



Agenda Item 3 (a)

Time: 10:00 am – 12:00 noon

Date: Thursday 21 June 2012

Venue: Members' Room

Notes of the meeting of Leadership Gloucestershire held on 22 March 2012

1. Welcome, introduction and apologies.

Name	Organisation	Substitute
Cllr Mark Hawthorne (Chair)	Gloucestershire County Council	
Cllr Carole Topple	Cotswold District Council	Apologies
Cllr Frances Roden	Stroud District Council	
Cllr Rob Garnham	Gloucestershire Police Authority	
Cllr Paul James	Gloucester City Council	
Cllr Patrick Molyneux	Forest of Dean District Council	
Cllr Robert Vines	Tewkesbury Borough Council	
Cllr Steve Jordan	Cheltenham Borough Council	
Dr. Helen Miller	Clinical Commissioning Group Chair, NHS Gloucestershire	Apologies
Jan Stubbings	Gloucestershire NHS	Apologies
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Chief Executive Advisers		
Pete Bungard	Gloucestershire County Council	Apologies
Mike Dawson	Tewkesbury Borough Council	
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Secretariat		
Jane Burns	Gloucestershire County Council	
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Visitors		
Nigel Riglar	Gloucestershire County Council	
Linda Uren	Gloucestershire County Council	
Diane Savory	GFirst	
David Owen	GFirst	

2. Notes of the meeting held on 8 December 2011

The notes of the last business meeting (8 December 2011) were approved at the informal meeting on 19 January 2012, subject to the amendment regarding Driving Growth and GFirst. The revised notes were re-circulated for information.

All of the matters arising had been pursued. The following up-dates were given:

- **Total Place Conference** – confirmed as 15 May 2012 at Oxfalls Tennis Centre. Mark Hawthorne explained the importance of member engagement.
- **Growing Places Fund** – David Owen, GFirst briefed that additional resources were being made available in the Budget Announcement. It is anticipated that Gloucestershire could receive approximately £2.5 million.
- **Broadband** – Nigel Riglar briefed that detailed negotiations are being pursued with the shortlisted provider although this was not proving to be straightforward. He was cautiously optimistic of reaching conclusions by May.

3. Shared Services

Following the session in January further discussions had taken place about the best way of taking forward “Shared Services”. Mike Dawson and Jane Burns had summarised a suggested way forward. They acknowledged David Neudegg’s ideas and suggestions, particularly with regard to the “clusters” (or blobs).

The paper included some principles based on a market-driven approach whereby organisations have the flexibility to pursue options which suit their business requirements.

This approach was considered to be a realistic assessment. It was welcomed and supported as a good way forward. The following key points were made:

- Further information is required on the benefits of sharing services – financial and non-financial.
- It is important to keep progress under review and to investigate new opportunities as they arise, for example, following the appointment of the new Police and Crime Commissioner.
- Leadership Gloucestershire will continue to support and encourage the pursuit of shared services.

Agreed actions:

(1) The principles for shared services in Gloucestershire were agreed:

- The view of shared services is not consistent within organisations or between organisations – only a compelling case driven by market forces will overcome this.
- Delivering shared services requires considerable energy and organisational capacity therefore smaller organisations will operate to their own timescale and priorities.

- 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.
- Organisations engage in shared services when it suits their own business plans.
- Attempts to push a shared services agenda without recognising these principles will 'scare the horses' and fail.
- Successful shared services can be built upon and these may offer solutions to other partners over time.
- Where possible shared services should look to accept new partners.
- When considering options for service commissioning organisations should maintain awareness of existing shared service partnerships. These should be given consideration as options where appropriate.

(2) Further information will be provided on the benefits of shared services and all organisations gave their commitment to co-operate.

(3) A further report be brought in six months.

(Action: Mike Dawson and Jane Burns)

4. Driving Economic Growth

Nigel Riglar presented his follow-up report on the new arrangements and infrastructure for supporting economic development.

In Gloucestershire, there is a single County LEP, GFirst. GFirst has both a strategic and delivery role and there is a need for a commissioning framework which would clearly set out Leadership Gloucestershire's expectations.

In addition, the County Council wanted to re-commission economic development and to put in place robust contractual arrangements. The intention was to have new arrangements in place from 1 April 2013.

Diane Savory, Chair of the LEP and GFirst and David Owen, Chief Executive, GFirst were welcomed to the meeting. Diane explained the differences and the inter-relationship between her two roles. She would like to make better links with Leadership Gloucestershire.

Diane accepted that a procurement process was necessary, but made the point that they have made good progress with engaging the business sector. She pointed to the recent approval of the Retail Pathfinder and the financial commitment, approximately £1.3m for business to pursue the economic prosperity agenda.

Steve Jordan is the Leadership Gloucestershire representative on the GFirst Board. He declared an interest. He broadly supported the report but questioned whether the legal advice needed clarification, specifically in relation to the LEP which is a statutory body. He would like to see the momentum and continuity continue.

Other comments concerned the importance of clear messages about the progress being made. This needs improvement, as did engagement with public sector organisations.

There was some interest in commissioning a shared economic development service. This would be pursued.

Carole Topple, although absent from the meeting, had made a suggestion about the possible use of localised business rates as an incentive for contractors. The view was that this needed to be looked at in more detail.

