

# Private Document Pack

<b>Leadership Gloucestershire</b>	
<b>Thursday 29 September 2022 at 9.00 am</b>	
<b>Virtual meeting on Teams</b>	
<b>AGENDA</b>	

<b>1</b>	<b>WELCOME</b>	Cllr Mark Hawthorne
<b>2</b>	<b>ACTION NOTES</b> (Pages 1 - 6)  To approve the action notes of the meeting held on 3 March 2022.	Cllr Mark Hawthorne
<b>3</b>	<b>ARMED FORCES COVENANT</b> (Pages 7 - 10)  <i>Indicative timing – 9.10 to 9.30am</i>	Sarah MacDonald
<b>4</b>	<b>CLIMATE LEADERSHIP GLOUCESTERSHIRE</b>  <i>Indicative timing – 9.30 to 9.45am</i>  <b>TO FOLLOW</b>	Jon McGinty
<b>5</b>	<b>ECONOMIC GROWTH UPDATE</b>	
	<b>a) LEVELLING-UP AND COUNTY DEALS</b>  <i>Indicative timing – 9.45 to 10am</i>	Pete Bungard
	<b>b) WESTERN GATEWAY</b>  <i>Indicative timing – 10.00 to 10.10am</i>	Pete Bungard
	<b>c) GEGJC/CITY REGION GOVERNANCE</b> (Pages 11 - 22)  <i>Indicative timing – 10.10 to 10.30am</i>	Gareth Edmundson

6	<b>HEALTH UPDATE</b>	
	<b>a) LIVING WITH COVID</b> (Pages 23 - 26) <i>Indicative timing – 10.30 to 10.45am</i>	Siobhan Farmer
	<b>b) ONE GLOUCESTERSHIRE - INTEGRATED CARE SYSTEM</b> (Pages 27 - 38) <i>Indicative timing – 10.45 to 11am</i>	Mary Hutton
7	<b>NEXT MEETING</b>  13 December 10am-12pm	



**Leadership Gloucestershire – 3 March 2022**

**Remote meeting via Microsoft Teams**

**1 Welcome, introduction and apologies**

<i>Name</i>	<i>Organisation</i>	<i>Apologies</i>
Cllr Mark Hawthorne (Chair) Pete Bungard	Gloucestershire County Council	
Cllr Doina Cornell Kathy O'Leary	Stroud District Council	
Cllr Richard Cook Jon McGinty	Gloucester City Council	
Cllr Tim Gwilliam Pete Williams	Forest of Dean District Council	
Cllr Rowena Hay Gareth Edmundson	Cheltenham Borough Council	
Cllr Joe Harris Rob Weaver	Cotswold District Council	
Cllr Rob Bird Mike Dawson	Tewkesbury Borough Council	
PCC Chris Nelson	Office of the Police and Crime Commissioner (OPCC)	Richard Bradley
CC Rod Hansen	Gloucestershire Constabulary	
Mark Walkingshaw	NHS Gloucestershire Clinical Commissioning Group (CCG)	Dr Andy Seymour Mary Hutton
Ruth Dooley Dev Chakraborty	GFirst Local Enterprise Partnership (LEP)	David Owen
Anwen Jones	Area Lead for Gloucestershire, Cities and Local Growth Unit	
Steve Mawson Sarah Scott Colin Chick Simon Harper	Gloucestershire County Council	

## 2 ACTION NOTES

The notes of the meeting held on 13 January 2022 were agreed.

## 3 CLIMATE LEADERSHIP GLOUCESTERSHIRE

Jon McGinty introduced Julian Atkins who was providing maternity cover for Climate Change Coordinator Afriqnnum Lovejoy. He said that Julian had previously been the senior officer at a National Parks Authority and had extensive background working on sustainability.

The report set out the arrangements for the appointment of the chair and vice-chair of the group. No other changes were proposed.

In terms of the work programme, a meeting had been held on biodiversity and a strategic action plan would be developed over coming months.

It was noted that Emma Hanby would be the GFirst LEP representative on the group.

Progress reports would be brought to Leadership Gloucestershire as the sponsoring body every six months.

The updated terms of reference were noted.

## 4 ECONOMIC GROWTH UPDATE

### 4.1 Levelling-up White Paper and County Deals

Background information was provided on the Government's Levelling-up White Paper. Although the proposals were simple in their approach they were complex in terms of their implementation. It was clear that the White Paper was about devolving powers from Central Government and did not involve taking powers from District Councils.

For Gloucestershire, the County Council believed that level 2 was probably the best approach given the county's significant infrastructure pipeline with a number of Government supported schemes either in progress or confirmed for the future. Level 2 avoided the need for a mayor which would add another layer of governance.

The County Council would be producing a summary document that set the scene and would draw on existing conversations around the Gloucestershire Story. Central Government expectation was that county councils would take the lead in county areas and seek the views from partners including district

councils. Gloucestershire already had a good vision and strategy and partners had worked well together in the past in reaching a common position. The county with its coterminous boundaries for public sector organisations was in a much stronger position than most other county areas as county council boundaries rarely aligned with those for health, police and local enterprise partnerships.

Some District Council partners believed that all the options should be kept open including level 3 which involved an elected mayor. They noted that level 3 provided potential opportunities for more funding for the county and might be worth exploring. They suggested that District Leaders meet with Cllr Hawthorne in an effort to reach a common position before the paper was submitted to the Government.

It was recognised that at this stage Gloucestershire was doing little more than booking itself in for a conversation with Central Government and the final bid was likely to look very different to what was put forward initially.

#### **4.2 Western Gateway**

Western Gateway was gaining in capability, capacity and confidence. It was taking the lead in the Step Fusion Project at Oldbury and Berkeley. Conversations were taking place around the levelling-up agenda and there was a general feeling that it fitted well with the region with a particular emphasis on South Wales. Business West was leading on hydrogen-related projects. A conference was due to be held the following week themed around the Green Gateway.

Some concern was raised around awareness of hydrogen-related projects in the county. Companies were often reluctant to provide information due to commercial sensitivity and it was agreed that partners should inform Colin Chick of any projects that they were aware of so that he could inform the Western Gateway.

A reception had been held at the Houses of Parliament on the Step Fusion Project. Although the science and technology was unproven there were lots of benefits that would flow into the local economy irrespective of whether the project succeeded or failed. For the bid to succeed it was important that there was strong local engagement with individual organisations indicating their support.

In terms of green energy, Western Gateway was looking to appoint an Independent Commission to lead on this area with an initial focus on tidal energy around Swansea Bay.

#### **4.3 Gloucestershire Economic Growth Joint Committee (GEGJC) and Gloucestershire City Region Board (GCRB)**

Good progress was being made with each of the seven councils having either made a decision or about to make a decision for the committee to continue for another year. The lifespan of the committee could be extended further later if necessary.

### **5 HEALTH UPDATE**

#### **5.1 Living with Covid**

In response to national changes, a new plan had been produced on living safely with Covid in Gloucestershire (circulated). The new strategy was based around 'Prevent, Contain, Respond, Monitor' and replaced Gloucestershire's Local Outbreak Management Plan. The Health Protection Board would be responsible for overseeing the plan alongside other health protection issues.

Covid infection rates in the county remained high with a current level of 504 cases per 100,000 people. This figure was above the rate for the South West and England. A significant number of cases were being detected in hospital when patients came in for other reasons. Fortunately the number of people in Intensive Care due to Covid remained low.

