



## Leadership Gloucestershire – 15 December 2016

### 1 Welcome, introduction and apologies

Name	Organisation	Apologies
Cllr Mark Hawthorne (Chair) Pete Bungard	Gloucestershire County Council	
Cllr Steve Lydon David Hagg	Stroud DC	
Cllr Dave Norman Jon McGinty	Gloucester City Council	Cllr Paul James
Cllr Brian Robinson Andy Barge	Forest of Dean DC	Cllr Patrick Molyneux
Cllr Steve Jordan Pat Pratley	Cheltenham BC	
Cllr Christopher Hancock David Neudegg	Cotswold DC	Christine Gore
Cllr Robert Vines Mike Dawson	Tewkesbury BC	
Martin Surl Richard Bradley	PCC Office	Paul Trott
Rod Hansen	Gloucestershire Constabulary	Suzette Davenport
Dr Andy Seymour	NHS Gloucestershire CCG	Mary Hutton
	GFirst LEP	Diane Savory David Owen
Jane Burns Simon Harper	Gloucestershire County Council	
Stephen Marston	University of Gloucestershire	
Vikki Walters	GCC Disabilities Commissioning Team	

## **2 LAST MEETING**

### **2.1 Action notes**

The notes of the meeting held on 27 October 2016 were agreed.

### **2.2 Actions arising**

Pete circulated a paper on resources for Leadership Gloucestershire to take forward elements of the original Devolution bid. This had been developed by the officer group following the last meeting. The report highlighted the general areas that needed to be progressed, projects and activity, what was needed, the funding required and outcomes. A copy of the paper is attached to the notes.

There was support from partners for the way forward proposed in the paper. It was noted that issues outside the original Devolution bid would need to be brought forward separately.

All partners had agreed to provide £10,000 to fund shared capacity and to show 'skin in the game'. The Police and Crime Commissioner's contribution had been earmarked as a contribution towards the community safety review so as to align with his budget requirements. The partners' legacy funding pot, which amounted to £165,000 following the community safety review, would be used if additional expertise was required for a specific project.

The current proposal was intended to provide 'pump priming' to allow projects to get off the ground but the funding in itself would not result in radical change. It was therefore important that spending was targeted in the right areas and that progress was tracked. This was likely to require stronger executive governance than at present.

Martin Surl believed that police, fire and ambulance collaboration was at the heart of public service reform and should, therefore, be part of the resourcing discussion. With Royal Assent expected for the Policing and Crime Bill in January he was anxious that there was discussion at Leadership Gloucestershire. It was suggested that a briefing paper on the latest position be presented at the next meeting to allow all the partners to have an understanding of the issues.

**Action - Martin Surl**

Digital infrastructure was also identified as a key area for future discussion.

**Action - Pat Pratley**

Referring to business rates retention, it was noted that Section 151 Chief Finance Officers in local authorities across the country would be the key

technical advisers with Chief Executives taking a strategic lead in developing proposals.

***Action - Chief Executives***

### **3 EMPLOYMENT FOR DISABLED AND VULNERABLE PEOPLE**

The Chair welcomed Vikki Walters from the County Council's Disabilities Commissioning Team.

Vikki made a PowerPoint presentation highlighting the benefits brought by everyone having an opportunity to work. These included better health outcomes, economic benefits to individuals and the local community and managing demand on critical services.

Recent initiatives had raised aspirations and expectations around work. The Public Sector should lead by example by creating opportunities and influencing supply chains and partners. The GCC Disabilities Commissioning Team were working with employers of all sizes to develop their offer for disabled people. Steps were also being taken to build the capacity of disabled people to work and become employers themselves.

The performance of Gloucestershire in terms of the employment of disabled and vulnerable people was amongst the best in the UK. A high quality supported employment service was embedded within the County Council's Social Care Team. Eight work clubs were now in place across the county to help disabled people find work. An internship programme had been developed with 10 employers delivering schemes with three education providers.