Agreed actions:

- (1) That GFirst, as the County's Local Enterprise Partnership, has a dual role as both a strategic business-led partnership and as an economic development delivery body, largely using public funds;
- (2) That Leadership Gloucestershire and GFirst, as the Local Enterprise Partnership, should establish an ongoing dialogue with the aim of establishing a clear, shared understanding of the County's economic development needs and challenges;
- (3) Further discussions take place with district council officers on the appetite for commissioning shared economic development services.
- (4) GFirst be invited to a future meeting to report back on progress.

(All actions – Nigel Riglar)

The related actions to be undertaken by Gloucestershire County Council set out in the report were noted, subject to an amendment to point 2 - "that a tendering process is undertaken to competitively procure the required economic development functions of **2013/14** and beyond".

5. Troubled Families

Linda Uren, Commissioning Director Children and Families gave a presentation <http://www.goucestershire.gov.uk/index.cfm?articleid=105462> on "Troubled Families". Leadership Gloucestershire was interested to learn key facts and figures from the Pupil On-line survey 2010/11. The survey had recently been repeated and Linda agreed to return in the summer to present the findings.

We had calculated that there are 800-900 "troubled families" in Gloucestershire, although it was proving quite challenging to gather all of the relevant data from relevant organisations in a coherent way.

The focus of the discussion was on the importance of addressing local issues rather than following the 'top down' approach being developed by central government. It was vital to build in the learning and momentum from the Total Place pilots too.

Agreed actions:

- (1) to share the results of the 2011/12 Pupil On-line Survey with Leadership Gloucestershire.
- (2) to provide a further up-date on troubled families.

(Actions for Linda Uren)

6. Progress reports

(a) Asset Management Task and Finish Group up-date.

Steve Jordan as the sponsor summarised the key points in the report. Good progress is being made by both the Task and Finish Group and the One Estates Group. Further discussions were planned which would shape a work programme and specific projects.

Agreed actions:

- (1) the Asset Management Task and Finish Group and the One Estates Group to work towards the opportunities identified in the report
- (2) a programme mandate be brought to the next meeting (21 June 2012) to demonstrate the work programme, anticipated outcomes and resources required.
- (3) further progress up-dates brought to future meetings.

(Actions: Mike Dawson)

(b) Engagement Task and Finish Group

Frances Roden as sponsor summarised the key points of the report. The VCS appeared to be more engaged and happier. The Group had up-dated a County-wide Community Engagement Framework and was developing a detailed work programme for the Cross-County Officer Engagement Group. Steve Jordan had been approached by GAPTAC to link with Leadership Gloucestershire and the LEP. The Engagement Group already included a GAPTAC representative. Links with the LEP were still to be agreed.

Agreed actions

- (1) the Engagement Task and finish Group be disbanded.

- (2) the Cross-County Engagement Group continue to develop and deliver an agreed work programme.
- (3) GFirst (LEP) be asked to consider links with parish and town councils/GAPTC.

(Actions: Mike Dawson)

- (c) Gloucestershire Health and Well-being Board.

Mark Hawthorne as Chair of the Board summarised key points from the report. The Board had picked up pace and had made good progress on a number of issues including governance and stakeholder mapping. They had instigated work on a communications and engagement plan, a Joint Health and Wellbeing Strategy, the Joint Strategic Needs Assessment and “localities”. They had also considered the draft Children’s Plan and the NHS Annual Operating Plan. The Chair sought views on the value of public sector Gloucestershire commissioning some independent work on localities.

Agreed actions:

- (1) to explore with the Health and Wellbeing Board the opportunities and need for external assistance.

(Action: Jane Burns)

- (d) Countywide Strategic Planning Issues Group

Paul James, as sponsor, gave an oral up-date on the recent work of the group. They were exploring a more consistent approach to the Community Infrastructure Levy; looking at the potential for better collaboration by the various regeneration partnerships; and refreshing the Local Investment Plan. Positive discussions are taking place.

7. Funding Transport Infrastructure

Mark Hawthorne reported back from a meeting he and some local MPs had had with Mike Penning, the Roads Minister. They had lobbied on A417 Nettleton Bottom and Junction 10 improvements. The Minister had made it clear that there was no more central money and that those who would benefit from improvements should pay. Other councils had already contributed to the cost of road improvements. The challenge to Gloucestershire was to do the same. Notes of the meeting would be circulated, together with some suggestions for possible funding options e.g. Community Infrastructure Levy, Localised Business Rates and Tax Increment Financing.

Mark explained that a letter on Junction 10 was imminent.

Agreed actions

- (1) a report be brought to the next meeting on options for funding local transport infrastructure project. **(Action: Nigel Riglar).**

8. Date of Next Meeting

Thursday 21 June 2012 – 10.00 am – 12.00 noon.

Key Messages

Shared Services – Leadership Gloucestershire signed up to a set of principles which promote a market-driven approach whereby existing shared service/partnership “clusters” share their experience and consider joining with others by consent, where the business case stacks up. Shared services partnerships made up of willing partners are easier to deliver and stronger for it.

They will continue to keep a keen interest in pursuing new opportunities as they arise.

Driving Economic Growth – Leadership Gloucestershire reiterated the importance of driving economic growth. They heard about the progress made and the challenges faced by the LEP/GFirst. They were keen to establish an ongoing dialogue with the aim of establishing a clear understanding of the County’s economic development needs and challenges.

Task and Finish Groups make progress – Leadership Gloucestershire established a number of Task and Finish Groups to take forward priority actions. There are currently four live groups; although one is now the Gloucestershire Health and Wellbeing Board. All have made progress in developing collaborative approaches to issues of mutual concern. The Engagement Task and finish Group has now completed its work. A Cross-County Engagement Group of officers will continue to share and develop joint working.