

**Leadership**  
Gloucestershire  
Working together for you

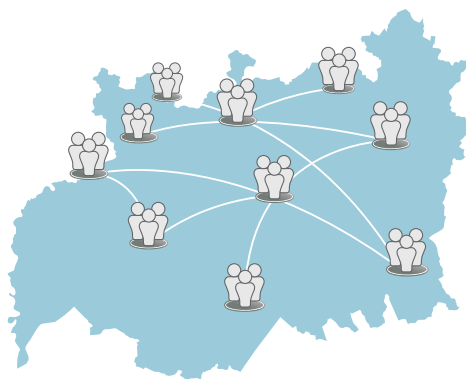
# Annual Report 2011/12

---

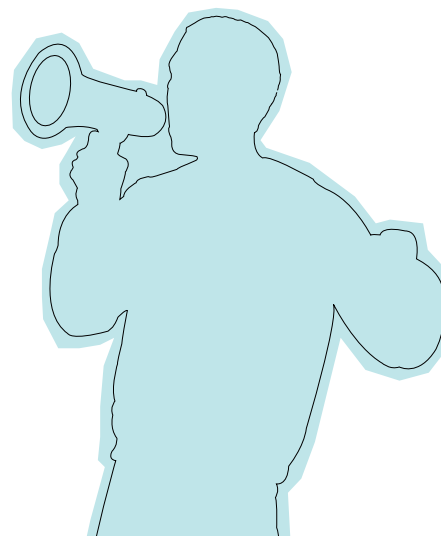
Vision and direction



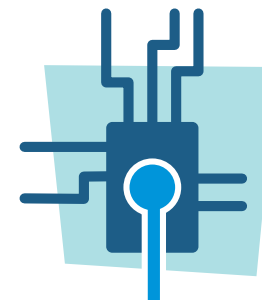
Joined-up  
public services



Voice for  
Gloucestershire



'Junction box'  
for big issues



# Foreword by the Chair

Gloucestershire has a long and successful history of partnership working and collaboration. In late 2010, it became clear to me that we needed to renew our arrangements and to create a new strategic partnership fit for tomorrow's challenges. This was, in part, a response to the significant financial challenges facing the public sector, as well as an opportunity to determine our own local arrangements.

Leadership Gloucestershire set out to:

- provide vision, leadership and strategic direction for public sector Gloucestershire;
- ensure joined up delivery of public services – better outcomes at less cost;
- provide a strong, single voice for Gloucestershire and promote the interests of the county and its residents;
- commission work and make joint decisions on collective priorities – a “junction box” for big issues

One year on, Leadership Gloucestershire is already making good progress towards the goals we have set ourselves.

In this document we report our progress to date and reiterate our commitment to work together for you.



A handwritten signature in black ink, consisting of a stylized 'M' followed by a horizontal line.

Cllr. Mark Hawthorne, Leader Gloucestershire County Council and Chair of Leadership Gloucestershire.

# Vision and Direction

2010 signalled the start of some significant changes to the public sector landscape. Leadership Gloucestershire consists of those key strategic public sector organisations which control approximately £2.8 billion of spend locally. During the past year, Leadership Gloucestershire has overseen the successful creation of important new bodies:

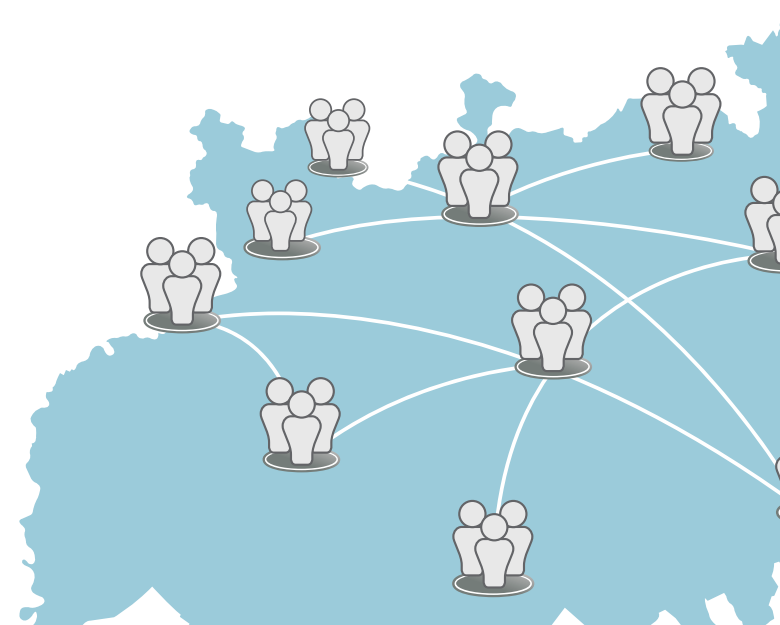
- a Health and Wellbeing Board which has a duty to promote integrated health and social care;
- a Local Enterprise Partnership which will bring together businesses to create growth and develop or protect jobs;
- a Police and Crime Panel which will provide public scrutiny to the new Police and Crime Commissioner.