The new national apprenticeship initiative would allow people to work towards level 1 qualifications rather than the current minimum of level 2. It was hoped that this would provide more apprenticeship opportunities for disabled people.

Moving forward, Leadership Gloucestershire partners were asked to:

- Commit to becoming a Disability Confident Employer
- Create opportunities for work placements, supported internships and paid work for disabled people.

As a first step, each partner was asked to nominate a person in their organisation who could be the main point of contact. Contact details to be sent to Vikki Walters (vikki.walters@gloucestershire.gov.uk).

***Action – Chief Executives***

Mike Dawson advised that Tewkesbury BC had recently put in place a new work placement and work experience policy. This covered a range of areas

including disability issues, mothers returning to work, care leavers and armed forces personnel. He offered to share this with others.

#### **4 LEADING PLACES PROJECT**

The Chair welcomed Stephen Marston from the University of Gloucestershire.

Stephen provided background to the project with the University of Gloucestershire the only university selected whose area covered a large rural area. The purpose of the project was to explore the potential contribution of universities in supporting place partnership. Place leadership tackled constraints that held places back and place management operated within those constraints.

Most of the other projects were looking at more tightly defined issues but the Gloucestershire project was wider. The focus was on 'how' we should pursue the 'what' of the long term vision.

The core leadership issues for Gloucestershire were:

- Track record: slow housing delivery, planning by appeal, low productivity, below UK average gross value added growth.
- No burning platform for Gloucestershire
- Is there a model of collective leadership which is capable of deciding and delivering goals for any transformational proposal that might emerge from the vision?
- If not, how far would the agreement to a statutory Combined Authority take us?

The third round of Growth Deals had been confirmed, including funding for Gloucestershire but there was no mention of the future. Mayoral combined authorities would have powers to borrow for investment in economically productive infrastructure. The Government was committed to Devolution but only major conurbations had been mentioned.

Gloucestershire was generally a good place to live but the county was under-performing economically in comparison to other areas. The Gloucester and Cheltenham future city option was controversial but would provide significant opportunities to improve the productivity of the county. It could be the key transformational project but was the current leadership model capable of delivering that and could the project be the catalyst in shaping a new leadership model?

The Leading Places Project could be used to explore models of leadership that were compatible with transformational change and growth. Other

examples would be looked at in the UK and abroad. Expert resources could be used to work through the implications and pros/cons for the county.

A seminar had been arranged for 22 February 2017 to discuss the project with input from David Marlow, who had undertaken a study on the characteristics of successful areas, and Robin Hambleton who was acknowledged as a national expert on place leadership. All of the Leadership Gloucestershire partners had been invited to attend.

A question was raised on whether the project could be undertaken before a Vision for Gloucestershire was in place. Stephen believed that they should run alongside each other. He said that the Gloucestershire project could continue beyond March 2017 to run alongside the development of the Vision.

Concerns were raised that the current consensus approach constrained what could be achieved across the county. Trust was required to develop new ways of working. It was recognised that there were different challenges across the county. In any event, cultural change would be a fundamental part of the process.

Stephen noted that the comments made were helpful and he thanked everyone for supporting the project.

**Action – Stephen Marston**

## **5 BUDGET 2017-18**

The purpose of the item was to allow partners to share information on their budget positions for 2017-18. However, since the Local Government Finance Settlement was due to be published that day, the item was premature.

The County Council's draft budget for consultation included a 1.99% rise in council tax and a 2% social care levy. Schools funding was disappointing and created winners and losers.

It was suggested that top-line information of the key messages for each organisation could be shared in the New Year.

**Action - Chief Executives**

## **6 NEXT STEPS**

Martin Surl questioned how issues could be raised and decided upon at Leadership Gloucestershire if there was not consensus around the table regarding a particular issue.

Pete Bungard explained that any partner could request that a matter was included on an agenda. As Leadership Gloucestershire did not have specific executive powers, any decisions relied on consensus.

