
Partnership**

**Annual Report
2016/2017**



**our area
our future**

South Gloucestershire Partnership

CONTENTS

A Background and context.....	2
B Partnership objectives.....	2
C Achievements	3
D Excerpts from Strategic Partnerships' Annual Reports	7
E Resources (used or consumed by the partnership).....	15
F Benefits of working in partnership	15
G Improving the partnership and its work	17
H Future challenges and areas of work	18
I Delivering the Climate Change Strategy Objectives: Partner activities.....	18
J Managing risk	24

South Gloucestershire Partnership

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The statutory requirement to have a local strategic partnership was repealed in 2011 but South Gloucestershire partners remain strongly committed to making sure the area is “**A great place to live and work**” and they continue to work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 environmental 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 12th 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 Helen Black was elected as Vice Chair at the July Partnership meeting. Heather Pencavel who has been an informal member of the partnership for several years supporting Faith and Belief group felt that due to circumstances it was time for her to step down.

Throughout the year, the partnership received updates on

- **BRISTOL AND BATH SCIENCE PARK AND NATIONAL COMPOSITE CENTRE EXPANSION:** its change of ownership and transition, the corporate research facilities and University led research centres, the different spaces and projects such as Grow-On Space 2 and the launch of Venture First (February 2017) and the wider benefits to the economy and the business community.
- **THE POLICE CRIME AND COMMISSIONER'S WORK:** Sue Mountstevens, Police Crime and Commissioner informed partners about the newly published Police and Crime Plan for Avon and Somerset. Nearly 2,000 people had taken part in the policing priorities' consultation over the summer and the thoughts and feedback received had been used to ensure that the issues that matter most to our communities were reflected in the new Plan.

The new Plan outlined the foci of the police over the next four years which were to protect the most vulnerable from harm, strengthen and improve the local policing teams, ensure Avon and Somerset Constabulary has the right people, right equipment and right culture, work together effectively with other police forces and key partner agencies to provide better services to local people.

The new policing priorities aimed to take account of the wider policing landscape and the new emerging threats both locally and nationally rather than being limited to crime types. Policing had changed significantly over the past few years and the new Police and Crime Plan reflected this.

- **HEAT NETWORKS:** a feasibility study on the potential of heat networks - a network of pipes that take heat from a central source and distribute to consumers (homes, businesses, leisure centres, etc) and which can include electricity distribution, or provide cooling – was being done in South Gloucestershire. The benefits of Heat Networks are:
 - Low carbon
 - Reduced energy costs
 - Local jobs and skills
 - Retained energy spend locally
 - Energy security
 - Investment opportunity.

The presentation outlined the heat demand in South Gloucestershire together with potential clusters and a potential strategic heat network. The project could take decades to

South Gloucestershire Partnership

complete and would require significant infrastructure investment. It would require the alignment of key stakeholders and political will as well as huge stakeholder engagement but would result in some significant benefits. It was agreed that it was important for organisations to be ahead of the game so that they can future proof buildings.

- **SUSTAINABILITY AND TRANSFORMATION PLAN (STP):** this is the NHS's five year health and social care plan for Bristol, North Somerset and South Gloucestershire the initiatives of which would be coordinated through three core transformation portfolios:
 - Prevention, Early Intervention and Self-Care
 - Integrated Primary and Community Care
 - Acute Care Collaboration.

STPs have been put in place due to an aging population placing greater demand on the health service, budget deficits and reduced local authority budgets on social care. As part of the development of the STP a single executive team would be established to drive forward the commitment to develop a strong, single commissioning voice for the area.

- **DEVOLUTION AND MAYORAL COMBINED AUTHORITY:** The legislation which received Royal Assent at the beginning of February 2017 created a Mayoral Combined Authority (MCA) with associated mayor and funding to boost the local economy through better infrastructure and new initiatives.

The MCA will be a local authority in its own right comprising 4 members (3 Local Authority Leaders and Mayor and the WoE Mayor), 3 statutory officers (Head of Paid Service, Section 151 Officer and a Monitoring Officer) and for the first time on 8 February 2017 to deal with Governance arrangements and staffing structures. Work with North Somerset will continue but any funding or commissioning would only be based on the three consenting Authorities.

- **OLDBURY POWER STATION:** It was reported that the Magnox station shut down in 2012 after 44 years of generation and was now being decommissioned. It is now a National Geological Disposal Facility providing a national store for higher activity waste.

Eight new sites nationally have been nominated by Government. The developer for Oldbury might be Horizon Nuclear Power Ltd owned by Hitachi. Horizon's lead site is Wylfa, Anglesey planned for 2025. Oldbury would follow on from this and apply learning from Wylfa; construction is unlikely before the late 2020's at the earliest. The presentation covered the potential opportunities and challenges; the need to have a good communications strategy and to manage objections and disruption well; and the importance of local schools and colleges to understand the skill sets needed for future employment in this sector.

- **GOVERNANCE CHANGES:** The Council moved back to a Leader and Cabinet Model following their decision at the annual meeting in May 2017. There will be eight Cabinet Members (including the Leader) with Portfolios covering important areas such as Housing delivery and Public Health, Schools Skills and Employment, committees undertaking the regulatory functions such as Development Control, Licensing will remain and there will be a Scrutiny Commission comprising 15 members co-chaired by the opposition political groups to hold the Cabinet to account. There will also be a separate Health Scrutiny function. The Strategic Partnership bodies – the Health and Wellbeing Board and the Safer and Stronger

South Gloucestershire Partnership

Strategic Partnership - will continue. However due to its importance going forward, the work of the Economy and Skills, Strategic Partnership will be taken on by the Local Strategic Partnership. The last meeting of the Economy and Skills Partnership took place on 1st March 2017.

Partners were consulted on the following:

- **JOINT SPATIAL PLAN (JSP) AND JOINT TRANSPORT PLAN (JTP)** consultation and proposals: The key themes of the consultation on the Joint Spatial Plan were towards an emerging spatial strategy – sustainable development, equality of opportunity to benefit from growth, and ensuring growth is supported by investment in infrastructure. The consultation was an opportunity for communities and businesses to continue to influence thinking before a draft plan is prepared next year.