The county needed to be ready to respond at short notice if there was another surge in cases. This included contact tracing, testing in particular communities and mass surge testing.

There was concern around the future role of the County Council in terms of outbreak management. The Council did not have the resources to do this and historically was the responsibility of a national agency. This was being raised at a national level by Directors of Public Health.

#### **5.2 One Gloucestershire - Integrated Care System (ICS)**

The appointments to senior positions would be confirmed in the week starting 7 March 2022 and public sector partners would be informed shortly afterwards.

The new statutory ICS organisation would be established on 1 July 2022. Everything was progressing as planned to meet that date. The committee structure, including the Integrated Care Partnership and links with the County Council and six District Councils, was still being worked on and would be finalised in coming weeks.

The System Plan for 2022-23 included recovery from Covid and interdependencies with Adult Social Care

**6 Future meetings**

23 June 2022 10am-12pm

29 September 2022 9-11am

1 December 2022 10am-12pm

**7 Mike Dawson retirement**

At the end of the meeting, Cllr Hawthorne thanked Mike Dawson for everything that he had done to support Leadership Gloucestershire over the years and he said that he would be greatly missed. Other partners joined Cllr Hawthorne in thanking Mike.

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## Gloucestershire Armed Forces Covenant

### 1 Introduction

Gloucestershire County Council first signed the Armed Forces Covenant in 2012, alongside other public sector bodies. In December 2021, a new Armed Forces Act received Royal Assent and brought with it a statutory duty for 'specified persons or bodies, including councils, when exercising certain housing, education, or healthcare functions (excluding social care) to have due regard to the three principles of the covenant':

- That the unique obligations of, and sacrifices made by, the armed forces should be recognised.
- That it is desirable to remove disadvantages arising for service people from membership, or former membership, of the armed forces; and
- That special provision for service people may be justified by the effects on such people of membership, or former membership, of the armed forces.

The Act requires the Secretary of State for Defence to lay draft statutory guidance before Parliament, which will come into force at a date to be specified. We understand that the Ministry of Defence intends to commence the due regard duty in Autumn 2022 and that the statutory guidance will be published in advance of that to give councils time to prepare for its implementation.

The armed forces community covers serving personnel and their immediate family (usually spouses and children); reservists and cadets; and veterans (anyone who has served more than one day).

### 2 Armed Forces Covenant (AFC) in Gloucestershire

The Gloucestershire AFC Partnership Board is currently chaired by Councillor Andrew Gravells and meets on a quarterly basis, with the secretariat provided by County Council Officers. It has good attendance and engagement from a wide range of partners including representatives from our military bases and military charities. In the past year we have been able to secure funding from NHS England for an AFC dedicated Social Prescribing post and have promoted the Covenant at the Tall Ships Festival and Armed Forces Day, with plans to attend two more events over the summer.

We have refreshed the information on our website and collaborated with colleagues in Operation Courage to try to secure a venue for a Forces Hub in Gloucester. In the Autumn we will be supporting an employment networking event organised by the Honourable Company of Gloucestershire and the Wessex Reserves Forces and Cadets Association.

### **3 Ongoing Support for the Armed Forces Covenant**

On the 16<sup>th</sup> of March 2022, ten years after the original commitment was made and in response to the new legislation, the county council and partners signalled their ongoing commitment to the covenant and held a re-signing event. Representatives from Gloucestershire's three military bases at Imjin, Beachley and the Duke of Gloucester Barracks were also present to pledge their support.

Leadership Gloucestershire has in the past taken the lead on the Armed Forces Covenant and Section 4 of the signed Covenant document outlined this role. It is our intention to publish the new signed Covenant on the GCC website and we are looking for the Board's approval for and endorsement of the following text to be included in the document:

#### **Section 4: Measures**

4.1 Leadership Gloucestershire (LG) which brings together key public sector organisations in the county and provides vision, leadership, and strategic direction in those areas where it is vital for organisations to work together has taken the lead on the Armed Forces Community Covenant in the county. LG sees the Community Covenant as a long-term statement of intent to improve and build on existing military/civilian community relations. We confirm that we, when exercising certain aspects of our public functions, will have due regard to the three principles of the Armed Forces Covenant as required under the Armed Forces Act 2021:

1. the unique obligations of, and sacrifices made by the armed forces.
2. the principle that it is desirable to remove disadvantages arising for service people from membership, or former membership, of the armed forces.
3. the principle that special provision for service people may be justified by the effects on such people of membership, or former membership, of the armed forces.

LG hopes that the Covenant will provide an opportunity to build upon existing good work and initiatives in the county. (For further information on the members and terms of reference of Leadership Gloucestershire see:

Leadership: Gloucestershire - Working together for you - Gloucestershire County Council).

#### **4 Recommendations**

Leadership Gloucestershire are asked to reaffirm their support for the Armed Forces Covenant and LG's leadership role with respect to the covenant.

Leadership Gloucestershire are recommended to approve inclusion of the above text in the new Covenant document.

*Councillor Andrew Gravells, Armed Forces Covenant Member Lead*

*Helen Flitton, Head of Commissioning (Complex Needs) and Armed Forces Covenant Officer Lead for GCC*

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**Gloucestershire Growth and Devolution Governance****Discussion Paper****1. Introduction**

- 1.1. Gloucestershire has established governance to consider key strategic issues across the County involving a range of partners.
- 1.2. At present, governance surrounding the economy and growth includes the Gloucestershire Economic Growth Joint Committee (GEGJC) and the Gloucestershire City Region Board (GCRB), with Leadership Gloucestershire acting as the umbrella partnership body for key strategic issues in the County.
- 1.3. The Local Economic Partnership (LEP) also retains a Board comprised of members from across the private and public sector including elected members.
- 1.4. The Levelling Up White Paper was published in February 2022, this was subsequently followed by a Levelling Up Bill which, as of August 2022, is at the Committee Stage in Parliament having proceeded through second reading.
- 1.5. This discussion paper aims to set out draft proposals for a future governance model that could provide effective governance around growth and the economy, and serve as a vehicle to satisfy requirements for democratic accountability, transparency and decision making capability to secure a 'level 2' devolution County Deal progress Gloucestershire's future vision and ambitions.
- 1.6. As a governance model aligned to level 2, this paper does **not** include a directly elected Mayor and is underpinned by a Leader and Cabinet system.

**2. Gloucestershire Economic Growth Joint Committee (GEGJC)**

- 2.1. The GEGJC was established in September 2014 through an Inter Authority Agreement (IAA) between the County Council and Gloucestershire district authorities, Under the IAA, GEGJC has executive powers which are broadly defined, including: "*To do anything it considers likely to achieve the promotion or improvement of the economic wellbeing of the area of Gloucestershire.*"
- 2.2. However, these powers are constrained by the following factors:
  - Each individual partner retains the right to promote or undertake economic activity within its area (albeit the agreement also requires partners to advise GEGJC before adopting a position that is at odds with that of the joint committee);
  - GEGJC is required to obtain the prior agreement of each partner(s) before considering a matter for decision in respect of that partner's area;

- The budget available to GEGJC

2.3. The GEGJC is empowered to take executive decisions within the scope of its powers, which, as mentioned above, are broad in their definition.

2.4. The IAA confirms that Gloucestershire County Council is responsible for the governance of the Committee, as the Administering Authority.