## Joined-up Public Services

Achieving better outcomes at less cost through joined-up public services is not a new challenge. The public, quite rightly, expects those organisations which spend public money to do so wisely. This is even more important given the squeeze on funding in order to reduce the nation's debt.

During the past year, Leadership Gloucestershire has:

- nurtured and supported two “Total Place” pilots which are improving outcomes for Vulnerable Families in Gloucester City and older people in Stroud; and have sponsored a conference to share the learning;
- signed-up to a protocol for the future of shared services (see back page);
- reviewed the assets held by our respective organisations and created numerous examples of shared properties throughout the county.



## Voice for Gloucestershire

Promoting the county's and local communities' interests has always been important, particularly for local authorities and elected politicians. All seven local authorities are represented on Leadership Gloucestershire.

During the past year, Leadership Gloucestershire has:

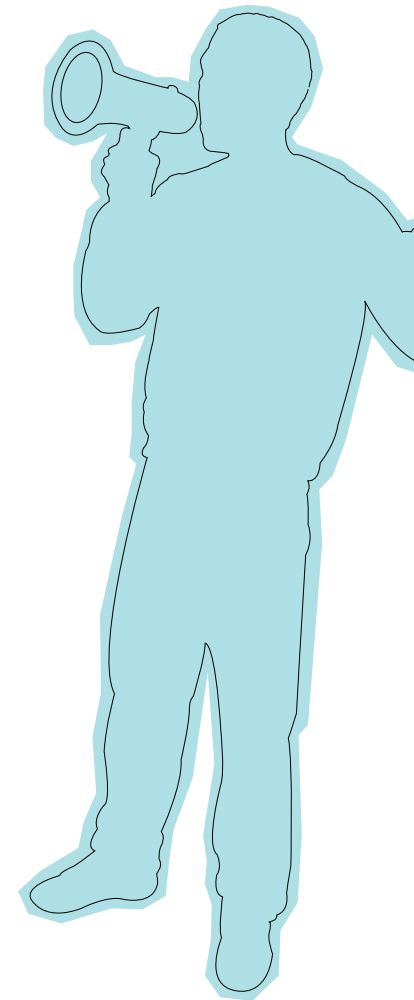
- signed up to an Armed Forces Community Covenant which is a voluntary statement of mutual support between a civilian community and its local Armed Forces;
- supported a joined up approach to driving economic growth and prosperity, including superfast broadband;
- Reviewed and re-energised its engagement with the voluntary and community sector.

## 'Junction-box' for Big Issues

In anticipation of changes to the planning system and the introduction of the National Planning Policy Framework, Leadership Gloucestershire established a task and finish group to develop a "Gloucestershire Family" approach to planning and infrastructure development. This is a complex area with many new initiatives. The task group is looking at these in detail and will report progress in the coming months.

During the past year, Leadership Gloucestershire has:

- met with Job Centre Plus to discuss areas of mutual concern, including Universal Credit and the Work Programme;
- reviewed the strategic partnership arrangements at district level to ensure proper links are made;
- received a presentation on the Government's Troubled Families Initiative and how this might be taken forward locally.



## The Year Ahead

Much of the work of Leadership Gloucestershire is concerned with long term, strategic issues. Therefore many of the issues and priorities highlighted in this report will continue to be pursued in the coming year.

A new work programme will be considered at the June 2012 meeting.