Feedback from the consultation gave overall positive support for the JSP process although questions were raised about certain locations linked to deliverability. Delivery of affordable housing is a critical issue and the distribution of housing and local employment. Infrastructure needs were identified including transport, health, placemaking and the sustainability of the overall spatial strategy challenged:

The West of England Joint Transport Study sought to develop a ‘transport vision’ up to 2036 addressing ‘existing’ transport challenges as well as requirements for future business and housing development.

Partners were updated later in the year on progress and feedback from the consultation which gave strong support for both vision and strategy and some support for the greater ambition. The Park and Ride had the highest level of disagreement out of all of the package elements: linked to a specific proposal but there was support for the reallocation of road space to sustainable modes.

- **SOUTH GLOUCESTERSHIRE CHALLENGE:** the second phase of this idea put forward by CVS South Gloucestershire in 2016 continued to encourage staff from all organisations to get involved in creating a stronger VCSE in South Gloucestershire by raising funds for six chosen local charities. Partners were asked to promote the Challenge within their respective organisations, organise fundraising teams, and assist with any marketing support for wider promotion across South Gloucestershire. Helen Black provided examples where teams from organisations had raised funds for the local good causes such as Cake Sales, Step Challenge and Sponsored Cycle.

The third element of the Challenge - Involve South Gloucestershire – was launched in February 2017 at the annual South Gloucestershire Voluntary, Community and Social Enterprise Sector Conference. Involve South Gloucestershire is a Skills Exchange and Trusteeships initiative where organisations could share what they have to offer to volunteers on the CVS South Gloucestershire website.

- **CLIMATE CHANGE STRATEGY 2017-2022:** due to reduced resources a new approach for the Climate Change strategy needed to be taken for the revised strategy. Partners agreed to continue their ownership of the strategy and information on partner activity to deliver the climate change objectives would be summarised in the Partnership’s Annual Report

South Gloucestershire Partnership

Partners also received the following reports:

- **THE DIRECTOR OF PUBLIC HEALTH'S ANNUAL REPORT** which covered
 - competing priorities
 - relative contributions of health determinants
 - multi-criteria decision analysis
 - the InstantAtlas tool which could be used to map alcohol and drug related issues
 - locally agreed criteria
 - variation, inequalities and inequity
 - challenges and solutions.
- **CHILDREN, YOUNG PEOPLE AND FAMILIES PARTNERSHIP:** Gerry Rice, Chair of the children and Young People and Families Partnership (CYP & FP) provided a report on its work which covered the transformation from Trust Board to Partnership and its new role as delivery arm for some of the work of the Health and Wellbeing Board (Best Start). The CYP&FP had covered Child Poverty, Educational Attainment, Safeguarding Children, Mental Health, the Joint Strategic Needs Assessment, 0-25 Service, Early Help Vision and Strategy, the Health and Wellbeing Strategy Refresh and Employment and Skills in the Light of Devolution during its meetings of the partnership throughout the year.

Alongside agenda items, there is a **Topic Update paper** which highlights good news stories from partners such as the regional award to the Avon and Somerset Police Special Constables for Operation Chilly, and Marshfield Bakery winning the prestigious IGD Employability Award. It also notes items discussed at the Chief Officers' Group meetings and those of the three strategic partnerships to ensure all items are brought to partners' attention.



South Gloucestershire Partnership

D Excerpts from Strategic Partnerships' Annual Reports

ECONOMY AND SKILLS STRATEGIC PARTNERSHIP

This excerpt is from a report compiled by Antony Merritt, Snr. Economy Development Manager and Julie Cathcart Strategic Advisor for Skills both of South Gloucestershire Council. The Economy and Skills Strategic Partnership closed in May 2017 therefore this report – written in November /December 2017 - has not been endorsed formally by ESSP partners. The work of the Economy and Skills Partnership has now been taken on by the South Gloucestershire Partnership.

The 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 ambitions set out in the South Gloucestershire Economy and Skills Strategy 2016-2020 will be delivered through the following action plans:

- Economic Development Action Plan
- Skills and Employability Action Plan
- Apprenticeship Strategy
- Adult Community Learning Plan
- Child Poverty Strategy
- Education Strategies to include: Early Years Strategy; Closing the Gap Strategy (Disadvantaged Pupils); Primary Schools Strategic Plan, Secondary Schools Strategic Plan

Progress against the **Economic Development Action Plan** has once again shown successes in supporting local businesses through a variety of programmes such as the West of England Local Growth Fund and the Social Enterprise Innovation Programme. The Council's Economic Development Team have delivered the Business Support Programme, provided small grants and organised workshops and events to strengthen and support local businesses.

In partnership, support has been provided to major employers to stay in the area and a collaborative West of England proposal to deliver pre-start up and early growth business support has been developed. South Gloucestershire has been proactively promoted as a great place to invest and 92 enquiries have been received over the year which provided a potential pipeline of circa 7,000 new jobs.

The three Enterprise Areas continue to be developed with the building of the Airbus Wing Integration Centre, the provision of bespoke premises and the improvement of the tidal flood defences plus transport systems, employment hubs and enterprise support services.

Local Business Networks have been developed to spread the benefits of economic growth locally and innovation projects such as Venturer and Horizon2020 are driving pioneering technologies and approaches to investigate and maximise the full array of economic benefits for the area. South Gloucestershire is known to be 'open to innovation'.

South Gloucestershire Partnership

European funding bids continue to be successful and the LEADER WoE Local Action Group is very active. Post the June EU referendum there has been much uncertainty and speculation regarding EU Funded programmes. Informally we have been advised to proceed on a “business as usual” basis, but there is a lack of clarity as to what this actually means. The Chancellor’s August statement gave a little more comfort.

Working with colleagues from InvestBristol and Bath and the Dept. for Industry and Trade officers have started an engagement process with foreign owned businesses in the area to understand any threats and opportunities as a consequence of BREXIT.