2.5. A Senior Officers Group supports the partnership, but formal governance remains the responsibility of the Administering Authority, in particular:

- GCC's s151 officer acts as the s151 officer for GEGJC
- GCC's monitoring officer acts as the monitoring officer for GEGJC

2.6. The initial term for the GEGJC was for five years that was due to end in September 2020. In June 2020, the GEGJC agreed to extend the committee by a further 18 months, providing an opportunity to review the governance of the committee and its role within the wider partnerships/forums within the County that are related to growth and the economy of Gloucestershire. However, due to the delay of the expected Levelling Up White Paper a further extension of the committee was agreed through to March 2023. The committee will expire and cease to exist in March 2023 if no further extension or agreement to replace the committee with an alternative structure is agreed.

2.7. In May 2022 Cllr Tony Dale was re-elected as the Chair of the GEGJC with Cllr Philip Robinson being elected as the Vice-Chair.

### 3. Gloucestershire City Region Board (GCRB)

3.1. Leadership Gloucestershire agreed to dissolve the Rural Ambitions and Severn Vale Vision Boards in early 2020 and replace them with a singular Gloucestershire City Region Board (GCRB), extending the membership to all Councils in Gloucestershire.

3.2. Updated Terms of Reference for the GCRB were developed and agreed with the Vision for the re-designed Board being as follows:

*“The Board is high-level multi-agency partnership to develop and support a shared vision for strategic growth and economic success for the County of Gloucestershire”.*

Further aims of the GCRB are to:

- Develop a long term, strategic and dynamic vision for the future of Gloucestershire which supports the eight Ambitions of Gloucestershire Vision 2050.
- Champion that shared vision and its delivery with a single voice inside and outside Gloucestershire, including with strategic partner organisations such as the Western Gateway Powerhouse.
- Lobby and bid for funding and support via government growth programmes and Western Gateway Powerhouse and other partners to support the delivery of the Board's ambitions.

- Promote the success of the Gloucestershire City Region and its strengths to attract inward investment and growth.
- Work closely with all sections of the Gloucestershire City Region communities, businesses and agencies to engage them in the generation and delivery of the vision.
- Build upon the inter-related strengths of the communities of the Gloucestershire City Region to fulfil the ambitions of each place and maintain their identities.
- Create a positive vision for vibrant rural communities, businesses and infrastructure to maximise their contribution to Gloucestershire.
- Work with partners to ensure the Gloucestershire City Region Vision can guide and integrate with future strategic spatial and infrastructure plans.
- Ensure the development of a Gloucestershire Vision complements other visioning and strategic plans in the County through such documents as the Local Transport Plan and the Local Industrial Strategy.
- Through the Gloucestershire City Region Vision - aim to create a special County which has uniquely attractive offers as a place to live and visit and a vibrant economy firmly based on modern commercial activity, built on the strengths of our communities.

3.3. Due to the impact of the Covid-19 pandemic and the subsequent development the Levelling Up agenda, the GCRB has not progressed further than SEDF funding being agreed by the GEGJC to progress the development of the board and Senior Officer Group meetings to scope out the terms and scope of the Board.

#### **4. Levelling-Up, Devolution and County Deals**

4.1. In July 2021 the Government announced that as part of levelling-up that they would seek expressions of interest to come forward for “County deals” that would aim to allow greater decision making and influence to encourage growth and prosperity. The Prime Minister stated that *“There is no reason why our great counties cannot benefit from the same powers we have devolved to city leaders”*.

4.2. In a further letter from the Secretary of State, it stated that County deals would be considered under the following broad principles:

- *local leadership*
- *sensible economic geography of a suitable scale and one based on local identity*
- *the nature and appropriateness of proposed governance structures*
- *ways to achieve greater financial efficiency, administrative streamlining and / or more joined up services in an area. This does not mean local government reorganisation is a prerequisite to participation.*

4.3. In February 2022 the government released the Levelling Up White Paper followed by the introduction of a Levelling Up Bill in May 2022. The Bill covered broad areas proposing reforms relating to devolution, planning and a range of measures aiming to reduce geographical, economic, social and health inequalities. The Bill proposed the creation of 12 “levelling up missions” introducing a statutory requirement for the Government to

report to Parliament on progress against the twelve missions set out in the Levelling Up White Paper.

## Devolution

- 4.4. The government stated that its preferred model of devolution is one with a directly-elected leader covering a well-defined economic geography with a clear and direct mandate. However, it also recognised that this may not suit all areas so a more flexible, tiered approach, allowing areas to deepen devolution at their own pace, was also proposed.
- 4.5. Broadly the tests of devolution was based on the following principles:

**Principle one: Effective Leadership:** Powers should be devolved to authorities which have the necessary structures and leadership for clear, strong local decision-making, **those authorities with stronger decision making structures will secure greater powers.**

**Principle two: Sensible geography:** To access more powers, any future devolution deals should be agreed over a sensible Functional Economic Area and/or a whole county geography, with a single institution in place across that geographic footprint. To ensure decisions are taken over a strategic geography, for any tier of devolution, the council or group of councils seeking devolution must have a combined population **of at least 500,000. Priority will be given to devolution deals covering either a FEA or a whole county geography, for instance a county council and its associated unitary authorities in the county area.**

**Principle three: Flexibility:** The tiers set out in the framework define a clear and consistent set of devolution pathways. Devolution deals will be tailored to each area, with not every area necessarily having the same powers. The table below sets out what a typical devolution offer may comprise at each level. The framework is designed to enable areas to deepen devolution over time recognising that, as institutions mature, they can gain additional powers.

**Principle four: Appropriate accountability:** In providing areas with more powers and funding flexibility, these powers need to be used appropriately to support local and national priorities. This means having local leaders and institutions that are transparent and accountable, work closely with local businesses, seek the best value for taxpayer's money and maintain strong ethical standards. In order to achieve this, mechanisms are needed to strengthen local accountability.

Function	Detail	L1	L2	L3
<b>Strategic role in delivering services</b>	Host for Government functions best delivered at a strategic level involving more than one local authority e.g. Local Nature Recovery Strategies	✓	✓	✓
	Opportunity to pool services at a strategic level	✓	✓	✓
	Opportunity to adopt innovative local proposals to deliver action on climate change and the UK's Net Zero targets	✓	✓	✓
<b>Supporting local businesses</b>	LEP functions including hosting strategic business voice		✓	✓
<b>Local control of sustainable transport</b>	Control of appropriate local transport functions e.g. local transport plans*	✓	✓	
	Defined key route network*		✓	
	Priority for new rail partnerships with Great British Railways – influencing local rail offer, e.g. services and stations		✓	
	Ability to introduce bus franchising	✓	✓	
	Consolidation of existing core local transport funding for local road maintenance and smaller upgrades into a multi-year integrated settlement		✓	
<b>Investment spending</b>	UKSPF planning and delivery at a strategic level	✓	✓	
	Long-term investment fund, with an agreed annual allocation		✓	
<b>Giving adults the skills for the labour market</b>	Devolution of Adult Education functions and the core Adult Education Budget	✓	✓	
	Providing input into Local Skills Improvement Plans	✓	✓	
	Role in designing and delivering future contracted employment programmes		✓	
<b>Local control of infrastructure decisions</b>	Ability to establish Mayoral Development Corporations (with consent of host local planning authority)		✓	
	Devolution of locally-led brownfield funding		✓	
	Strategic partnerships with Homes England across the Affordable Housing Programme and brownfield funding		✓	
	Homes England compulsory purchase powers (held concurrently)	✓	✓	
<b>Keeping the public safe and healthy</b>	Mayoral control of Police and Crime Commissioner (PCC) functions where boundaries align^		✓	
	Clear defined role in local resilience*	✓	✓	
	Where desired offer MCAs a duty for improving the public's health (concurrently with local authorities)		✓	
<b>Financing local initiatives for residents and business</b>	Ability to introduce mayoral precepting on council tax*		✓	
	Ability to introduce supplement on business rates (increases subject to ballot)			✓

