



**SOUTH GLOUCESTERSHIRE PARTNERSHIP
ANNUAL REPORT
2018/19**

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1 Introduction

The South Gloucestershire Partnership (SGP) was formed in 2002 to develop the first Community Strategy which was published in March 2003. Following repeal of the statutory requirement to have a Local Strategic Partnership (LSP), the decision was made locally to retain the areas LSP known as the South Gloucestershire Partnership, demonstrating the area's commitment to partnership working and the desire to ensure South Gloucestershire remains a **“A great place to live and work”**.

Partners continue to work together through the partnership structure of the South Gloucestershire Board and two thematic partnerships – Health and Wellbeing Partnership Board (now a sub-committee of the council) and the Safer and Stronger Communities Strategic Partnership.

The Sustainable Community Strategy reviewed 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
- 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
- ensure natural resources are used wisely, become carbon neutral, prevent pollution and waste and conserve and enhance the environment for future generations

2 Partnership Framework

The South Gloucestershire Framework (Terms of Reference), approved in 2012, amended in 2018, sets out the purpose, aims and objectives and membership.

At the 18 July 2018 meeting, Cllr Toby Savage succeeded Cllr Matthew Riddle as Chair of the Partnership.

At the same meeting, the partnership framework was amended in relation to South Gloucestershire Council representation to allow one position for Leader of the Council (including schools, skills and employment) and one position for Deputy Leader of the Council.

The South Gloucestershire Partnership Board's objectives were updated in July 2017. 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 Local Enterprise Partnership, and West of England Combined Authority.
- to monitor and direct the activities of the strategic partnership bodies agreed by the Partnership at its meeting on 12th July 2012 as set out above.

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

3 Chief Officers' Group

The Partnership has a Chief Officers' Group, which is responsible for managing the business of the Partnership and providing oversight and guidance on behalf of, and as directed by the Partnership. In March 2019 the frequency of meetings changed from bi-monthly to quarterly.

During 2018/19 meetings were held on 22 May 18, 19 September 18, 21 November 18 and 15 March 19.

4 Achievements

In the 2018/19 municipal year the Partnership's regular meetings took place on the following dates: 06 July 2018, 05 October 2018, 25 January 2019. The 12 April 2019 meeting was cancelled because it fell within the pre-election period (purdah).

Agenda papers for each of these meetings, showing the business covered can be accessed here <http://modern.gov/ieListMeetings.aspx?CId=180&Year=0>

Discussions took place on:

- **South Gloucestershire Council's Digital Programme - Frontline Changes:** presentation and discussion on progress
- **European Funded Programmes on the Rural Economy:** update on the impact of funding programmes such as Leader (Liaison among Actors in Rural Economic Development)
- **European Funded Programmes Across South Gloucestershire:** update on existing programmes and any future arrangements
- **The Adult and Skills Budget:** overview and update on the budget
- **South Gloucestershire Council's Transformation and Savings Programme:** presentation and discussion on the council's savings targets and approach to realising savings
- **West of England Local Industrial Strategy:** presentation and discussion on the Strategy's development
- **Healthier Together - Improving Health and Care in Bristol, North Somerset and South Gloucestershire:** discussion on the update report
- **Revised Climate Change Strategy:** discussion and endorsement of the revised Strategy
- **Compact Annual Report:** discussion on the annual report
- **South Gloucestershire Challenge:** progress update
- **South Gloucestershire Partnership's Annual Report 2017/18 and Risk Assessment 2018/19:** discussion and approval of the annual report (including performance data) and risk assessment

Each meeting received briefings on **Strategic Economic Development, Economy and Skills** and **Education** as standing items.

4.1 Shared vision – shared values – collective action

An area of focus for the Partnership is to “*ensure resources are used wisely, become carbon neutral, prevent pollution and waste, and conserve and enhance the environment for future generations*”.