The key priority for **Skills and Employability** is to improve training, skills and workforce development: raise aspirations and skill levels through our education and training providers; involving local employers to ensure their workforce needs are met. In 2016 four main objectives were agreed and action plans have pursued their delivery:

Key highlights include the following:

In September 2017, the proportion of young people aged 16 and 17 years old (academic age) Not in Education, Employment and Training, across South Gloucestershire, was low at 1.4%. This compares favourably to the national figure of 1.9% and the South West average of 2.0%.

The latest NEET data shows a steadily improving picture and the evidence of impact of a number of activities over time. Of note is the significant reduction of the proportion of young people aged 16 and 17 year old who are considered NEET. Latest available figures confirm at 1.4%, South Glos. is below both national and regional comparators.

Contributing to the improvements over the last year have been a wide range of activities, the following are particular highlights, key developments and successes:

- Planned and delivered a wide range of skills and employability initiatives for primary and secondary pupils (Ambitions, Ambitions Plus, Bloodhound, Children’s University and support to access the Career Pilot tool);
- Continuation of improved curriculum and qualification pathways for young people 14-19, especially young people with lower levels of attainment who cannot progress onto level 3 courses. The opening of Post 16 provision at Warmley Park Special School. The planning of specialist vocational learning provision with South Glos and Stroud College, The Chase, opening in 2018.
- The development of an Employability strategy targeted to support Children in Care and especially those leaving care. This builds on and extends the lessons learnt from the HYPE programme.
- Continuation of the leadership of high quality careers education, information, advice and guidance in schools and settings through Employability and Skills Network attended by representatives from all schools and FE across South Glos.
- Development across the West of England and especially the West of England Combined Authority (WECA) of skills priorities and action plans. Subsequently the

South Gloucestershire Partnership

successful application to the DWP for funding to support in work career progression through the Employment Support Innovation Fund. The pilot is due to start in the spring of 2018.

Adult Community Learning continued to deliver learning opportunities to over 1300 South Gloucestershire residents. This includes high levels of success rates in Functional Skills, especially Maths at Level 1 and 2 with over 96% achievement.

Over the last three years the South Gloucestershire **Education** Partnership Board have collectively supported and challenged institutions to tackle the priorities stated in the Economy and Skills Strategy 2016-2020. The Education Partnership Board was superseded in September 2017 by the South Gloucestershire School Standards Board. The Board includes all key partners and providers, including the SW Regional Schools Commissioner who has oversight of Academies and Multi Academy Trusts (MATs).

Performance information for the summer of 2017, at the point of drafting this report, remains unvalidated and therefore subject to change. It is also important to note that that changes in national performance tables mean that year on year comparisons against some key measures are not possible. At Key Stage 5 for Level 3 students in school sixth forms, Average Point Score (APS) per entry rose against 2016 outcomes by 1.3 to 31.0. This however remains below the national (33.0) and our statistical neighbours' average. At Key Stage 4 the percentage of students achieving a grade 5 or better in both GCSE English and Maths in 2017 was 39.2%, which is below both national (42%) and statistical neighbours' average (44%). South Gloucestershire's performance in both Progress 8 and attainment 8 reflect a similar picture.

Overall attainment in the secondary education sector continues to be below both national and statistical comparator local authorities. Improving the educational attainment of all student groups at 16 and 18/19 years of age continues to be a high priority to ensure that young people are well placed to access higher level qualifications and benefit from local economic growth.

To read the full Draft Economy and Skills Annual Report 2016-17 [please go here](#)

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.

South Gloucestershire 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.

Board Achievements

Joint Strategic Needs Assessment (JSNA) The production of a JSNA is a statutory requirement of the Health & Wellbeing Board in accordance with the Health & Social Care Act 2012 and it is a joint responsibility of the Local Authority and Clinical Commissioning Group (CCG). It provides a comprehensive picture of the current and future health and wellbeing of the local population.

The South Gloucestershire JSNA has been published on a three yearly cycle in 2010, 2013 and 2016. In March 2016 the JSNA was refreshed and going forward it will be continuously updated, and aligned with Local Authority and CCG commissioning cycles and priorities.

Joint Health and Wellbeing Strategy (JHWS) The production of a JHWS is statutory requirement upon the Health & Wellbeing Board in accordance with the Health & Social Care Act 2012.

In 2016-17 work began to develop a new Strategy to replace the 2013-16 document. It was agreed to adopt a partnership, multi-agency approach and ensure that the new Strategy would be informed by the findings and recommendations of the 2016 JSNA and work undertaken for the Director of Public Health Annual Report for South Gloucestershire 2016, which proposed an approach to agreeing local priorities for public health and wellbeing.

Whilst the Health & Wellbeing Board retained responsibility for agreeing the JHWS, it agreed to delegate authority to a JHWS Steering Group for deciding the scope and priorities, the structure, reporting and monitoring mechanisms and the extent of its alignment with the JHWSs of Bristol and North Somerset.

The Board held a development session on 5 September 2016 to review the 2013-16 JHWS; identify the top five priorities from the JSNA; agree the process for developing the Strategy; and discuss the proposed Strategy content. In addition, reports were presented to the Board in November 2016, to formally agree the next steps and May 2017 to sign off the draft 2017 JHWS for public consultation during the summer.

Pharmaceutical Needs Assessment (PNA) Production of a Pharmaceutical Needs Assessment (PNA) is a statutory duty that transferred to the local authority under the Health and Social Care Act 2012 and is a responsibility of the Health & Wellbeing Board. PNAs cover a period of three years and the current PNA, which was published in March 2015, needs to be thoroughly revised by March 2018. It describes the location of, and services provided by, South Gloucestershire's community pharmacies and those GP practices that dispense medicines and will assess whether these services match the patterns of need. It also assesses likely future trends in population, and whether additional services may be required to meet needs within the three year period of the PNA.