\* refers to functions which are only applicable to combined authorities

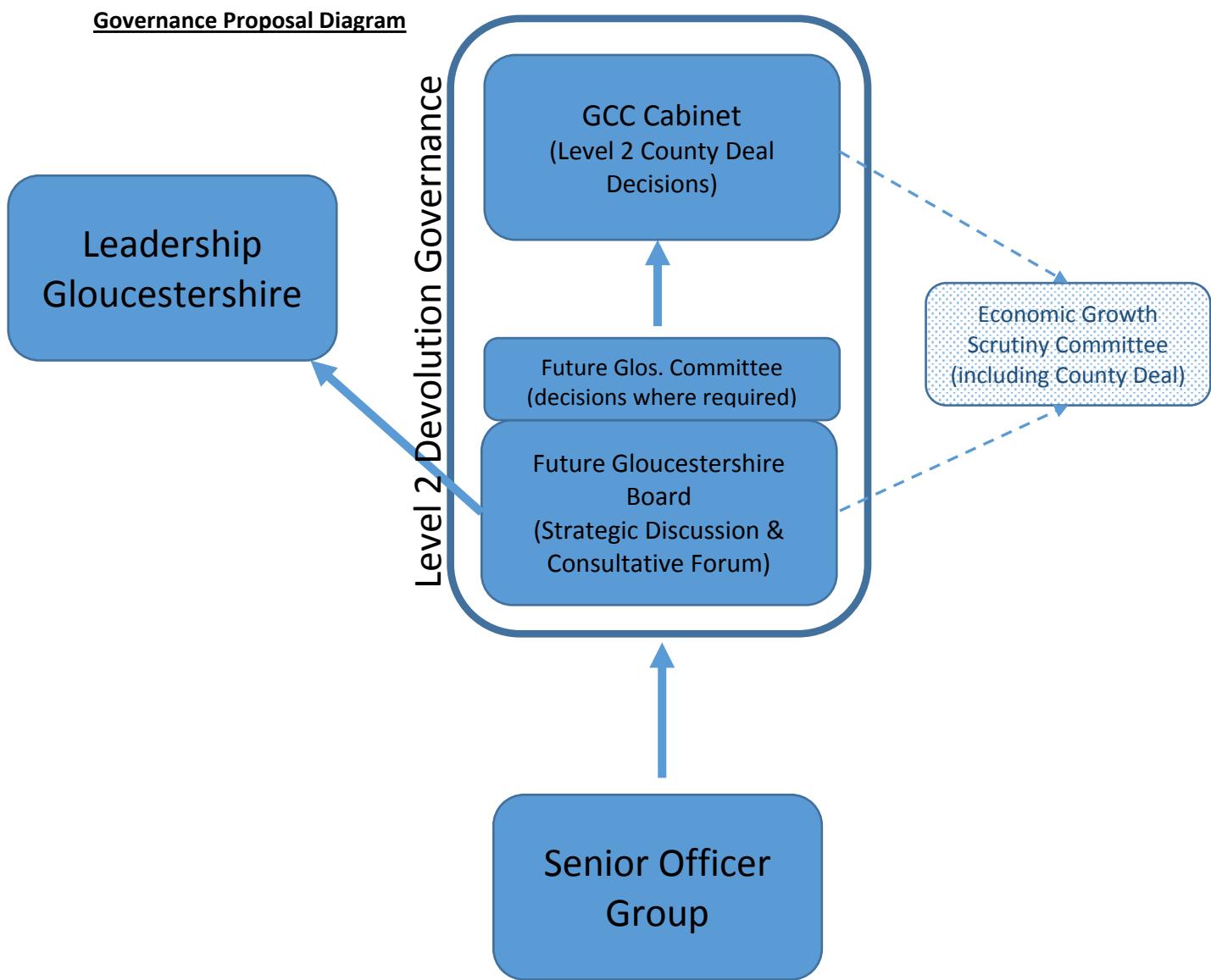
^ refers to functions which are currently only applicable to mayoral combined authorities

4.6. At the time of writing, an initial draft of a County Deal has been produced for Gloucestershire that has prompted further conversation and engagement between Gloucestershire County Council and the Districts.

- 4.7. The Government has announced the initial list of areas who will be in the first wave to negotiate a County Deal, however, it may not be until 2023 that Gloucestershire will be given an opportunity to engage with the Government on a devolution deal.
- 4.8. Nevertheless, reviewing and creating a more effective governance structure will still provide an opportunity for Gloucestershire to progress its ambitions, respond to known challenges, and continue to shape and set a positive and progressive vision for the County.
- 4.9. Establishing a clear, transparent and effective governance can be utilised to underpin any future devolution bid and demonstrate that Gloucestershire has created the appropriate democratic mechanisms that meet the test of exhibiting strong, local decision making.

## 5. Governance Proposal

- 5.1. The deadline of March 2023 for the GEGJC, the lack of progress on the GCRB and the Levelling Up Bill and clarity over the devolution offer provides a key opportunity for Gloucestershire to renew its governance.
- 5.2. The Covid-19 pandemic has presented a fundamental challenge to Gloucestershire. Economic recovery, inflation and the cost of living crisis and shaping a prosperous and successful Gloucestershire which enhances wellbeing for all priorities for Leadership Gloucestershire Partners.
- 5.3. The existing governance surrounding the GEGJC and GCRB has created duplication and has become over-complicated. Therefore, there is an opportunity to replace both forums with a singular forum which has a clear link to existing democratic decision-making processes to provide clear local leadership and accountability.



**Future Gloucestershire Board (Working Title – subject to change)**

5.4. It is proposed that the existing GEGJC and GCRB are replaced with single forum to engage in strategic discussion and act as the primary consultative forum to set a dynamic vision for Gloucestershire and to present and discuss issues. Examples may include:

- Economy and growth
- Funding and bids
- Devolution
- Skills and employment

- 5.5. The Board will have a wider membership (more aligned to the previously proposed GCRB) and include County and District Councils, Academia, Department for Levelling Up, Housing and Communities (DLUHC) and Business, Energy and Industrial Strategy (BEIS) **(membership to be finalised)**.
- 5.6. Meetings will take place in **public** offering a transparent and consultative forum for debate and for partners to provide feedback.