## **7 2017 MEETING DATES**

16 February – 10am  
1 June – 11am  
27 July – 10am  
26 October – 10am  
14 December – 10 am

# Leadership Gloucestershire: Specifying resource behind priorities

MISSION - WHAT DO WE WANT TO PROGRESS?	→	PROJECTS & ACTIVITY →	WHO / WHAT?	HOW MUCH? Sources are: • £100k (£10k x 10 partners) for 1 year • Legacy 'pot' @£200k from previous government rewards • Other	OUTCOME SOUGHT
<b>1 Devolution Readiness</b>	→	<ul style="list-style-type: none"> <li>→ A Low key - keep 'bid' current, and adapt to any Government moves. Goal = First in queue non-mayoral two tier</li> <li>→ B Watching brief on Industrial Strategy white/green paper.</li> </ul>	<ul style="list-style-type: none"> <li>We need a 'programme manager', but could be same role as planning / housing lead</li> <li>LEP mainstream role. Likely to see certain sectors promoted, which could affect Devolution focus</li> </ul>	<ul style="list-style-type: none"> <li>(Covered in £50k below)</li> <li>£0</li> </ul>	<ul style="list-style-type: none"> <li>Benefits realisation</li> <li>Outcomes delivered</li> <li>To make the business case for a sustainable £10k funding model</li> <li>Clarity on relevance of Industrial Strategy to Gloucestershire</li> </ul>
<b>2 Growth Enabling (with or without Devo)</b>	→	<ul style="list-style-type: none"> <li>→ A Vision 2050</li> <li>→ B Housing delivery acceleration</li> <li>→ C Planning and infrastructure 'reboot'</li> <li>→ D Employment and Skills Board</li> <li>→ E Leading Places project</li> </ul>	<ul style="list-style-type: none"> <li>County paid to date but better if partnership owned</li> <li>Working group of Mike / Tracy / Barry / Nigel to report by end Jan 2017</li> <li>Member / Officer Board needed (pre CA), as W of Eng, with LEP secretariat</li> <li>Peter Carr to be seconded to this role 4 days / week</li> <li>LGA/HEFCE/UUK - facilitated workshops and learning</li> </ul>	<ul style="list-style-type: none"> <li>Circa £20k</li> <li>Circa £50k</li> <li>Contribute £20k</li> <li>External funding</li> </ul>	<ul style="list-style-type: none"> <li>A well received and partnership-owned Vision</li> <li>Greater confidence in planning system supporting growth</li> <li>Skills Strategy</li> <li>University role in supporting partnership for longer-term strategic decision making</li> </ul>
<b>3 Public Service Reform for:</b> <ul style="list-style-type: none"><li>• Customer wins</li><li>• Financial efficiency</li></ul>	→	<ul style="list-style-type: none"> <li>→ A Public Assets review</li> <li>→ B Health &amp; Social Care transformation</li> <li>→ C Community Safety restructure</li> </ul>	<ul style="list-style-type: none"> <li>One Public Estate - direct relevance to STP as well</li> <li>Now progressing under STP mandate</li> <li>John Benstead Stage 2 project commissioned</li> </ul>	<ul style="list-style-type: none"> <li>£25k Government grant</li> <li>£0</li> <li>PCC's £10k used towards study (£25k from legacy pot)</li> </ul>	<ul style="list-style-type: none"> <li>Smaller estate, and £s released</li> <li>X</li> <li>New enhanced arrangements</li> </ul>
<b>4 Make sense of Business Rates Retention in Gloucestershire</b>	→	A Investigate proposition to Government to be first non-metropolitan two-tier pilot	Assume S151 officers will explore and promote	£0	Possible better deal as a pilot
<b>5 Stronger Governance - more towards a Combined Authority</b>	→	Subject to political mandate, processes, consultation, legals	Will need resource for consultation and legals	Circa £20k	<ul style="list-style-type: none"> <li>Enhanced governance as a Combined Authority, with positive acceptance by stakeholders - Districts / T&amp;PCs / Community / businesses</li> <li>Stronger accountability for devolution deal (see 1) and PSR (see 2)</li> </ul>

Approx £120k local funding deployed