In April 2017, the Partnership agreed to share information on partner activity to **deliver the Climate Change Strategy** in the Partnership’s Annual Report. Below are some actions partners have taken:

- The Care Forum adopted the ISO14001 quality mark. This includes reducing carbon emissions by promoting cycling for commutes. The Care Forum offers the cycle scheme to staff.
- South Gloucestershire and Stroud College continued its commitment with the Climate Change Strategy. At its Berkeley Campus, the College continued to work with a number of external universities and corporate bodies on the development of research into advanced thermal energy and renewable technologies.

During 2019, the College employed a full-time Sustainability Officer and commenced a formal Sustainability Group, including students, with a number of key annual performance indicators.

The College is currently looking to increase the amount of solar renewable energy generated at its campuses and has commenced installing electric vehicle charging points at some of its campuses.

- Avon Fire and Rescue Service (AFRS) has a sector-leading target is to reduce carbon emissions from AFRS sites and operations by 50% by 2020 and 65% by 2030 from a 2009 baseline ([Environmental Policy](#)). AFRS is currently ahead of target, achieving an overall reduction of 57% reduction in emissions by 2018/19.

AFRS’s Environmental Policy also includes a target to generate 20% of AFRS’ total energy demand from renewable energy (on- & off-site) by 2020. By the end of 2018/19, the Service had already exceeded the 2020 target, with 47% of their total energy demand generated from renewable sources both on and off site.

Activities to reduce carbon emissions during 2018/19 included:

- I. Complete lighting upgrades were undertaken at Lansdown SWCDC, replacing all internal and external fittings with high efficiency LEDs and motion-detection controls where appropriate.
- II. Building fabric improvements were made at a number of stations including: plant room and pipework insulation at Bath; installation of double glazed windows throughout Thornbury station
- III. Further heating system improvements were made at retained stations including: a complete new plant room, heating and hot water system at Yate; disconnection of underfloor heating at Blagdon; new pipework and radiators at Thornbury, Paulton and Clevedon.
- IV. Purchasing 100% renewable electricity for all AFRS sites

- V. Installation of 3 further PV systems at Yate, Blagdon and Kingswood, in order to benefit from the government's Feed In Tariff subsidy scheme before it was withdrawn in April 2019
- VI. Ongoing replacement & investment in the operational fleet, with over 55% of 70 frontline vehicles now Euro 5 & 6 compliant. A number of the remaining Euro 3 compliant vehicles were disposed of in 2018.
- VII. A comprehensive fleet review was undertaken in 2018 by the Energy Savings Trust in light of the proposed Clean Air Zones in Bristol and Bath. This has assessed our current compliance/non-compliance with the Clean Air Zone restrictions and has identified opportunities to reduce emissions and/or replace existing vehicles with low emissions vehicles.
- VIII. The first two electric vans have now been procured for use by the Community Fire Safety team & two further electric car charging points have been installed at Bedminster and Nova Way, partly funded by national and regional grant schemes. This brings the number of charge-points at our sites to 5. These are for use for electric fleet vehicles and by staff for charging pool cars & their own vehicles.

AFRS has increased resilience to climate change both in terms of our ensuring the resilience of their infrastructure and functions, and by building their capabilities to respond to climate change related events as a front-line emergency service. Associated activities undertaken in 2018/19 include:

- I. The development and testing 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
- II. Integration of climate resilience in our Strategic Plan
- III. 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
- IV. Advice and inspection of businesses and industrial buildings, to challenge and support their own business continuity arrangements
- V. 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.

5 Performance 2018/19

Progress against the Sustainable Community Strategy is informed by a suite of quality of life indicators which monitor those things that make an area a good place to live. The 2019 Quality of Life report, attached at Appendix 2, measures and communicates important facts about South Gloucestershire and aims to demonstrate whether quality of life is better, worse or staying the same.

The majority of indicators have been monitored for several years making it possible to track change over time. The 2019 report shows that there has been steady performance in most areas.