In May 2017 the Board received a paper setting out the process for revising the PNA by March 2018. The Board agreed to adopt the same approach that was taken for the 2015 PNA and establish a Steering Group to oversee production, utilise expertise in external

South Gloucestershire Partnership

organisations and streamline decision making. The Steering Group is chaired by the Deputy Director of Public Health and members include: the NHS England Area Team's Head of Medicines Management; the Clinical Commissioning Group's Medicines Manager and Head of Patient & Public Involvement; representatives from the Local Medical Committee and the Local Pharmaceutical Committee; a representative from the three dispensing GP practices in South Gloucestershire; the Council's consultation lead; and a member of Healthwatch South Gloucestershire.

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.

The South Gloucestershire Better Care Fund plan outlines the vision for health and social care in South Gloucestershire to 2020, noting that at its heart the vision is to create an integrated system that has the individual at the centre, who is empowered to remain independent and well for as long as possible; and is based on the conclusions from the JSNA and the JHWS.

In recognition of the South Gloucestershire Better Care Fund being a two year plan, there was no need for a significant refresh in 2016-17, however the introduction of a simplified national planning and assurance process by NHS England and the Local Government Association provided an opportunity for partners to review existing arrangements and to take stock as they moved into the second year.

The new national planning and assurance process included the removal of the payment for performance framework and the introduction of two new national conditions:

- agreement to invest in NHS commissioned out-of-hospital services (which may include a wide range of services including social care services); and
- agreement on clear and focused, local action plans and agreed targets to reduce delayed transfers of care (DTOCs).

In addition there were updates to the national condition regarding agreement for delivery of seven day services across health and social care to prevent unnecessary non-elective admissions to acute hospitals.

During 2016/17 there continued to be a focus on eight projects:

- Happy, Healthy and at Home: Cluster level Integration Project
- Enhancing the capacity and capability of the local care home sector to support the health and social care system (Care Homes Project)
- Developing an infrastructure to better deliver a rehabilitation, reablement and recovery approach, supporting people better and avoiding unnecessary admissions and long stays in acute hospital beds (3Rs Programme), and complementing the new Discharge to Assess pathways
- Ensuring that the local community is focused on caring and supporting people with dementia through a community asset based approach (Dementia Friendly South Gloucestershire Project)
- Connecting Care Programme (to ensure data sharing)

South Gloucestershire Partnership

- Reducing and preventing falls in older people
- Prevention and self-care
- Personal health budgets

Each workstream provided a monthly report to the Better Care Fund Operational Delivery Group.

Looking Ahead

In addition to items on the Board's Forward Plan, the following areas will also be taken forward during 2017/18:

- Bristol, North Somerset and South Gloucestershire (BNSSG) Sustainability and Transformation Partnership (STP) – the Board will maintain an overview of the development of the BNSSG STP and where appropriate work with neighbouring boards in Bristol and North Somerset.
- JSNA – the Board will take steps to ensure that the JSNA is continuously updated.
- JHWS – following the public consultation over the summer the Board, via the JHWS Steering Group, will re-write the Strategy, develop metrics and ensure that all health and wellbeing partners commit to the delivery of the agreed areas for collective action and associated activities.
- PNA – the Board will publish the final PNA in early 2018.

To read the full Health and Wellbeing Board Annual Report 2016-17 please click on 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.

In 2016/17 the Partnership's regular meetings took place on the following dates: 1 July 2016; 14 October 2016 and 31 March 2017. Links to the agenda papers for each of these meetings, showing the business covered is given [here](#). The Partnership met all its statutory obligations including

- conducting a Joint Strategic Assessment of Crime and Disorder in the Local Area;
- agreeing a Partnership Plan to address priority Crime and Disorder issues; and
- implementing the Partnership Plan.

Major topics considered by the Strategic Partnership 2016/17

An agreed Partnership Plan had laid out the Strategic Partnership's targets for its priority

South Gloucestershire Partnership

areas in 2016/17, and the Strategic Partnership maintained a rigorous focus on the achievement of these through the year.

Performance results for 2015/16 were considered in July 2016, and outcomes for the first 6 months of the year were circulated in December 2016.

The Strategic Partnership was particularly keen to fully understand the level and pattern of racially motivated incidents/hate crime in the light of national increases in these following a number of national and international events. The latter included the EU Referendum; the murder of Jo Cox MP, and the Presidential elections in the USA.

Post-EU Referendum week, there was a 58% increase in recorded hate crime nationally, along with a 16% increase on the previous year over the next 3 months. This pattern was not replicated in South Gloucestershire, where reported incidents did not increase significantly. Analysis of reported incidents shows the most common form of reported hate crime in South Gloucestershire was racially motivated hate crime, with the most targeted group being economic migrants. There was no reported increase in Islamophobic incidents of hate crime in the autumn of 2016.

The project to conduct the annual Strategic Assessment of Crime and Disorder was chaired by Chief Inspector Paul Wiggington of the Police. Proposed priorities for 2017/18 were circulated in December 2016, and these were confirmed at the Strategic Partnership's meeting in March 2017, when a Delivery Plan to address those priorities was also agreed.

The Safer and Stronger Communities Partnership Strategy was refreshed during the year. With the agreement of the Police and Crime Commissioner this was merged with the local Police and Crime Plan to create a single strategic document, the Safer and Stronger South Gloucestershire Plan. This novel development is intended to deliver greater clarity for partners, and to improve the co-ordination of work to address crime and disorder. The new Plan was formally adopted in March 2017.

A theme of the Safer and Stronger South Gloucestershire Plan, which also became evident in many of the topics considered by the Strategic Partnership was the need to improve shared knowledge of, and links with, other strategic bodies dealing with aspects of crime and safety. These include (but are not limited to) the two Safeguarding Boards (Adults and Children) and the Health and Wellbeing Board.

Work to achieve this started during the year, and will be progressed in 2017/18. Initial steps taken included a development session with the Health and Wellbeing Board, and South Gloucestershire Council's Strategic Safeguarding Service Manager joining the Strategic Partnership's Senior Officer Group.

