



**Notes of the meeting of Leadership Gloucestershire held on
1 November 2012 (10.10 am start)**

1. (a) Welcome, introduction and apologies.

Name	Organisation	Substitute
Cllr Mark Hawthorne (Chair)	Gloucestershire County Council	
Cllr Carole Topple	Cotswold District Council	
Cllr Geoff Wheeler	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	
Jan Stubbings	Gloucestershire NHS	Mary Hutton
Chief Executive Advisers		
Pete Bungard	Gloucestershire County Council	Apologies
Mike Dawson	Tewkesbury Borough Council	
Secretariat		
Jane Burns	Gloucestershire County Council	
Visitors		
Andrew North	Cheltenham Borough Council	
Nigel Riglar	Gloucestershire County Council	
Linda Uren	Gloucestershire County Council	
Kirsty Pritchard	Gloucestershire County Council	

2. Notes of the previous meeting held on 6 September 2012

The notes of the meeting held on the 6 September 2012 were approved.

All matters arising had been pursued or were reported back elsewhere on the agenda.

NB: Local Government Resources Review and Business Rates Retention Pooling were the subject of a separate discussion before this meeting. All seven local authorities had signed up to a proposal to pool Business Rates and to focus the benefits on economic growth.

3. Shared Services Up-date : Case Studies

Andrew North, Chief Executive, Cheltenham Borough Council, gave an up-date in respect of UBICO and GOSS. He described the Borough Council's approach to commissioning outcomes and being open-minded about providers:

GOSS was created to provide both transactional and professional advisory services in HR, Payroll, Finance and Procurement. The service uses a new computer system called an Enterprise Resources Platform (ERP).

UBICO was created to jointly deliver a range of complimentary environmental services and is a wholly owned Local Authority Company.

Andrew described the benefits of the arrangements and the critical success factors/key learning points:

- work with the willing
- political leadership is critical
- solve/resolve problems early
- put in place robust governance arrangements

Both shared services were open to others to join.

The discussion focussed on the realisation of benefits, the importance of robust business cases, the ability to tailor services to local circumstances within the shared arrangements and the importance of strong political and managerial leadership.

Mark Hawthorne gave an up-date on the discussions between the County Council and the Constabulary looking into opportunities for shared back office functions. Initially, four areas were being explored: ICT, property, occupational health and communications.

Andrew was thanked for his up-date. Leadership Gloucestershire re-affirmed their commitment to continue to identify and explore opportunities for shared services.

Agreed actions:

- (1) A report be prepared on the key points of learning/critical success factors following the January meeting. **(Action: Jane Burns)**.
- (2) Information on Worcestershire's shared service for environmental health and trading standards be sought. **(Action: Jane Burns)**.

4. On-line Pupil Survey Results

Linda Uren, GCC Commissioning Director Children and Families, and Kirsty Pritchard, Lead Commissioner for Health & Wellbeing gave a presentation on the results of the most recent survey. 20,500 children and young people took part in the survey, making it one of the largest of its kind.

Presentation available on the link below:

<http://www.gloucestershire.gov.uk/article/108310/Agenda-and-Papers-for-Leadership-Gloucestershire>

The survey is a health-related behaviour survey that covers: healthy eating and physical activity; substances; safety and citizenship; relationships and sexual education; mental well-being; and demographics. It identifies vulnerable groups such as Looked After Children, young carers, children with a disability, special needs and those eligible for free school meals.

The survey is built up from school level. It provides a rich source of information for a number of organisations and agencies. Overall the story is very positive, although some vulnerable groups are facing a number of issues and challenges.

The discussion focused on understanding the key points. Everyone agreed that this was valuable information which would be of interest and benefit to a large number of organisations and partnerships. In particular, the Police and Crime Commissioner, the Health and Wellbeing Board, the Safeguarding Board and individual schools.

Linda and Kirsty were thanked for their informative presentation.

5. Troubled Families (Families First)

Families First is our local name for the national Troubled Families Programme. Gloucestershire has been given an indicative number of 900 families of the estimated 120,000. The Government has developed very clear expectations of what it requires for local areas. Our fears about how prescriptive the programme will be are being realised.

In Gloucestershire there has been very good partnership engagement, particularly at district level. The Children's Partnership Operations Board is steering the programme, reporting to the Health and Wellbeing Board.

Mike Dawson and Julian Wain are the Chief Executive leads on the Operations Board. Mike confirmed the commitment of all six district council Chief Executives to the programme.

Work has begun with the first 100 families. There appears to be patterns of short interventions from different agencies who "pull out" at the same time. We are also starting to identify families we don't usually work with. Housing providers appear to be best placed to know the families as families rather than "service users". 40% of the families live in Gloucester.