#### **Future Gloucestershire Committee (Working Title) & Inter Authority Agreement**

- 5.7. The current GEGJC is underpinned by an inter-authority agreement and meetings are held in public. GEGJC has decision making capability, particularly around funding and allocation of Strategic Economic Development Fund (SEDF). As such, the voting membership is limited to Gloucestershire's Councils. It is proposed that an updated IAA is negotiated between Gloucestershire Local Authorities to enable joint decisions, where all councils have a vote, to continue. As a minimum, this will allow funding decisions related to SEDF to continue beyond the current life of the GEGJC.
- 5.8. The Future Gloucestershire Committee could be given further powers via the IAA but this may be dependent on future negotiations on devolution and any consensus that is reached within Gloucestershire which is agreed with Government.
- 5.9. In practical terms, it is envisaged that only one meeting of the Future Gloucestershire Board would be diarised and arranged but that any decision making elements could be reserved at the end of the meeting to be voted on by Gloucestershire Local Authorities in the Committee portion of the meeting. To highlight this the Future Gloucestershire Board and Committee have been drawn next to each other on the proposed governance diagram.

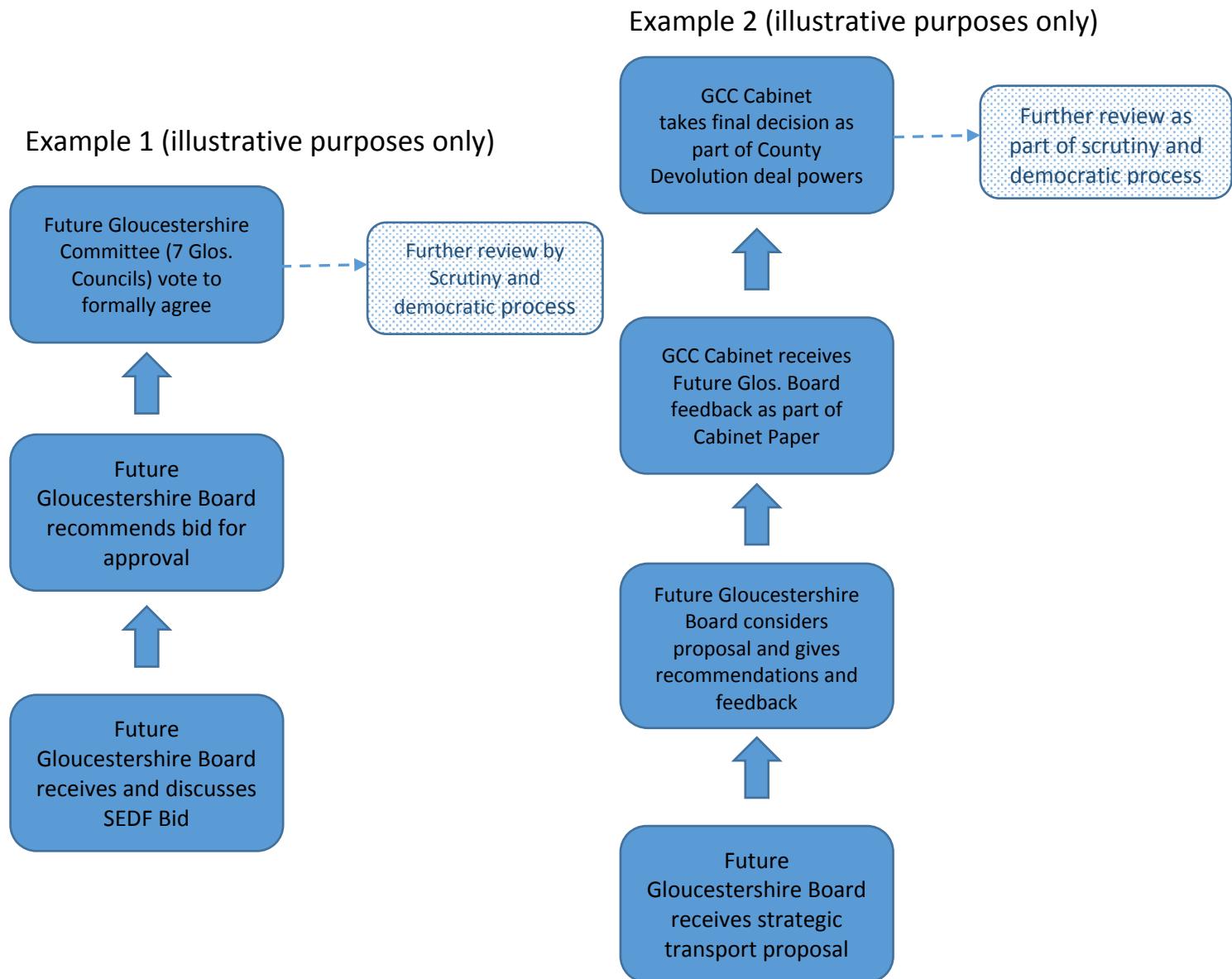
#### **Levelling-Up Bill and Devolution Governance – role of GCC Cabinet**

- 5.10. The Levelling-Up Bill clearly sets out that while engagement with District Councils is encouraged, devolution deals can **only** be agreed with County or Unitary authorities. Therefore, in Gloucestershire, GCC act as the lead authority for a County Deal.
- 5.11. Assuming that the option for a directly elected Mayor is **not selected** as the preferred governance model, it is proposed that the existing democratic structure of GCC Cabinet is used for remaining decisions relating to level 2 devolution. Examples of some potential level 2 powers can be found on the previous table in 4.5.
- 5.12. Selecting GCC Cabinet as the lead decision making body for any powers reserved for the lead authority in any devolution deal will ensure:
  - Transparency
  - Democratic accountability
  - Allow for representation, questions in public
  - Scrutiny and debate – either by existing scrutiny process e.g. Economic Growth Scrutiny Committee or forums such as Full Council

Meets test of leader and cabinet model providing strong local decision making needing for further devolution at level 2.

**Decision making illustrative examples:**

Below are two examples which are purely for illustration as to how the governance model could work in practice, providing an effective governance and decision making structure.



**Chair – Future Gloucestershire Board**

- 5.13. It was originally envisaged that an Independent Chair would be sought for the Gloucestershire City Region Board. The Future Gloucestershire Board will act as the primary discussion and consultative forum and proposed membership will be broader than Gloucestershire Councils, as such one option could be to recruit an independent chair to be a prominent figure and drive the strategic agenda. An independent chair would also align with the current arrangements in the Western Gateway partnership.
- 5.14. However, as stated above, with GCC placed as the lead authority within a devolution county deal, GCC's Leader may undertake this role as part of the wider devolution governance reinforcing and evidencing local leadership as part of any devolution deal.

## **Resources**

5.15. Beyond any decision to appoint an independent chair, partners may also want to consider committing further resources and sharing costs, for example, to appoint key staff to drive the agenda and business of the Board forward and promote the Gloucestershire.

## **Leadership Gloucestershire**

5.16. It is proposed that the Future Gloucestershire Board continues to report in to Leadership Gloucestershire in recognition of the wider partnership, who not all may be members of the proposed Board. It is also important that Leadership Gloucestershire can continue to receive updates and oversee the work of the Board and the wider governance.

## **Senior Officer Group (SOG)**

5.17. It is proposed that a singular Senior Officer Group is created to support the business of the Board. Attendance of the SOG will be flexible and adapted to include relevant officers in recognition that some of the items discussed may not be relevant for all partners.

## **Leader's Meeting**

5.18. An informal 'Leader's Board' was established as part of the GEGJC governance. To date, these meetings have primarily discussed matters of strategic planning – for example, a recent meeting was convened to discuss a Statement of Common Ground. Leader's meetings can still act as an informal discussion forum. It is therefore proposed that this meeting does not require being listed as a formal part of the governance structure but rather meetings will be called between Leaders where required in order to progress and discuss relevant items of business. These meetings can be arranged at the request of the Leaders in consultation with senior officers.