During the year the Police and Crime Commissioner consulted on changes to the Community Safety Grant as this changed to become the new Police and Crime Grant. In its response to the consultation the Strategic Partnership welcomed the longer-term certainty of funding as part of this change. The Police and Crime Grant allocation for 2017/18 was on the basis of a single year only, and it was agreed to award funding on a longer-term basis for future years.

South Gloucestershire Partnership

All groups funded through the Community Safety Grant were again required to present their performance and results. These presentations gave the Strategic Partnership the opportunity to explore the impact of the 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 in 2017/18.

No Domestic Homicide Reviews (DHRs) were required to be carried out on behalf of the Strategic Partnership during the year. In July 2016 the Strategic Partnership considered lessons from a review of DHRs commissioned by the Police and Crime Commissioner, and noted plans to improve local service delivery in response to these.

During the year the Strategic Partnership participated in the development of the Avon and Somerset Police and Crime Plan by considering, and making comments in response to, consultation on this Plan.

The Strategic Partnership was regularly kept abreast of the progress of work by South Gloucestershire Council to commission services for victims of Domestic Violence and Abuse. It responded positively to the council's decision to maintain the level of funding it provided for these valuable services, and noted that following the procurement exercise new services would be provided in 2017/18, including refuge provision for male and LGBT+ victims.

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

Performance Results 2016/2017

Targets for key strategic indicators were set by the Partnership at the beginning of the financial year. Full results for achievement of these these targets are shown [here](#).

Looking Forward to 2017/18

The new Safer and Stronger South Gloucestershire Plan adopted for 2017/18 onwards incorporates the Local Policing Plan. It thus provides greater alignment between the work of the Police and of the Strategic Partnership, and it is anticipated this will help the Partnership improve the results of its work.

The Safer and Stronger South Gloucestershire Plan highlights the need to better link with other strategic bodies - the Health & Wellbeing Board; and the (children and adults) Safeguarding Boards. During 2017/18 the Strategic Partnership will look to work closely with these Boards in order to improve the effectiveness and efficiency of work to address topics of mutual interest.

The same approach has been used in carrying out the strategic assessment for the last eight years. That approach has served the Strategic Partnership well. There are a number of changes in the environment however which mean it is necessary to amend the methodology for the Strategic Assessment. These include:

- reduced resources and capacity available to the Community Safety Partnership, and to member organisations.

South Gloucestershire Partnership

- the need to make prioritisation more objective and transparent
- the adoption of a new Safer and Stronger South Gloucestershire Plan prioritising the impact of crimes on victims as part of the prioritisation of decisionmaking.

The Strategic Partnership therefore decided to use MoRILE (Management of Risk in Law Enforcement) as the basis for the 2017 strategic assessment. This is a risk assessment methodology that will provide greater rigour and objectivity in the identification of priorities.

2017/18 is the first time this methodology is to be used for the Strategic Assessment, and considerable effort will need to be devoted to ensuring it is implemented properly, and that it provides the benefits intended.

To read the full Safer and Stronger Communities Partnership Annual Report 2016-17 please click on this [link](#)

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.

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

The Care Forum has been working in partnership as a key operational and strategic objective in everything we do. This is because we recognise that in every area of our work, the issues we address are complex and meeting the needs of a diverse group of users requires specialist knowledge and skills aligned to the varying needs at any given time. The situations that local authorities address are no different, just bigger and more complex. As such, and with limited

South Gloucestershire Partnership

resources available, working together on shared aims must be a priority. Across sectors and approaches there is always overlap, but working in partnership can allow that overlap to become evident and for partners to reduce duplication, share the load and bring about better value outcomes.

South Gloucestershire and Stroud College (SGS) is absolutely committed to its work with South Gloucestershire Council and the South Gloucestershire Partnership. The College has recently won a national Festival of Learning Award for its project 'Refresh to Impress' which was designed in response to the Council's concerns that there was a lack of provision for learners aged 50plus within the region.

The College is the Council's main partner for apprenticeship provision and in 2017 was announced as the apprenticeship college provider of the year at the Apprenticeships 4 England awards and also won the Bristol and Bath apprenticeship provider of the year. Building on this success, the College has hosted a major conference for South Gloucestershire businesses to brief them on the apprenticeship reforms and the impact of the new levy system.

SGS College continues annually to host the South Gloucestershire Community Awards in conjunction with the Council and also hosts the Ambitions careers convention in the autumn for all secondary schools within South Gloucestershire and welcomes over 5000 visitors to this event.

As a result of the recent Special Educational Needs (SEN) review which 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. SGS Pegasus opened in September 2017 with 28 learners in temporary accommodation and the new purpose built Pegasus School will formally open in 2018 and will cater for 80 learners.

Building on from the success of Pegasus School, the College is also working with the Council on the development of a high needs catering facility to support learners as they transition from full-time education into employment and independence. This new initiative called 'The Chase' will be designated specifically to residents from South Gloucestershire with Educational Health Care Plans who wish to work within Catering and Hospitality.

Finally the College continues to work with the Council and their representatives at the West of England Combined Authority to ensure that capital investment to meet future skills needs and demands is high on the agenda especially with the 29000 additional homes that are planned for the region.

Avon Fire and Rescue Service (AFRS) is committed to ensuring that it complies with its strategic objectives of becoming more effective and efficient and making Avon safer by preventing protecting and responding via working in partnership with its local authorities. The South Gloucestershire partnership facilitates this joint strategic working and hence ensures that efficiencies are realised due to the central knowledge pool of the partners who attend the partnership group.

This partnership working has seen the collaboration between Fire and Police on the co-location of staff at the HQ in Portishead as well as the development of the South West

South Gloucestershire Partnership

Emergency Services Collaboration Group which has already developed joint regional working and cross service agreements to the benefit of its service users.

Avon & Somerset Constabulary feel that working in partnership continues to be important as financial pressures and demand continues to rise. 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.