Indicators that have seen a marked shift are:

- **Number of Affordable Homes delivered** - In 2018/19, 624 affordable homes were delivered in South Gloucestershire, including 199 Extra Care homes. This is an increase on the 368 Affordable Homes delivered in 2017/18.
- **Total homes complete** - In 2018/19, 1,515 new homes were completed on sites around South Gloucestershire, the third highest number of completions since 1991/92.
- **Ratio of average house price to average earnings** - In December 2018, the average price paid for a residential property in South Gloucestershire was £270,000. This is an increase of 3.8% on the figure for December 2017 (£260,000). The average house price in the South West in December 2018 was £250,000 and in England it was £240,000.

In South Gloucestershire the average house price is 8.8 times the average pay (£30,720). As the graph shows this is equal to the South West average but higher than the nation average. This broadly suggests that housing in South Gloucestershire is slightly less affordable than the average for England.

- **Number of households in temporary accommodation** - By the end of the financial year in 2018, there were 93 households in temporary accommodation, which is an increase on the previous year.

Under the new Homelessness Reduction Act, a council has a statutory duty to work with households to try and relieve homelessness for up to 56 days before making a final decision on their homelessness application. This means that where homelessness cannot be relieved during this period, households placed in temporary accommodation are likely to remain in this accommodation for longer than they would have done under the previous legal framework.

To mitigate against this, the council amended its Lettings policy in February 2019 to increase the priority given to households who are homeless, or threatened with homelessness, on the housing register. Alongside this, the council continues to work with households to access settled accommodation by ensuring they are ready to manage a tenancy when they find a property to move to.

- **Bus patronage** - In 2018/19, just over 10 million journeys were made by bus. This is an approximate 5% increase on the previous year and continues the overall trend in the West of England for increasing bus use in recent years.

Over the last year there has been continued work aimed at encouraging bus use and improving the customer experience. These include continued investment by local bus companies in improved vehicles and services. There has also been ongoing investment by South Gloucestershire Council in supporting the bus service network and improving infrastructure.

The bus patronage figures include metrobus boardings in South Gloucestershire. Since the staggered introduction of the metrobus routes in 2018/19,

they have seen 1.7 million passenger journeys between them as of the end of March 2019. The number of passengers on the m3 has resulted in the operator increasing the frequency of the service in the peaks and introducing a new, faster journey in the form of the m3x.

- **Number of people killed or injured on roads in South Gloucestershire** - In 2018, the number of people killed or seriously injured on roads within South Gloucestershire was 57 (made up of 6 fatalities and 51 serious injuries), which is an increase on the previous year's figure of 42 (made up of 8 fatalities and 34 serious injuries).

The total number of road casualties (i.e. people slightly injured, as well as those killed or seriously injured) was 573, which is a significant increase on the 2017 figure of 451. Nevertheless, as the graph below shows, the road casualty rate in South Gloucestershire remains considerably lower than the national average. Data for 2017, the latest available nationally, showed that South Gloucestershire had the second lowest casualty rate of the 152 local authorities in England.

- **Quantity of household waste collected and method of disposal** - In 2018/19, 113,347 tonnes of waste was produced by households in South Gloucestershire, which is a 2% decrease when compared to the previous year. In 2018/19, 57.8% of our waste was recycled. This is considerably higher than the 2020 target (50%) and an increase of 6.2% on the previous year.

6 Excerpts from 2018/19 Strategic Partnerships' Annual Reports

6.1 Safer and Stronger Communities Strategic Partnership

Extract from Safer and Stronger Communities Strategic Partnership annual report 2018/19.

The Safer and Stronger Communities Strategic Partnership met for three scheduled public meetings during the year, on 29 June 2018; 12 October 2018 and 15 March 2019.

Major topics considered by the Strategic Partnership 2018/19

An agreed Delivery Plan had laid out the Strategic Partnership's targets for its priority areas in 2018/19, and the Strategic Partnership maintained a rigorous focus on the achievement of these through the year.

