



GLNP Board Meeting

Draft Minutes

Date: 28-01-2019

Time: 09:00 – 11:00

Location: Board Room, The Growth Hub / GFirst LEP, University of Gloucestershire, Oxstalls Campus, Gloucester, GL2 9HW

AGENDA ITEM	ACTION
<p>1. <u>Welcome and Apologies</u></p> <p>Present: Jackie Jobs [JJ], Gareth Parry [GP], Doug Hulyer [DH], Andrea Burton [AB], Claire Minett [CM], Chris Short [CS], David Owen [DO], Russell Ashfield [RA], Jonny Loose [JL], Richard Lloyd [RL]</p> <p>Apologies: Jennifer Taylor [JT], Martin Lane [ML], Barry Wyatt [BW], Roger Mortlock [RM], Henry Robinson [HR].</p>	
<p>2. <u>Minutes of the meeting held on 15th November 2018</u></p> <p>The minutes were approved by the Board, but once two small amendments are made:</p> <ol style="list-style-type: none"> 1. Sarah Scott – confirmation of removal from the board with JT in her place. 2. Jonathan Medlin – check name spelling is correct within document. 	JJ
<p>3. <u>Landscape Enterprise Networks – presentation from 3Keel Catherine McCosker</u></p> <p>Presentation was provided by CM on the LENS concept. There were concerns regarding the strong focus on water, food and farming, although as a fairly new initiative this has been the most typical issue they have faced in their assessments. For Gloucestershire we need to consider not only flooding, but also health, productivity, air quality, soil condition etc.</p> <p>3Keel are a consultancy with the trademark for the LENS concept but do not hold you to the process and do not need to be engaged long term. GLNP proposal was to seek 3Keel to provide support to undertake the initial engagement and analysis of our region's challenges.</p> <p>There was also challenge around the engagement and relationships within this framework being too set apart with a middleman, however, as part of the LENS process, engagement events, meetings, visits etc are essential to the process and ensuring such foundations are built. EnTrade – originated out of Wessex Water but now independent – are able to address the financial transfer in ways that suit the region, but there are other organisations that LENS have also been working with to do such.</p> <p>Discussion between the Board determined that this is an interesting area and concept, but we are not in a position to lead on this just yet. It was agreed that the mapping tools need to progress a little further to help us understand the local need in a staged approach.</p> <p>The LEP offered to add in sustainability goals into their top 100 business relationship questionnaires. It was agreed to pick up on the low hanging fruit from the LEP questionnaire and look to progress with these issues as phase 1, with the potential to draw LENS into the fold then. It is known that one key issue is recruitment and retention of staff.</p>	

	<p>The LEP meet their Top 100 businesses twice a year, seeing either the CEO, Chair or MD.</p> <p>Do these businesses need to be seen as delivery agents for their sustainability advisors and risk mitigators?</p> <p><u>Actions:</u></p> <ol style="list-style-type: none"> 1. DO to lead on on-going reporting with top 100 companies to add sustainability issues, reporting back to the Board on progress at the next meeting and discuss next steps. 2. JJ to return to 3Keel to say we need to come back to them in July meeting. 	<p>DO</p> <p>JJ</p>
<p>4.</p>	<p><u>Board Member Updates</u></p> <p>EA - First meeting had for Wild About Gloucester. Positive initial meet, starting to collect data.</p> <p>CS – 1. The Agri-food and rural Business Sector group of the group are planning the development of a food strategy for Gloucestershire. CS on the sub-group overseeing this and have appointed a consultant to collect some data from across the county to get this started (see appendix 1 ‘Let’s Grow letter’). 2. The ROBUST project involving CCRI and GCC is looking to engage with the LNP on natural capital and ecosystem services, as well as labour. (see appendix 2 Glos Living Lab DRAFT)</p> <p>NE – Working on what the NRNs may look like. Will be coming out to consultation in March.</p> <p>NT – 1. Estate management and sustainability programmes running on the Gloucestershire estates, including repurposing and alternative use for buildings. 2. Running ELMs trials nationally. Have been running the ‘Payment for Outcomes’ trial in the Yorkshire Dales over 12 months, this has now expanded to Wales. Potential in Gloucestershire but not the right time at the moment.</p> <p>CPRE – (see appendix 3 notes for further update information) 1. To ensure using the student mapping project developed with UoG is integrated into the IEMT. Eager to present to Stroud and FoD to develop. 2. Glover Review, CPRE responded locally and nationally – Cotswolds and FoD. Review has had over 2000 responses. 3. Forestry Commission – our shared forest consultation out now. 4. Biodiversity Net Gain consultation – provided CPRE response, issued to JJ to look at what may be included in the LNP National response. 5. Participated in the JCS review.</p> <p>GWT – 1. BwN – getting big in Cornwall and Glasgow, beyond Gemma’s capacity to deliver in Gloucestershire, so GWT to lead. 2. Undertaking work on Natural Capital accounting. 3. Running an ELMs trial to ensure working across boundaries. 4. Rural SuDS in Stroud to link with WAG group.</p> <p>GLNP – 1. DH met with Nigel Riglar to get his views and our links with the County Council. 2. DH also met with BW to discuss the districts and see what they are looking for. We must show value to the districts to ensure continued funding. 3. First Wild About Gloucester meeting had last week, having first Mapping tool meeting this afternoon. 4. Establishing a Naturally Healthy Leadership Team to work on nature and health initiative – with public health, the HWB and hopefully the CCG. 5. We are supporting a national collective response from LNPs to the Net Gain proposals consultation, the draft will be going to members this week in the next newsletter.</p> <p>LEP – update below (no. 7).</p> <p><u>Actions:</u></p> <ol style="list-style-type: none"> 1. CS to get more information on the ROBUST project (see attached doc for now) 2. AB to connect CS with EA colleagues to be involved in the Agri group 	<p>CS</p> <p>AB/CS</p>