Police and Local Authority resources were deployed together this year to tackle the problem of Flygrazing, where abandoned horses caused a risk to life and local road traffic. Concerted pressure, prosecutions against individuals and bailiff action has reduced the risk and shown again the need for joined-up problem solving.

The multi-agency approach to dealing with Anti-social behaviour continues to bear fruit. This year Criminal Behaviour Orders, Community Protection Notices, and Acceptable Behaviour Contracts have continued to drive down reported Anti-Social Behaviour, administered through the ASB Impact panel, of which Police, Local Authority, Housing and Youth Justice amongst others are all contributors.

South Gloucestershire Local Council Association (ALCA) is new to the membership of the Partnership but can clearly see the benefits of working in partnership. Sometimes key facts can get lost in the constant provision of information throughout South Gloucestershire but the Partnership focuses on what is important enabling timely reminders to be sent to Town and Parish Councils. The diversity of the membership brings together partners that would not normally interact therefore enabling holistic views and understanding of issues.

As a large local employer, **Airbus** recognises the importance of collaborative working and welcomes the opportunity to continue being a member of the Partnership and is committed to the work it undertakes on behalf of the region.

G Improving the partnership and its work

“In the partnership meetings that I attend as part of my role as Chief Executive of **The Care Forum (TCF)**, I am always looking for the intersections between TCF’s plans and the priorities of the South Gloucestershire Partnership. If I can show that TCF contributes to the wider objectives of South Gloucestershire Partnership, then I can demonstrate added value, which is useful for the reputation of TCF but I can think about how we could attract resources to help the partnership meet its objectives. Often the voluntary sector can attract national sources of funding which add to the overall resources available locally, and this is a key objective for TCF, as members of the partnership” Vicki Morris.

Avon Fire and Rescue Services

Improvements in data sharing where possible should be investigated to assist the partnerships effectiveness not only across the geographical area but also the wider partnership boundaries.

South Gloucestershire Local Council Association (ALCA)

Opportunities to support each other should be explored. Reports/presentations could have a

South Gloucestershire Partnership

section that clearly identifies what partners can do to benefit the topic or partner. Using the partnership to mutual advantage should be a requirement of membership.

H Future challenges and areas of work

The Care Forum would like to support the skills agenda, to assist the voluntary sector play a part in job creation and skills match in the health and social care sector. Plus TCF is keen to support volunteering in order to improve health and wellbeing. TCF is also doing more work on supporting smaller, equalities-led organisations to be involved, influential and sustainable, and would welcome the chance to contribute to any work that South Gloucestershire Partnership is aiming to complete in this area.

Avon Fire and Rescue Services

Sustained financial reductions across all of the public sector remains a challenge going forward however opportunities to offset some of these pressures facilitated by the partnership's ability to highlight efficiencies is welcome.

Airbus

Continue to focus on raising overall skills levels, seeking to build parity of esteem between academic and technical routes, and encouraging more young people and diversity in STEM subjects/courses.

The South Gloucestershire Local Council Association (ALCA)

Agreeing a strategy to deliver the outputs / actions outside of the meeting that demonstrates impact or challenge.

I Delivering the Climate Change Strategy Objectives: Partner activities

Avon Fire & Rescue Service (AF&RS)

Reducing emissions

Our sector-leading target is to reduce carbon emissions from AF&RS sites and operations by 50% by 2020 and 65% by 2030 from a 2009 baseline ([Environmental Policy](#)). We are currently ahead of schedule, achieving a 40% reduction in emissions in 2016/17.

Our Environmental Policy also includes a target to generate 20% of AF&RS' total energy demand from renewable energy (on- & off-site) by 2020. This equates to a year on year increase of 5% and by the end of 2016/17, we were ahead of target schedule, with 7.4% of our total energy demand generated from renewable sources both on and off site generation.

Activities to reduce carbon emissions during 2016/17 have included:

- Replacing lighting with energy-efficient LED light fittings and better controls
- Upgrading heating and hot water controls, and further installation of Building Management Systems in our buildings
- Installation of dehumidifiers to dry equipment instead of year-round boiler-fired heating
- Opening 2 new state of the art fire stations built to BREEAM 'excellent' standard
- Increasing our PV roof-mounted systems to 6 with a total generation capacity of 120 kWp

South Gloucestershire Partnership

- Designing new Temple Fire Station with the capacity to link into the district-wide heating scheme planned for the Temple area
- Purchasing 25% of our electricity from 100% renewable supply
- Installation of smart meters for all gas, electricity and whole-time water meters to enable automated half-hourly meter readings, and development of an energy management portal to collate and manage all energy consumption data allowing us to identify opportunities for improvements & monitor performance
- Replacement and investment in our operational fleet, with over 75% of our 70 frontline vehicles now Euro 4, 5 & 6 compliant
- Replacement of pool cars with lower emission vehicles and use of car club electric and hybrid cars for business travel.

For more info: [Energy & Environment Annual Report: April 2016- March 2017](#)

Climate adaptation

AF&RS has increased resilience to climate change both in terms of ensuring the resilience of our infrastructure and functions, and by building our capabilities to respond to climate change related events as a front-line emergency service. Associated activities undertaken in 2016/17 include:

- The development of detailed Business Continuity Plans for all our sites and operational units so that we can continue to deliver our services to the public in the event of emergencies such as severe weather and flooding
- Integration of climate resilience in our [Integrated Risk Management Planning](#) – a key management tool for Fire and Rescue Services, providing the framework for all our prevention, protection and emergency intervention activities
- Training and equipping our firefighters to deal with the associated emergency situations, including significant development of water rescue skills and resources (e.g. high volume pumps) to enable response to wide area flooding, continual development of our Urban Search & rescue capabilities, and a range of specialist vehicles and equipment to effectively tackle incidents such as large scale pollution events
- Advice and inspection of businesses and industrial buildings, to challenge and support their own business continuity arrangements
- Collaborative working with other emergency responders, local authorities and appropriate organisations through mechanisms such as the Local Resilience Forum so that we are able to provide resources that will ensure a targeted response. By doing this – and also providing training and support to local communities – we are able to ensure that events such as flooding or extreme cold weather do not overwhelm people.