For more information on Leadership Gloucestershire, including copies of agendas and supporting papers and dates of meetings, please visit

**[www.gloucestershire.gov.uk/leadershipgloucestershire](http://www.gloucestershire.gov.uk/leadershipgloucestershire)**



**Leadership**  
Gloucestershire  
Working together for you

# Terms of Reference

## Role and Purpose

Leadership Gloucestershire (LG) brings together public sector organisations which allocate and spend significant resources in Gloucestershire. Its role is to provide vision, leadership and strategic direction in those areas where it is vital for organisations to work together to meet the needs of the people and communities of Gloucestershire in the most cost effective way. LG will work together to reduce current costs, minimise future costs and deliver better outcomes for the benefit of the people of Gloucestershire. They will work with others to achieve their objectives.

## Membership

The core membership of the board is:

- Leader, Cheltenham Borough Council
- Leader, Cotswold District Council
- Leader, Forest of Dean District Council
- Leader, Gloucester City Council
- Leader, Gloucestershire County Council
- Chair, Gloucestershire Police Authority
- Chief Executive, NHS Gloucestershire
- Clinical Commissioning Group Chair, NHS Gloucestershire
- Leader, Stroud District Council
- Leader, Tewkesbury Borough Council

The County Council Chief Executive and a District Council Chief Executive will be LG's principal advisers and will play a full role in meetings. Tewkesbury Borough Council's Chief Executive will take up the nomination in the first instance.

Others may be co-opted onto Leadership Gloucestershire as necessary.

LG is chaired by the Leader of Gloucestershire County Council. This will be reviewed following the next County Council elections in May 2013.

Gloucestershire County Council will provide the secretariat for the Board.

## Responsibilities of LG members

1. To attend and contribute to meetings and, if unable to do so, to send the nominated deputy.
2. To keep their organisation informed of the work of LG.
3. To feed back to and consult with their organisation on issues being discussed by LG.
4. To commit to and adopt the ways of working shown below.
5. To commit resources to work which will assist with the development and delivery of agreed priorities.
6. Speak up for Gloucestershire at local, regional and national level.

## Ways of Working

- treating all partners with equal respect
- giving each other the benefit of the doubt where misunderstandings or differences of opinion arise
- recognising that partners bring different contributions
- working through consensus without impeding progress
- focussing on getting things done
- expecting all parties to actively contribute to LG's aims and priorities
- committing to developing the collective leadership capacity of the group
- establishing effective working relationships with other organisations and partnerships which are part of the fabric of Gloucestershire
- commissioning most of its work through task and finish groups. Task and Finish Groups will be chaired by a member of Leadership Gloucestershire.

## Work Programme

2011 – 2012 will be treated as a transitional period to enable consideration to be given to:

- the implications of the creation of the statutory Health and Wellbeing Board
- the implications of the creation of the elected Police and Crime Commissioner and the Police and Crime Panels

- the implications of the creation of the Local Enterprise Partnership
- the contribution of Scrutiny
- the relationship with district LSPs
- the relationship with other thematic or strategic partnerships
- how to operate as an effective “junction box” for strategic issues

## Frequency

The LG will meet 6-8 weekly.

Agendas and papers will be published 7 days in advance of the meeting.

Agenda and papers will be published on the website:

**[www.gloucestershire.gov.uk/leadershipgloucestershire](http://www.gloucestershire.gov.uk/leadershipgloucestershire)**

## Conflict Resolution

If any dispute or difference arises between LG members about the application of these terms of reference or matters arising from them, LG will take all reasonable steps within the powers available to its members to resolve. Where a matter cannot be resolved, other appropriate forms of conflict resolution will be offered.

Updated July 2011

# Principles of Shared Services in Gloucestershire

1. The view of shared services is not consistent within organisations or between organisations – only a compelling case driven by market forces will overcome this.
2. Delivering shared services requires considerable energy and organisational capacity therefore smaller organisations will operate to their own timescale and priorities.
3. Consistency of approach across a wider area e.g. a county solution can be a challenging aim and in most cases too challenging and possibly unnecessary. Shared service partnerships made up of willing partners are easier to deliver and are the stronger for it.
4. Organisations engage in shared services when it suits their own business plans.
5. Attempts to push a shared services agenda without recognising these principles will 'scare the horses' and fail.
6. Successful shared services can be built upon and these may offer solutions to other partners over time.
7. Where possible shared services should look to accept new partners.
8. When considering options for service commissioning organisations should maintain awareness of existing shared service partnerships. These should be given consideration as options where appropriate.

Opposite are some of the shared services in Gloucestershire. There is a potential over time for existing shared service arrangements to grow, driven by a market forces evolutionary approach.

