



Leadership Gloucestershire – 26 October 2017

1 Welcome, introduction and apologies

<i>Name</i>	<i>Organisation</i>	<i>Apologies</i>
Cllr Mark Hawthorne (Chair) Pete Bungard	Gloucestershire County Council	
Cllr Steve Lydon David Hagg	Stroud District Council	
Cllr Paul James Jonathan Lund	Gloucester City Council	Jon McGinty
Tim Gwilliam	Forest of Dean District Council	
Cllr Steve Jordan Pat Pratley	Cheltenham Borough Council	
Cllr Julian Beale Christine Gore	Cotswold District Council	Cllr Chris Hancock
Cllr Dave Waters Mike Dawson	Tewkesbury Borough Council	
Chris Brierley Richard Bradley	Police and Crime Commissioner's Office	Martin Surl Paul Trott
Rod Hansen	Gloucestershire Constabulary	
Dr Andy Seymour	NHS Gloucestershire Clinical Commissioning Group (CCG)	Mary Hutton
Diane Savory David Owen	GFirst Local Enterprise Partnership (LEP)	
Stephen Marston	University of Gloucestershire	
David McCallum	Gloucestershire Safeguarding Children's Board (GSCB)	
Simon Atkinson	Gloucestershire Constabulary	
David Stanley	Stroud District Council	
Jane Burns Jo Walker Simon Harper	Gloucestershire County Council	

2 ACTION NOTES

The notes of the meeting held on 27 July 2017 were agreed.

3 MATTERS ARISING

a) Strategic Planning Coordinator

Mike Dawson advised that, following the discussion at the last meeting, the Gloucestershire Economic Growth Joint Committee (GEGJC) had approved the approach proposed by Leadership Gloucestershire. The Chief Executive's Group had considered matters relating to hosting and recruitment. A report would be going back to the GEGJC setting out the formal arrangements: 'pay and rations' through Tewkesbury BC, based at GFirst LEP but with a remit to travel around the county and line management by Mike Dawson as chair of the GEGJC senior officer group.

Answering questions, Mike explained that the Joint Core Strategy was due to be adopted by the end of the calendar year. He recognised that there were some real challenges for the county in coordinating housing and employment demand and it was critical that all the local authorities worked together. He assured Cllr Mark Hawthorne that the recruitment process would start at the earliest opportunity following the meeting of the GEGJC on 29 November 2017.

Action – *Mike Dawson*

4 VULNERABLE CHILDREN – MULTI-AGENCY WORKING

David McCallum, Chair of the Gloucestershire Safeguarding Children's Board (GSCB), made a PowerPoint presentation covering the following areas:

- Membership and role of the Board
- What needs do our children have?
- Principles of an effective safeguarding system
- Child protection referral system
- Partnership strengths and areas for improvement

The Children and Social Work Act 2017 would transfer strategic responsibility from local safeguarding children's boards to local authorities, clinical commissioning groups and the police by Summer 2019. The key message was that there still needed to be high level strategic leadership and co-operation.

David explained that the number of children in the safeguarding system was rising and there were pressures on all organisations in dealing with additional demands.

The County Council's Improvement Board was chaired by a senior advisor from the Department for Education. The GSCB remained responsible for multi-agency improvement but this was constantly under review. There was a need to up the pace of improvement to meet the expectations of the Department for Education.

David explained that children's social workers and others were working in an increasingly challenging environment. He asked Leadership Gloucestershire partners to ensure that their staff were properly trained and understood what a safe household looked like and knew what to do if they were worried. He said that it was not enough to just ring a social worker.

Cllr Steve Jordan advised that there had been a number of serious case reviews and two domestic homicide reviews in Cheltenham. He said that Cheltenham BC had set up a working group to look at the issues raised by the County Council's Ofsted report. He recognised that it was not easy to change the culture. He noted that some concerns had been raised around the membership of the GCSB.

David explained that the GSCB had a statutory responsibility to ensure that practices were effective and properly coordinated. The Improvement Board had only been set-up for a limited period to oversee the improvement process. If changes to working practices were not happening quickly enough then the Department for Education might decide that a Multi-agency Board should replace the GSCB.

Pete Bungard summarised the three main challenges:

- a) Capability of every member of staff involved with children – responsibility of all partners.
- b) Problem around referrals – notifications by health, school and police leading to no intervention.
- c) Practice, supervision, case loads and 'drift' – County Council social care practice.

Cllr Mark Hawthorne recognised that there were some real challenges and realistically it would take two to three years to bring services up to the required level. He was seriously concerned that there was a 'referral' culture among some partners with 70% of referrals resulting in no action. This wasted resources at a time the County Council, in common with local authorities throughout the country, was struggling to fill vacant social worker positions. The general level of practice needed to be improved and Essex County Council had been appointed as an improvement partner.

Mike Dawson stated that the districts had a safeguarding group and had picked up a lot of the messages. The group had met with county colleagues and Detective Superintendent Simon Atkinson to discuss issues. There was a

particular problem around quality assurance that the group was looking to address.