Avon and Somerset Constabulary is committed to playing its part to tackle climate change. Our [Sustainability Strategy](#) to 2021, endorsed by the Chief Constable, is testament to that commitment. It establishes challenging targets right across the service to reduce carbon emissions from our buildings and fleet, reduce waste and use our purchasing power to green our supply chain. Performance against a suite of Sustainability Key Performance Indicators is reported to the Board every six months for oversight and scrutiny. Significant investment has already been made in renewables, energy efficiency and fuel efficiency such that carbon emissions from our buildings, fleet and business travel all show an improving trajectory (- 8.2% tonnes of CO₂e in 16/17 against the previous year).

South Gloucestershire Partnership

South Gloucestershire Local Council Association (ALCA)

As town and parish councils are discrete elements under the umbrella of ALCA we need to consider how to calculate the carbon footprint of Parishes, identify key areas and those councils undertaking strategies to reduce the impact. Members could support the strategy by identifying and sharing successes in their areas/parishes and by implementing the NALC Star Council Awards for supporting activities.

South Gloucestershire Council

Total Greenhouse Gas Emissions emissions in 2016/17 have decreased by 12% since the previous year and by 50% since the base year (2009/10) – Table 1.

We convert fuel use to Greenhouse Gas Emissions using conversion factors published by the Government each year. Emissions from different fuel types vary over time, especially for electricity where the various forms of generation (coal, wind, gas, solar, etc) affect the emissions per unit of electricity generated. We therefore need to see a decreasing trend in both energy consumption and GHG emissions if we are to hit our GHG emissions targets.

Table 1: GHG emissions data for period 1 st April 2009 to 31 st March 2017 Tonnes CO ₂ (e)								
	2009/10 (base year)	2010/ 11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Total GHG Emissions (tonnes of CO₂e/yr)	33,284	31,819	28,096	26,352	22,597	22,359	18,870	16,671
Local Auth. Maintained School Buildings	15,261	14,732	12,653	11,047	9,467	9,363	7,782	6,656
Gas in Schools	6,073	5,991	5,032	4,742	3,677	3,609	3,114	2,878
Heating Oil in Schools	1,694	964	520	630	538	404	333	415
Electricity in Schools	7,494	7,777	7,101	5,675	5,252	5,351	4,336	3,363
Non-School buildings	6,018	5,531	4,795	4,630	3,815	3,593	3256	3279
Gas in all non-school buildings	2,177	1,927	1,559	1,554	1,305	831	881	1,189
Heating Oil in all non-school buildings	225	230	80	63	0	0	0	0
Electricity in all non-school buildings	3,615	3,374	3,157	3,013	2,511	2,762	2,375	2,090
Street Lighting (incl. signs, bollards, traffic signals etc)	7,296	7,090	6,391	6,664	5,716	5,814	4,848	3,894
Fleet vehicle fuel	2,113	2,028	2,030	2,063	1,873	1,822	1,535	1,520
Business Mileage Paid	1,140	969	804	736	574	549	495	477
Electricity Transmission & Distribution losses	1,457	1,469	1,423	1,213	1,152	1,218	954	845

Electricity consumption accounts for almost two thirds of the Council's emissions. Electricity is used across the Council's estate as well as in street lighting. The Council's electricity consumption reduced this year (as detailed above), and therefore, once the emissions factor has been applied, this has meant that **the total emissions from electricity use have reduced by 19%**.

South Gloucestershire Partnership

Total emissions from the use of **gas** have increased slightly by 1.8% during the reporting period.

Emissions from business mileage has decreased by 4% and emissions from fleet fuel have decreased slightly by 1% since the previous year.

Table 2 shows a breakdown of the Council's total energy consumption. This has fallen year on year since monitoring began. **Energy consumption¹ in 2016/17 was 3% lower than in the previous year and 43% lower than in 2010/11.**

Table 2: Total energy consumption across the Council estate							
Energy Consumption (MWh/year)	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
School Buildings	52,272	45,222	40,491	33,961	31,971	27,610	25,484
KWh gas Schools	32,342	27,405	25,603	19,981	19,509	16,880	15,640
KWh oil Schools	3,906	2,107	2,551	2,191	1,636	1,349	1,682
KWh electricity Schools	16,025	15,709	12,337	11,789	10,826	9,381	8,162
Non-School Buildings	18,288	15,798	15,197	12,724	10,080	9,915	11,536
KWh gas Non Schools	10,403	8,492	8,392	7,088	4,493	4,777	6,465
KWh oil Non Schools	932	323	256	0	0	0	0
KWh electricity Non Schools	6,952	6,983	6,549	5,636	5,587	5,138	5,071
Street Lighting	14,609	14,138	14,486	12,831	11,763	10,488	9,450
Fleet Vehicle Fuels	8,300	8,540	8,671	7,873	7,651	6,486	6,352
Total (MWh/year)	93,469	83,698	78,844	67,389	61,466	54,500	52,822
Business Mileage (miles per year)	2,890,460	2,442,864	2,347,587	1,874,482	1,802,028	1,648,889	1,567,171

The key changes compared to the previous year are:

- **Energy consumption in our schools has fallen by 8%.** This has been driven by a reduction in electricity use (13%), and a reduction in gas use of 7%. However, the figures are also influenced by the former Grange School site being transferred from 'schools' to 'non schools' reporting of data.
- An overall increase of 16% in **energy consumption in non-school** buildings. This was mainly due to the change in reporting of the former Grange School site as referred to above. In non-school buildings there was a small reduction in electricity use (1%);
- A 10% reduction in electricity use in street lighting. This is a result of our streetlighting LED replacement programme which has, **in the previous year alone, saved (1039 MWh of**

¹ Energy consumption is calculated in MWh and covers gas, oil and electricity use in schools and non-school buildings, plus electricity used for street lighting, and fuel used for fleet vehicles. It does not include business mileage as this is not calculated in MWh

South Gloucestershire Partnership

electricity) the same amount of electricity as is used per year by 292 South Gloucestershire homes;

- A **2% reduction in fleet fuel use** (which is the equivalent of 12,500 litres of fuel) shows relatively little change over the previous year. However, this is still a positive achievement and demonstrates that the Council's ongoing fleet management programme and replacement of the fleet with 'greener' vehicles is having a positive impact on energy consumption; and,
- An **5% reduction in business mileage** (a reduction of over 81,000 miles compared to the previous year) is likely due to i) efficiencies through staff being based in fewer offices, and ii) continued implementation of the smarter working campaign to reduce business miles.