## **Economic Growth Scrutiny Committee**

5.19. It is proposed that the shared scrutiny function continues as at present via the Gloucestershire Economic Growth Joint Scrutiny Committee with an adapted remit tailored to the updated governance and scope.

## **LEP Board, JSP and Wider Governance**

1.1. Wider governance and forums within Gloucestershire are directly or indirectly linked to the economy and wider growth agenda. For example, the Joint Strategic Plan (JSP) will have a significant impact on the future development of the County. Renewing the governance structure as set out should provide needed clarity and an improved platform to promote growth within the county, region, with government departments and agencies as well as forums such as the Western Gateway.

## **6. Wider Considerations:**

- 6.1. As part of any new governance structure, detailed consideration will need to be given to the terms of reference and any inter authority agreements to ensure transparency, confidentiality (where certain items may need to be treated as exempt), and when and who is able to vote on certain matters.

## **7. Next Steps and Future Governance**

### **7.1. Summary of Recommendations**

- 1. That Leadership Gloucestershire review outline governance proposals and agree in principle to replacing the GEGJC and GRCB creating a singular primary forum for Gloucestershire and review the wider proposed governance framework to underpin a future county devolution deal.**
- 2. That further discussions and consultation is undertaken to finalise the name and proposed membership of the Future Gloucestershire Board.**
- 3. As part of ongoing discussions on the development of a county deal, further work is undertaken by senior officers to scope heads of terms for an IAA (including outline decision making powers) for the Future Gloucestershire Committee and which will be retained for GCC Cabinet under level 2 powers as the lead county authority.**

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## Living with Covid, 29<sup>th</sup> September 2022

Briefing for Leadership Gloucestershire, Siobhan Farmer (Director of Public Health)

### Impact of Covid-19 in Gloucestershire

Across Gloucestershire, and the county, the pandemic resulted in unprecedented national policy aimed to protect healthcare services, and those most clinically vulnerable to Covid-19, while vaccinations could be developed and rolled-out across the population.

Alongside this were major legislative changes and restrictions on individuals and businesses to reduce the likelihood of transmission, as well as societal change to rapidly adapt to concepts such as teaching at home, wearing personal protective equipment, home testing and self-isolation. The strength of local communities and volunteers to support each other, and essential services, during this time was inspirational and Gloucestershire saw the rapid development of our community help-hubs and locally led initiatives across the county.

To date there have been **195,079** confirmed first episodes of Covid-19 infection within Gloucestershire, with many people having the infection more than once. Sadly, **1631** people have died with Covid-19 mentioned on their death certificate in the county.

Positively **88%** of our population aged 12 years or older have had at least one dose of a covid vaccine and there has been good uptake of both second and booster doses.

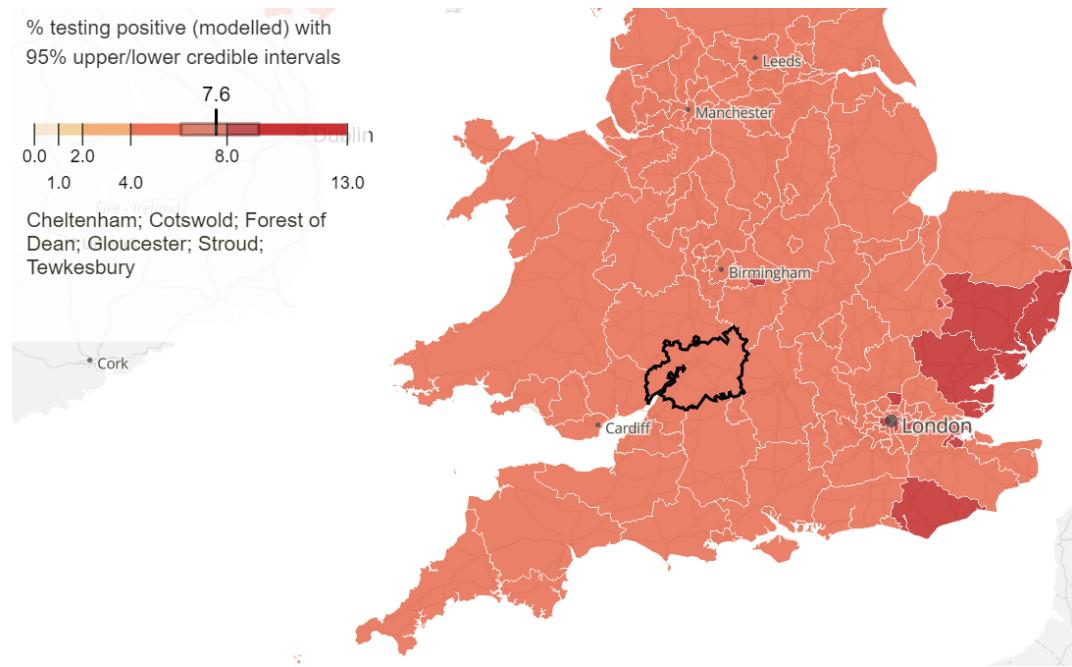
### Living with Covid-19

In July 2021, following a successful vaccination roll-out, most restrictions were removed in England with the subsequent publication of the 'Living with Covid' plan in Spring 2022. The UK is now in a position of learning to live safely with the virus, as it does with other respiratory infections such as influenza.

#### ▪ Current prevalence

Community testing was ceased in Spring 2022, however the Office of National Statistics (ONS) continues to survey the general population to estimate community prevalence. In the week ending the 5<sup>th</sup> September community prevalence was estimated at 7.5% within Gloucestershire, which is comparable with the rest of England. Hospitalisation due to the virus both nationally and within Gloucestershire remain very low.

**Figure 1: ONS Covid-19 infection survey, week ending 5<sup>th</sup> September 2022 [available from [Coronavirus \(COVID-19\) Infection Survey, UK - Office for National Statistics](#)]**



#### ▪ Modelling and new variants

It is anticipated that our populations defences against new variants will continue to strengthen as our immunity strengthens both through vaccine development and repeated exposure to the virus from an early age. However, this is still a relatively new disease and there remains some uncertainty as to when variants may develop, and what their impact on vaccines, antivirals or individuals will be. Because of this uncertainty there is no modelling on Covid-19 infection rates over the coming months.

#### ▪ Winter 2022/23

As we move to manage Covid-19 in a similar way to other respiratory viruses, winter preparedness and good vaccination coverage for both Influenza and Covid-19 are key.

Routine monitoring of the Southern hemisphere suggests an early flu season is possible. In addition to this there is less recent exposure, and therefore more susceptibility, to Influenza in our communities due to two winters with some degree of societal restrictions and limited social mixing.

As the UK's lead response agency, UK HSA are working with local Integrated Care Board leads and Local Authority public health teams to ensure that plans are in place to respond to acute respiratory infections in this winter.

- **Vaccinations**

Both the seasonal Influenza and the Covid-19 autumn booster programmes have started in Gloucestershire, with prioritisation of those most clinically vulnerable to respiratory infections. This is being delivered in line with JCVI evidence-based recommendations.