Discussion focussed on the positive progress being made on how local arrangements are working to identify families and on governance/reporting arrangements. At present the oversight role was through the Health and Wellbeing Board. It was suggested that Leadership Gloucestershire should provide the principal oversight.

Agreed actions:

- (1) Further consideration be given to the governance arrangements for Families First and the links with Leadership Gloucestershire. **(Action: Linda Uren)**
- (2) A further up-date be brought in due course. **(Action: Linda Uren).**

6. Economic Growth Up-date

Nigel Riglar presented a report on a number of economic growth projects, including: Growing Places (known locally as Gloucestershire Infrastructure Investment Fund); changes to funding major transport scenarios and the creation of local transport bodies; the role of GCC as the accountable body for these funds; proposed changes to economic development; and the recently published gfirst (Local Enterprise Partnership Vision 2020 and activity plan).

The discussion focused on the perceived bureaucracy and delays around GIIF, the role of the Investment Panel in relation to Leadership Gloucestershire and the LEP; the complexity of the different funding streams; and the need for better co-ordination of this raft of related activities.

It was suggested that the Countywide Strategic Planning Issues Group might take on a wider remit on behalf of Leadership Gloucestershire.

It was also suggested that further consideration should be given to the proposed make up and governance arrangements of the Local Transport Body.

Agreed actions:

- (1) gfirst be asked to expedite schemes/proposals for the GIIF. **(Action: Nigel Riglar).**
- (2) Governance arrangements for the GIIF were agreed and further consideration to be given to the governance arrangements for the Local Transport Body. **(Action: Nigel Riglar).**
- (3) Consideration be given to how best to co-ordinate the economic development/economic growth agenda. **(Action: Paul James, Nigel Riglar, Andrew North and David Owen).**

7. Health & Wellbeing

Helen Miller gave an up-date on the most recent Shadow Health and Wellbeing Board. There were a number of important developments, including a Board development session and the launch of the engagement process on the draft Joint Health and Wellbeing Strategy. Feedback so far was positive.

Agreed actions:

- (1) The Police and Crime Commissioner to be invited to be a member for the Health and Wellbeing Board. **(Action: Helen Miller).**

The presentation on the Clinical Commission Group was deferred until the next meeting. **(Action: Jane Burns).**

8. Late Night Levy

Mike Dawson presented an up-date on behalf of the Gloucestershire Licensing Officers Group on the Late Night Levy. Gloucestershire Constabulary are encouraging local authorities to adopt a Late Night Levy where it is economically viable to do so. In reality it may only be viable in the main urban areas and even then, it might not generate sufficient income to make it worthwhile.

Agreed action:

- (1) Further consideration will be given by Cheltenham Borough Council, Gloucester City Council and Gloucestershire Constabulary. **(Action: Mike Dawson to facilitate).**

9. Progress Reports

(a) Asset Management Task and Finish Group

Steve Jordan reported that the Group is still making positive progress. Further discussions are planned with district/borough councils individually on GIS. There are good examples of sharing buildings and facilities e.g. Tewkesbury.

(b) Countywide Strategic Planning Issues Group

Andrew North gave an up-date on recent developments, including: the Local Investment Plan, opportunities for the Community Infrastructure Levy; resources for better co-ordination of regeneration activity; allowable solutions for new housing.

Many of the issues had been covered under Item 6 above.

10. Date of Next Meeting

Thursday 20 December 2012 10.00 am – 12 noon. The new Police and Crime Commissioner will be invited to attend. **(Action: Jane Burns).**

Key Messages

- **Shared Services** – Leadership Gloucestershire was pleased to hear about the positive progress being made with two more projects: GOSS and UBICO. They also reflected on the key lessons learned – the importance of working with the willing; of strong political leadership; good governance and tackling issues and problems as they arise. Shared Services are a key area of interest for Leadership Gloucestershire and they are keen to promote further joint work.
- **On-line Pupil Survey** – Leadership Gloucestershire considered the summary findings from the most recent survey of children and young people. Over 20,000 pupils had taken part making it one of the largest surveys of its kind. They welcomed the richness of the information available and identified a number of themes and trends which could be investigated further. They also welcomed how the results are being shared with schools, partner agencies and thematic partnerships.
- **Economic Growth** – Leadership Gloucestershire had a further up-date on the broad and complex picture of economic growth/infrastructure initiatives. They were keen to see more rapid progress in terms of the Gloucestershire Infrastructure Investment Fund (GIFF) and encouraged gfirst/the LEP to expedite proposals. They asked for more work to be done on developing a clear list of Gloucestershire priorities for which funding streams might be available. They highlighted the need for better co-ordination of the current arrangements.

The meeting ended at 12.20 pm.