Performance results from the previous year were considered in June and October 2018. Six monthly performance was assessed in January 2019 and outcomes for the full year are reviewed below and in Appendix 3 to this report.

All groups funded through the Police and Crime 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 2019/20.

The Strategic Partnership adopted a new Domestic Violence Strategy for South Gloucestershire during the year. It sought information on the level of support for victims of sexual violence and rape in order to assess the extent to which victims – and especially

those who suffered most from their experiences were receiving adequate and timely help.

Processes for carrying out Domestic Homicide Reviews (DHRs) were updated and amended by the Strategic Partnership in the light of DHRs carried out both in South Gloucestershire and elsewhere.

The Partnership was regularly updated on changes to local safeguarding arrangements in response to the Wood Review of responsibilities and governance for Local Safeguarding Children Boards. This provided a valuable opportunity to review working links between the Strategic Partnership and the Safeguarding Boards. The Partnership expressed its desire to ensure future arrangements are as effective and efficient as possible and will continue to monitor this through the next year.

The Strategic Partnership placed special focus in developing its understanding of hidden crimes such as Child Sexual Exploitation, domestic abuse and modern slavery. This included a presentation in March 2019 from the Barnardo's BASE project.

The Strategic Assessment of Crime and Disorder was again carried out using the MoRILE (Management of Risk Assessment in Law Enforcement) process. The Strategic Assessment Working Group was jointly chaired by Helen Black and Julie Close with the results considered in a workshop on 29th January 2019 where the Strategic Partnership was joined by representatives of the Health and Wellbeing Board and the two Safeguarding Boards.

The pattern and prevalence of Serious Organised Crime in South Gloucestershire, together with the processes implemented to co-ordinate work in response to this, were considered by the Strategic Partnership in October 2018.

Updated results for the national Indices of Deprivation have yet to be published nationally. However, during the year the Strategic Partnership considered South Gloucestershire council's review of its approach to inequality and agreed to support the resultant datadriven approach using broader definitions of inequality.

During the year consideration was given to the impact of schemes to help local people into employment, including both Future Bright (Employment Support Innovation Pilot) and the Building Better Opportunities programme.

The Strategic Partnership commented on, and endorsed, the Early Help Strategy being led by South Gloucestershire Council, and committed to building this into its approach to developing safer and stronger communities.

6.2 Health and Wellbeing Board

Extract from the Health and Wellbeing Boards annual report 2018/19.

Board highlights in 2018-19

During 2018-19 the Health & Wellbeing Board met formally (in public) on three occasions and held two closed development sessions. Some of the Board's key achievements during the year were as follows:

A focus on mental health - In January 2019 the Board gave its support for adopting the 'Thrive' approach in South Gloucestershire, which is a model that began in New York City, and has more recently been brought to the West Midlands, London and Bristol. Thrive takes an area-wide population health and all systems approach to improve mental health and wellbeing. At its core is a recognition that as little as 10% of the population's health and wellbeing is linked to access to healthcare. As such, rather than beginning with treatment, its focus is on the role schools and universities, employers, housing organisations, businesses and the police can play, and on the importance of our relationships, our surroundings and our access to good food, money and wider resources in achieving good mental health. 'Thrive' focuses on prevention and early intervention and works by mobilising public, private and third sector collaboration and leadership (and resources) across the area. It also aims to simplify and strengthen leadership and accountability across the whole system. Updates on how the 'Thrive' approach is progressing in South Gloucestershire and any further action required by Board member organisations will be considered by the Health & Wellbeing Board in 2019-20.

Also in January, the Board received a report on children and young people (CYP) mental health, particularly in relation to mental health in schools and the current gaps in provision for CYP with emerging needs and CYP with risk factors for poor mental health. The Board recommended that the Healthier Together Sustainability and Transformation Partnership (STP) establish a CYP workstream, and Board members agreed to commit named senior officers to join discussions about how to address current gaps in provision for CYP with emerging needs, and CYP with risk factors for poor mental health.