Rod Hansen explained that the Constabulary made an automatic referral where there were domestic incidents with children involved. He said that it was important to understand the impact of changing practices. Dr Andy Seymour also noted the need to exercise care in changing practices as vulnerable children might be missed.

David McCallum said that each organisation should be making decisions on an individual basis and should avoid making the bulk referrals that were overloading the system. He said that it was important that the culture of organisations was changed so that they owned the level of risk.

Cllr Mark Hawthorne thanked David for his presentation and agreed that he should be invited to attend a future meeting to provide a progress report.

Action – Jane Burns (agenda)

5 **STALKING AND THE NEW STALKING CLINIC**

Detective Superintendent Simon Atkinson made a PowerPoint presentation covering the following areas:

- Impact on your workers and your role as leaders
- What is stalking?
- What to do?
- What is a Stalking Clinic?
- Advice for victims

Stalking was estimated to affect 1 in 6 women and 1 in 12 men during their lifetime. It was estimated that less than 1% of cases of stalking were recorded by the Police. A Stalking Clinic was a multi-agency panel that met monthly to review stalking cases.

Answering questions, Detective Superintendent Atkinson recognised that the initiative could result in an increase in the number of reported cases but the overall message was about protecting the vulnerable. He explained that a variety of channels were being used to raise awareness of the new approach including making links to professional groups such as GPs.

David Hagg believed that there might be some value in having a housing professional on the multi-agency panel as issues could arise around social housing. He agreed to take the issue away and discuss with Detective Superintendent Atkinson outside the meeting.

Action – David Hagg and Simon Atkinson

6 VISION 2050 AND BIG CONVERSATION

Stephen Marston stated that it was hoped that the Big Conversation would be launched on 1 February 2018 at Centaur, Cheltenham Racecourse. The date was yet to be confirmed but he asked that Leadership Gloucestershire partners hold the date in their diaries. He also asked individual organisations to consider who needed to be involved from their local communities. He hoped that an agency would shortly be appointed to lead the engagement exercise.

He explained that another agency would be appointed to undertake the validity exercise. This would provide a framework to analyse the six ideas that had already come forward from the expert panel and any others that were suggested.

The governance review would look at how big decisions were currently taken in Gloucestershire and consider what model was needed in future if we were serious about transforming the county.

Cllr Steve Lydon said that there needed to be an emphasis on young people, otherwise the initiative would fail. He noted that other areas nearby were making governance changes and were moving forward more quickly than Gloucestershire. He made a formal request that Matthew Andrew from the University provide a briefing for members of Stroud DC on the process so far.

Cllr Mark Hawthorne noted the importance of having a baseline so that local people could understand what the outcome would be for the county if no interventions were made. He recognised that the six ideas proposed so far would deliver very different levels of impact and this needed to be set out clearly.

Action – *Stephen Marston*

7 BUSINESS RATES RETENTION PILOT

David Hagg stated that the Government had confirmed that there would be a 'no detriment' clause for local authorities involved in pilot projects. He believed that it was in the interests of the seven councils to make a bid as there was no risk of anyone being worse off. Initial indications were that there might be as much as £10 million in additional revenue for the county. It was important, however, that the bid demonstrated how the funds would be used. He asked that all the local authorities sign the draft letter confirming the bid that he had circulated.

David Stanley, Director of Finance at Stroud DC, made a PowerPoint presentation providing an overview of 100% business rates retention, financial modelling, risks and growth. He noted that the benefits of the scheme would not be realised until the 2019-20 financial year.

It was a competitive process with the Government looking for bids from a wide geographic area. The timescale was short with the DCLG expected to start negotiating with successful areas from mid-November onwards. If areas were not selected then the DCLG had assured local authorities that local arrangements for business rates pooling would continue.

Cllr Mark Hawthorne stated that without primary legislation it appeared that the maximum amount of business rates that could be retained locally was 75%. He noted that the Gloucestershire bid was different to others as it included proposals around an economic growth pot. He requested that details of the proposed split of additional revenue between the Gloucestershire authorities be made clear.

David Hagg noted the importance of support from the local MPs and he said that he would write to them once signatures had been gathered from the local authorities to support the Gloucestershire bid.

Action – *David Hagg and Simon Harper*

8 TERMS OF REFERENCE AND WORK PROGRAMME

Consideration was given to a report setting out the results of a review of the terms of reference. One of the principles of Leadership Gloucestershire from the beginning was that it should work through consensus and there was no overall consensus to change the existing arrangements.

Cllr Steve Lydon stated that it was common practice with other partnership bodies that the chair, vice-chair and secretariat should change from time to time.

Cllr Steve Jordan suggested that Leadership Gloucestershire should consider the comments made and attempt to reach a consensus on areas for change. He believed that voting rights and chairing were amongst the areas that needed to be looked at.

It was agreed that a further discussion should be held at the next meeting.

Action – *Jane Burns (agenda)*

9 FUTURE MEETING DATES

14 December 2017

22 February 2018

14 June 2018

26 July 2018

11 October 2018

6 December 2018

All starting at 10am in the Members' Room at Shire Hall