To protect those that are more vulnerable, or cannot have the vaccine, it is important that we strive to have good uptake of both the Influenza and Covid-19 vaccine in the county. This may require employers and businesses to implement occupational health programmes for the flu vaccine, or to encourage and enable staff to attend NHS provision for the vaccine within working hours and not penalise vaccine related absence. It will require our vaccination programme to be convenient and accessible, and for targeted engagement and outreach to communities which may be more hesitant to take up their vaccine offer.

Early indicators suggest that the dominant strain of Influenza circulating this winter is the same as last year and that there is a good match with the current vaccine. It is estimated that Influenza activity may be 20-30% higher than average activity due to a lack of recent exposure to the virus.

- **Protecting those most vulnerable**

While most restrictions have stopped, some individuals remain more vulnerable to Covid-19 and testing is available for these individuals to ensure that they have timely access to **antiviral treatment** if this is required.

**Symptomatic testing** is also available in health and social care setting to protect staff and service users and avoid transmission within these settings. In response to an outbreak, wider testing may be advised to minimise the impact of the outbreak.

While testing is no longer freely available for the general population key infection prevention and control messages remain pertinent this winter to protect others from a variety of viruses. These include advice to stay home if you can when you feel unwell, wash your hands regularly and 'Catch it, Bin it, Kill it'.

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# Integrated Care Partnership & Strategy

Mary Hutton  
Chief Executive Officer NHS Gloucestershire

September 2022



# Forming Integrated Care Partnerships

**What?** Health and Care Act 2022, section 26 – The formation of the statutory ICS to include two equally important and complementary components

- ICS NHS Body (Integrated Care Board - ICB)
- Integrated Care Partnership (ICP)

**Why?** The response to the COVID-19 pandemic clearly demonstrates the importance of joined up approaches to strategy development and decision-making across the system and communities.

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**How?**

- ICPs are required to be established in every system;
- The ICP is tasked with producing an integrated care strategy for their areas.

**Who?**

- A minimum membership required in law (the ICB and local authorities);
- Nationally suggested list is very extensive
- Will require a process to support continuous engagement

# The role of ICPs

- All systems should work together **collaboratively** through ICPs to achieve better health and wellbeing outcomes for their populations
- ICPs' central role is in the **planning and improvement** of health and care
- Support **place-based** partnerships and coalitions with community partners
- Develop an **integrated care strategy** to address the broad health and social care needs
- **Sharing good practice** across places and systems to improve health and care services

# Gloucestershire Health and Wellbeing Partnership

## Our ICP

- An aligned model with Health and Wellbeing Board
- A critical component of the ICS
- A statutory committee
- Built on existing partnerships and collaboration

## Purpose:

- Improve outcomes in population health and healthcare
- Tackle inequalities in outcomes, experience, and access
- Enhance productivity and value for money
- Help the NHS support broader social and economic development
- Address health inequalities
- Recognise the importance of the VCSE sector as a strategic partner

# Opportunities and challenges

## Opportunities

- Ensure **governance and decision-making** are proportionate and avoid duplication
- Drive and enhance **integrated** approaches and **collaborative** behaviours
- **Partnership and co-production**
- Strengthening **communities** being key
- Working together to **reduce inequalities** in our communities
- Address **health, wellbeing & care challenges** that the health and care system cannot address alone
- Continue working with multiagency partners to **safeguard** people's rights
- Addressing the **needs and preferences** of the population including specific cohorts
- Opportunity to share **good practice** in the sector you represent

## Challenges

- Risk of duplication
- Significantly wide remit
- Extensive membership needed to address remit

**Produce an ICP strategy by December 2022.**

# The Integrated Care Partnership Strategy

- **The purpose** of the ICP strategy is to develop evidence based system wide priorities that will improve the publics' health and wellbeing and reduce disparities.
- **Guidance** on developing the ICP strategy was published by DHSC on 29th July 2022, (guidance available [here](#)).
- **The Content** of the strategy should build on existing work to tackle challenges such as:
  1. reducing disparities in H&S care
  2. improving quality and performance
  3. preventing mental and physical ill health
  4. maximising independence and preventing care needs by promoting control, choice and flexibility
- **The ICP own the strategy** and are therefore are responsible for driving it's development.
  - The strategy should be evidence based and underpinned by the JSNA (joint strategic needs assessment)
  - There is a statutory requirement to involve people and organisations in the production

## The foundation of our work as a system

- The ICP strategy will describe how we will meet the assessed health, care, and wellbeing needs of the Gloucestershire population and therefore will be **the foundation of our work as a system moving forward**.
- DHSC guidance on the ICP strategy is largely permissive and suggests an approach that builds on the considerable work on integration has already taken place
- It is up to the health and wellbeing board and ICP to determine how the joint local **health and wellbeing strategy** and the integrated care strategy will complement each other and ensure that the assessed needs are addressed between them.

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- There is an interdependency between the ICP Strategy and the joint forward plan. The joint forward plan is a 5 year plan describing the local NHS contribution to delivery of the Integrated Care Strategy and universal NHS commitments.
- The interim version of the ICP Strategy will be **published Dec 2022** to enable the joint forward plan to align with the ICP strategy.
- When forming County Council strategy there must be due regard to the ICP strategy.

# Reflections from ICB Development Session on the Integrated Care Partnership Strategy

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Keep the strategy simple, short and deliverable	Strategy needs to work for the whole system as the impact will be seen across the system	The picture is changing so our strategy might need to be responsive
When the JSNA is reviewed the ICP Strategy will need to revised	This is our starting point, the strategy will be updated over coming years	A one page summary/infographic would help to show how our strategies and plans fit together and align
Value for money and productivity needs to come across in the proposed structure	Outreach to key public groups is important particularly underserved communities	Accessibility is important, test material with service users to check it makes sense and remove any jargon

# Draft Vision, Commitments and Outcomes

- The ICP strategy will describe our vision for the ICP for the next 5 years with outcome targets aligned to this vision.
- The vision and commitments included within the ICP strategy should align with existing vision statements across partner organisations.

## Vision Statement (this is a draft statement that is currently being reviewed)

- To improve the health and wellbeing of our population, we believe that by all working better together - in a more joined up way, and using the strengths of individuals, carers and local communities - we will transform the quality of support and care we provide to all local people.

## Key Principles/Commitments

- Work in equal partnership with our citizens, hearing their voices and recognising their value, to jointly transform health and care services
- Tackle inequalities in outcomes, experience and access.
- Deliver services that are equitable and aspire to be the best in the country.
- Build personalised services around both individuals and communities needs and strengths.
- Keep people healthy independent and living in resilient communities, through proactive prevention and protection.
- Support across the life course, meeting needs of children and families and supporting people to age well.
- Through locality based integrated working, operate as close to communities as possible to deliver services that meet the needs of the population
- Ensure Gloucestershire is a place people want to work by creating opportunities that are innovative and flexible.
- Work together to share information, maximise digital opportunities and use intelligence and data to better target our services.