Prevention and Self Care - Prevention is one of the key strands of the Healthier Together Bristol, North Somerset and South Gloucestershire (BNSSG) Sustainability and Transformation Partnership (STP). The Healthier Together Prevention Plan sets out underlying prevention principles and focus areas for 2018-19 (Figures 1 and 2).

Figure 1 – underlying prevention principles:



Figure 2 – prevention focus areas for 2018-19:



The 2018-19 focus areas were determined by the Healthier Together Prevention Plan Steering Group and were based on evidence of BNSSG health needs. It was acknowledged that it was not possible to focus on every area of prevention at once, and it was, therefore, agreed that the initial areas of focus would be operational topics where the greatest impact on health and wellbeing outcomes could be achieved. Each focus area has an implementation group and associated action plan for 2018-19 and progress is reported to the Healthier Together Executive Group and Health & Wellbeing Boards. Looking ahead, focus areas are likely to take a wider determinants of health focus (such as, employment, education and housing), all of which have the potential for greater impact on population health.

Following the Board's decision in May 2018 to advocate for and lead on prevention, the Board has continued to take strategic leadership for driving the Prevention and Self Care agenda in South Gloucestershire, using the South Gloucestershire Prevention and Self Care Network as its local delivery mechanism. In October 2018 the Board approved the Network's Terms of Reference, and January 2019 it received an update on how BNSSG and South Gloucestershire work relates to the NHS Long Term Plan and the Department of Health and Social Care's 'Prevention is better than cure' vision for prevention. The Board also received details and had an opportunity to feed into South Gloucestershire specific work, which included a new South Gloucestershire Healthy Lifestyles & Wellbeing Service (One You South Gloucestershire); a new Active in Life project; the development of an Alcohol Strategy; and Making Every Contact Count (MECC) training.

Review of future working arrangements - In October 2018 and January 2019 the Board discussed future working arrangements. Members received an update on evolving national policy and the changing landscape for health and local authority collaboration, namely health and social care integration, the development of Integrated Care Systems and the future role of Health and Wellbeing Boards in leading the systems. There was a discussion about where the Health & Wellbeing Board can add value and it was agreed that the Board needed a clear line of accountability to emerging structures in order for it to adopt a system leadership role. Enablers for this included:

- Board member organisations ensuring their priorities are aligned with the Joint Health & Wellbeing Strategy (JHWS) areas for collective action (which are monitored by the Board);
 - the Board having four meetings a year with each one focusing on one JHWS area for collective action;
 - agendas being structured so that they consist of statutory items (requiring approval), strategies (requiring sign off) and focus topics (linked to one of the JHWS areas for collective action);
 - development sessions taking place between Board meetings focusing on topics relevant to the next Board agenda and involving wider stakeholders and groups relevant to the subject matter;
 - broadening the Board's membership to include a Healthier Together lead and representatives from other sectors including housing and Avon Fire & Rescue; and
 - establishing joint seminars on matters of common interest with the neighbouring health and wellbeing boards in Bristol and North Somerset.
- All of these enablers have been adopted in 2019-20 and will be included in next year's annual report.

Seminar with Bristol Health & Wellbeing Board - Following the review of working arrangements and agreement to establish joint seminars on matters of common interest with neighbouring health and wellbeing boards, in March 2019 the Board had a joint seminar with Bristol Health & Wellbeing Board. The aims of the seminar were to provide a safe environment to enable the two boards to get to know each other and develop a shared understanding of the challenges and opportunities in BNSSG; to receive an overview of what is working for health and wellbeing boards in other regions; and to begin to explore opportunities for working together and consider where ambitions could be aligned to develop a strength of voice in order to influence the STP and future Integrated Care System (ICS) development. Members received a 'setting the scene presentation, which included the case of change (based on BNSSG population needs); Bristol's One City Plan priorities; and South Gloucestershire Council's priority outcomes and JHWS collective actions. This was followed by two workshops, the first one to consider where the boards can start to work together and what is working elsewhere in the country; and the second one to understand board members' appetite for working jointly. As a result of the seminar, agreed next steps included:

- develop a clear set of priorities for BNSSG health and wellbeing boards;
- hold a further seminar in June and engage with North Somerset;
- develop a population evidence / intelligence report to support forward planning in line with the NHS Long Term Plan; and
- consider undertaking a joint campaign

7 Benefits of Partnership Working

The following partners have expressed the benefits to their organisation of working in partnership during the year:

"Some of the collaboration opportunities which have been realised as part of the south Gloucestershire local strategic partnership have included improved efficiencies and use

of premises across various agency's as part of the one public estate agenda, and the joint use of resources to deliver road safety to various age groups across the area to minimise deaths and injuries on the roads as part of the West of England Road Safety Group.

Avon Fire and Rescue Service

"This year the College has continued to work in partnership with the authority and has commenced the first successful year of our initiative, The Chase, for local high needs learners wishing to study catering. The authority supported financially the development of this facility.

The College has also worked with the authority's education and skills division to look at specific initiatives that have increased engagement in learning from young people who were not in education, employment or training (NEETS) from priority neighbourhoods in order to access greater support funding to assist these learners to achieve positive outcomes. Increased funding from the authority has also enabled greater engagement activities with schools on apprenticeship opportunities.

The College also values its relationship with the authority in terms of our annual sponsorship of the Chair's South Gloucestershire Community Awards."

South Gloucestershire and Stroud College

"We were proud to deliver another excellent Voluntary, Community and Social Enterprise (VCSE) Conference in partnership with South Glos CVS this year. We welcomed the West of England Academic Health Science Network to talk about innovation in health and care, with an offer of funding to organisations willing to pilot innovative ways of working. TCF was proud to work in partnership with the independent mental health network, as well as dozens of other local partners, to create the specification for the new IAPT service too. We are stronger when we work together to make change in health and care."

The Care Forum

8 Resources

Each member is a resource and provides the Partnership and its work with an invaluable contribution through their time, expertise and knowledge of their sector.

The Council's Corporate Strategy and Partnerships Team oversee and co-ordinate the work of the Partnership; the Senior Officers' Group is managed by the Chief Executive's office.

South Gloucestershire Council's Democratic Services section undertake the formal committee administrative duties for the Partnership.

9 Looking Forward to 2019/20

The Partnership maintains a Forward Plan, which sets areas of work for 2019/20.

The new Bristol, North Somerset and South Gloucestershire community services contract offers many opportunities – and changes. The Care Forum will be working hard on behalf of health and care VCSE partners to make sure their voice is heard. The Better Care, Stronger Communities work may face changes this year too, and The Care Forum is committed to supporting partners through this process.

Future challenges for the Avon Fire and Rescue Service include the ability to carry out some of the upstream prevention activity therefore reducing the growth in future demand whilst at the same time having to deal with the current demand with less resources.

The Service feel that this can if not addressed lead to a progressive cycle of growth in demand due to not focusing on the root causes which by their nature are longer term interventions.

One of the focal activities between the College and the authority will be work on developing proposals that respond to the significant growth in 16-18 year olds over the next decade and ensuring that high quality, vocationally rich, capacity and facilities are developed to respond to this growth.

The College, as a sponsor of an academy trust, looks forward to continuing to develop initiatives that support the authority with priority areas including the formal opening of SGS Pegasus in permanent accommodation which supports learners with Autistic Spectrum Disorders (ASD).

The College also hopes to continue its work with the authority on The Chase project to expand to support and provide residential facilities.

10 Risk Register

Managing risk is an important element of good performance and is written into the Partnership's terms of reference. The 2019/20 Risk Register for the Partnership is attached at Appendix 3.

There are no significant risk changes for 2019/20

RISK REGISTER 2019/20

		Risk Assessment 2019/20			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 Required		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	<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	<p>Implement robust performance monitoring and management arrangements</p>	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