Renewables

- The Council generates renewable energy from a range of sources. The prime source of renewable electricity generation are the two ground mounted solar systems (at Badminton Road, and Moorend). This is the first full reporting year that they have been up and running. The Badminton Road scheme feeds renewable electricity directly into the Badminton Road office building, whilst the Moorend scheme generates electricity that is fed into the National Grid. In total, solar PV schemes from the Council estate have generated 978,193 KWh. An additional 7,879 KWh has been generated from the wind turbine at Marshfield Primary School. This amounts to a total increase of over 600% in the generation of renewable electricity from the previous year.
- The Council has also generated a significant amount of renewable heat energy this year from Biomass sources, totalling 1,063,972 KWh. This is a 152% increase on the previous year. There are a total of six biomass boilers installed across the Council estate (in one office and five schools), as well as two ground source heat pumps, two air source heat pumps and four solar thermal arrays. Two mini combined heat and power units are also installed, which are generating low carbon heat and electricity (though this is not considered to be renewable electricity and is therefore not counted in Table 3 of Appendix 1, which sets out renewable energy generation for this year).

Table 3: Renewable Energy Generation from the Council Estate for 1st April 2016 to 31st March 2017 in KWh	
Type of Renewable Energy Installation	2016/17
TOTAL KWh GENERATED	2,050,044
Solar PV	978193
Wind Turbine	7879
Biomass Chip	394110
Biomass Pellet	669862

Adaptation

- The Council continues its flood risk management work in the Avonmouth/Sevenside Area following on from a Stage 2 study to identify works required to improve the standard of tidal and fluvial flood protection. It is developing a business case and identifying funding for works identified in the recommendations.

South Gloucestershire Partnership

A study was completed on the Bristol River Frome, jointly commissioned with Bristol City Council and we have been working with partners to review the outcome and seek funding for the implementation of recommendations.

- A Local Flood Risk Management strategy was adopted and is being implemented. The Sustainable Drainage Developer guide was finalised with local standards and procedures published as well as a review of catchment-based improvement works.
- In terms of Asset Management the council has carried out a risk assessment of Highways and Rights of way and action plans have been completed for these.
- Following on from the Council Owned Open Space Review, funding has been secured and actions delivered. An audit of shade in school grounds was carried out as part of the Healthy Schools Work Programme and schools have been looking at opportunities for action to address any shortfalls in shade provision.
- Regional Road Network Resilience, Stage 1 & 2 identification of the risks to the network have been completed along with an assessment of the investment required for them to reach a suitable level of resilience.
- The Council has now integrated climate change and environmental impact into key decision making processes and all reports are checked for environmental impact. Procurement guidance was reviewed this year with improved templates for assessing the environmental impact of procurement.
- Natural environment: work has gone into identifying areas for tree planting on Council land and a tree strategy has been adopted but at present a limited number of trees are being planted. This is something that can be reviewed as part of the Action Plans for the forthcoming updated Climate Change Strategy 2018-2023.
- In terms of biodiversity, work has been carried out to identify areas for restoration along the Severn Estuary and work is ongoing on the wetland reserves in the Avonmouth/Sevenside Enterprise Area. Work has been carried out to develop a new Local Plan and to update the planning policy statements around adaptation measures for new developments.
- To improve Health and Wellbeing the Council is in the process of consulting on a local Food Plan. <https://consultations.southglos.gov.uk/consult.ti/FP2017/consultationHome> .
- Private Sector Housing have commissioned a report on the condition of local housing to identify properties with poor insulation at risk of fuel poverty/overheating so they can better target their activities.
- There is ongoing work on air quality particularly in the designated air quality management areas of Staplehill and Kingswood.
- The Council will shortly be viewing the Climate Change chapter within the Joint Strategic Needs Assessment.

South Gloucestershire Partnership

J 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 partnerships which is monitored by the Council's Corporate Strategy and Partnership team throughout the year.

Appendix 1 (next page) is the 2017/2018 assessment which was agreed at the meeting in October 2017.

Appendix 1

		Risk Assessment 2017/2018			Key	Impact	I				Likelihood	L			Score (I x L)	S	
						High	3				Medium	2			Low	1	
	The Risk: What can happen and how	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	Partners to be re-engaged	Chair of SGP	Annual					
4	Sustainable 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	Loss of balance in work of partnership Limitation to the sustainability of services, projects or initiatives including the council's reduced capacity to support and coordinate partnership meetings Lack of high quality input into joint activities Reduction or loss of engagement by partners	3	3	9	Scrutiny and challenge by the partnership Consideration of resources that support partnership working Co-opt resources as required Continual information sharing Developing relationships with new structures i.e. PCC	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	Loss of focus Delayed progress Loss of expertise and knowledge	3	3	9	Well managed change process Clear strategic direction set out for each organisation within partners' own corporate plans and policies Clear communication.	3	2	6	Presentation to SGP of each members' strategic plan	Chief Officer Group	Annual
9	Actions do not result in improvements	Insufficient resources Inefficient use of resources Lack of joined up thinking at Central Government departmental level	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	Unproductive meetings Loss of credibility Loss of expertise and contribution of particular sectors Loss of data and information sharing, and local knowledge	3	3	9	Consider alternative approach (including the reduction in the number of meetings held annually) Reinvigoration of agendas	3	2	6	On-going monitoring of partner involvement	Chief Officer Group	Bi-annual