## Outcomes (to be expanded through the process of drafting our vision & commitments)

- More of our services in the top 25% of performers nationally, with all of our hard delivery targets within acceptable ranges.
- Narrow the gap in outcomes, experience and access between our communities
- Deliver the priorities for the core20plus5 clinical areas of focus

# Draft Structure: Three Overarching Pillars

Draft material – not for onward forward

1

## Making Gloucestershire a better place for the future

Focus on the wider determinants of health/ population wellbeing  
Signpost to the existing Health and Wellbeing Strategy (HWBS) and priorities:

- 1. Physical activity
- 2. Adverse childhood experiences (ACEs)
- 3. Mental Wellbeing
- 4. Social isolation and loneliness
- 5. Healthy lifestyles
- 6. Early years and best start in life
- 7. Housing

2

## Transforming what we do

### Locality focussed approach

Delivery of place based integrated working that supports the needs of the local population  
Decisions taken as close to communities as possible except where there are clear benefits to working at scale  
Support prevention and address health inequalities at a local level

### Tackle inequalities

Reduce differences in experience, access & outcomes with a focus on the most deprived 20% and inclusion groups  
Focussed improvement for the core20plus5 clinical priority areas.  
Act as anchor institutions to benefit communities and enhance socio-economic conditions

### Create One Workforce for One Gloucestershire

Make best use of the workforce we have, and bring new people and skills into our system  
Ensure a collaborative approach to our workforce supporting our health and care services to access the skills and people they need

### Pathway focussed change

Bring services together across partners to deliver our care programme approach  
Strengthen integration across the life course, increasing our focus on the needs of children and families and supporting people to age well

3

## Improving health and care services today

Outlines the challenges we're facing with a particular emphasis on :

1. Improve access to care, reducing backlogs for those people waiting for care
2. Support improvements in the delivery of urgent and emergency care
3. Improve mental health support across health and care services.

Cross Cutting  
Enablers

### Strengthened communities and personalisation

Empower people to lead the lives they want, building resilient communities around what individuals can do, with a focus on prevention, enabling independence, choice and control.  
Foster a culture of co-creation, working in partnership with people and communities.

### Evidence led practice, research and innovation

Build an evidence led population health approach with planning and delivery of services driven by data and intelligence  
Create an environment that attracts leading edge research and innovation

### Digitally enabled services

Maximise digital opportunities to transform our delivery models  
Enable patient information to be shared and accessed seamlessly across the health and care system

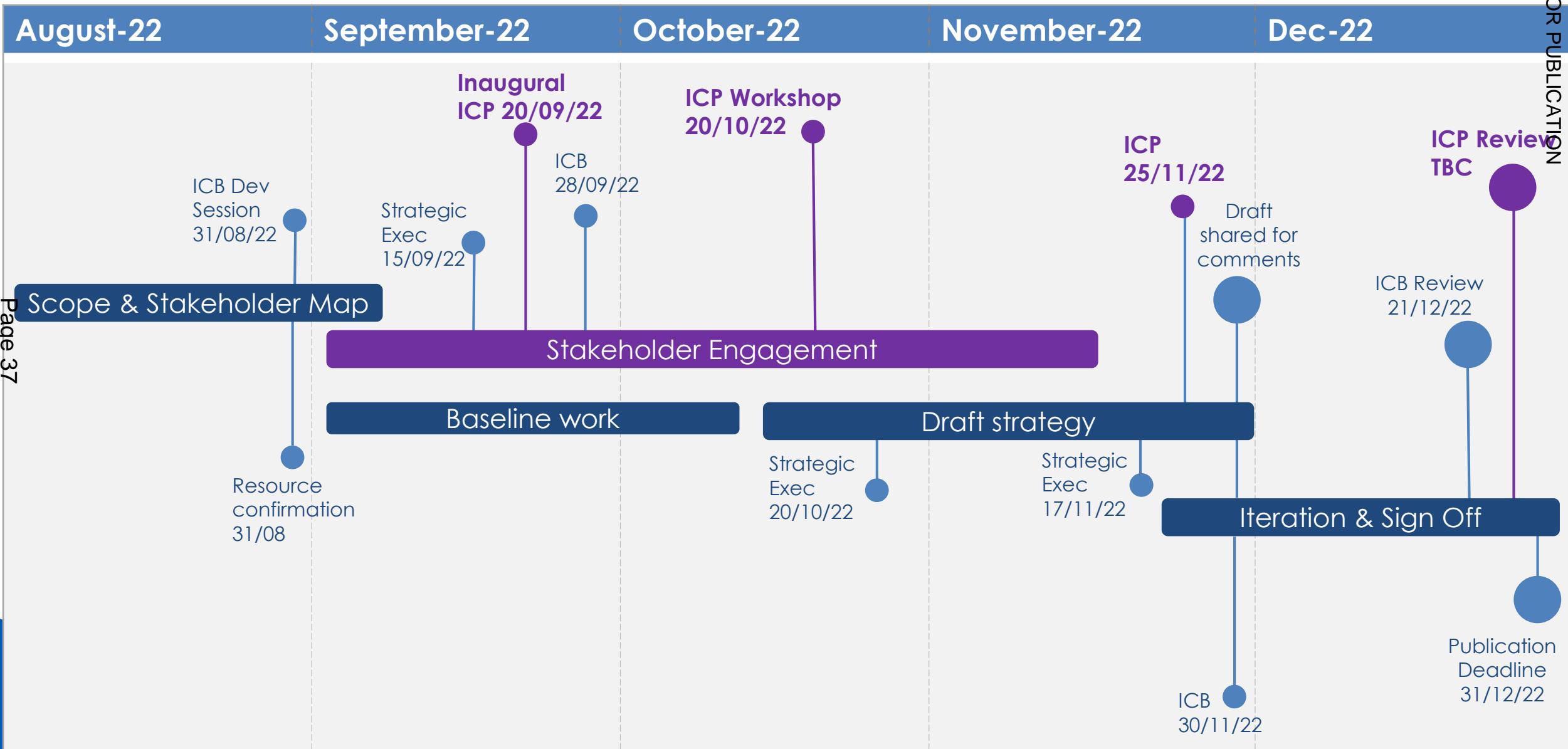
POPULATION

INDIVIDUALS

NOT FOR PUBLICATION

# ICP Strategy Timeline

NOT FOR PUBLICATION



# Developing Engagement Approach

Meeting Name	Date
Clinical & Care Professional Council	27th Sept
VCSE Strategic Partnership	3rd Oct
ILP's – Gloucester	18th Oct
ILP's – Cotswold	25th Oct
Clinical Directors	27th Oct
District Chief Execs	3rd Nov
VCSE Strategic Partnership	7th Nov
ILP's – Cheltenham	9th Nov
ILP's – Stroud & Berkeley Vale	17th Nov
Coalition for Child Friendly Gloucestershire	29th Nov
Safer Gloucestershire	TBC
ILP's – Forest of Dean	TBC
ILP's - Tewkesbury	TBC
Local Medical Committee	TBC
Local Optimal Committee	TBC
Local Pharmaceutical Committee	TBC
Local Dental Committee	TBC
Strategic Housing Directors	TBC
Cultural leaders (to be mapped further)	TBC
Gloucestershire Care Providers Association	TBC

- Engagement sought through in person meetings, as well as circulating engagement materials.
- Meetings identified to date show in the table on the left. Further engagement opportunities are in discussion.
- The engagement will focus on the direction of travel of the ICP strategy concentrating on the evolving vision, principles and overarching pillars
- There will be reference back to what we've heard in recent ICS engagement and from key 'voice' partners: Partnership Boards and Inclusion Gloucestershire
- Three key questions proposed for this engagement:
  1. Does the developing ICP strategy reflect what you have previously told us is important to the health and wellbeing of people living or working in Gloucestershire?
  2. Is there anything else you would like us to consider in the strategy?
  3. What could you contribute to the delivery of this strategy?