	<p>3. GP to help link with Rural SuDS in Stroud to the mapping tool.</p> <p>4. RA to provide more detail in to Payment for Outcomes trials.</p>	<p>GP RA</p>
5.	<p><u>Strategy and Work Plan – Working Groups and Delivery Leads</u></p> <p>Strategy has been approved by the board. Work plan is to be drafted with each of the Board and the wider membership. Current projects (live or pipeline) have been fed in to the workplan, but the finer objectives and outcomes are to be discussed with the lead organisation/member.</p> <p><u>Actions:</u></p> <p>1. JJ to issue the Work plan to each Board member and to discuss potential areas to lead on.</p>	<p>JJ</p>
6.	<p><u>Financial Report</u></p> <p>Still have the project budget allocation to be allocated, this may need to be rolled over – all board members happy with that.</p> <p>Clarification that 31st March is our end of year.</p> <p>Discussed a reserve to be created for the partnership – 6 months aspiration, but if a project comes along then this money should be spent not squirreled. JJ to budget for this and to understand what the “end of project costs” are.</p> <p>Funding – if GLNP funds projects e.g. the mapping tool, this needs to be accessible by the partnership members, particularly those that have invested in the project directly through GLNP funding.</p> <p><u>Actions:</u></p> <p>1. JJ to budget for 6-month reserve and identify the “end of project costs”.</p>	<p>JJ</p>
7.	<p><u>Local Industrial Strategy Update</u></p> <p>Kick-off meeting with Government on Feb 14th – will be ramping up work after the meeting.</p> <p><u>Actions:</u></p> <p>1. DO and RM to keep us updated with progress in the Board meetings.</p>	<p>DO/RM</p>
8.	<p><u>ERDF Update</u></p> <p>£700k of ERDF left in the last round. Match funding is a challenge; therefore, a reduced minimum has been negotiated. There is a working being held on 27th February for any partners interested in finding out more and being involved in potential projects that are put forward.</p> <p>See board paper appendix 4 for details. ERDF is a good demonstrator of the LNP and the LEP working together.</p> <p><u>Actions:</u></p> <p>1. AB to check in with Karen Andrews re projects.</p>	<p>AB</p>
9.	<p><u>2050 Concordat Update</u></p> <p>DH discussed with BW about progress on the Vision 2050 Concordat (appendix 5). There are going to be 3 subgroups created. 1. Rural Economy, 2. City region, 3. Severn Vale. It is important to have LNP presence on these boards.</p>	

	<p><u>Actions:</u></p> <ol style="list-style-type: none"> 1. DO to provide DH with Mike Dawson's contact details. 2. DH to contact Mike Dawson – lead officer on the Concordat – to suggest the LNP be a member of the 3 groups – based at Tewkesbury Council. 3. JJ to send Concordat to all member within Minutes (see appendix 5). 	<p>DO DH JJ</p>
<p>10.</p>	<p><u>John Baker – Shall we approach as temporary Board Member?</u></p> <p>There was a need for a Gloucestershire Plan – joint funded by 7 LAs and LEP. Hence, the purpose of John is to align the 6 district planning departments, with limited resources, to develop a new approach to planning. There are difficulties with this as the districts won't agree to give up any planning powers.</p> <p>John has completed the first stage of the work in December, although this hasn't worked smoothly due to LPAs unwillingness to give up their work. We need to look for change in this space.</p> <p>John's role could be supported by or could influence the production of the LNP mapping tool as well as any green infrastructure activities.</p> <p>It was agreed that John would not be relevant on the board but may well be best suited to sit on the WAG meeting and the IEMT. JJ is meeting John this afternoon and will discuss.</p> <p><u>Actions:</u></p> <ol style="list-style-type: none"> 1. JJ to discuss with JB about sitting on WAG Board. 2. JJ to discuss with GP & EA about the mapping tool and all the engagement groups. 	<p>JJ</p>
<p>11.</p>	<p><u>AOB</u></p> <ol style="list-style-type: none"> 1. Would we produce an Annual Report for GLNP (working with the Financial Year)? <p>This was agreed by the board but must be short, with visuals and infographics, as well as aligning the outcomes of each partner with the progress we have made as a partnership.</p> <ol style="list-style-type: none"> 2. Shall we host the next partnership workshop with the topic of the Env. Bill in March? <p>Agreed that this was a good idea regardless of continued release of information from Defra. But it shouldn't just be bemoaning the Bill. It should look to consider how the Bill may impact the county – both negatively and the opportunities it could present. We also need to consider it against the Agriculture Bill.</p> <p><u>Actions:</u></p> <ol style="list-style-type: none"> 1. JJ to discuss the workshop format with GP and plan the session. 	<p>JJ</p>
<p><u>Date of Next Board Meeting</u></p> <p>Thursday 14th March 2019, 09.00 am – 10:30 am Rm 8A / 8B, The Growth Hub / GFirst LEP, University of Gloucestershire, Oxstalls Campus, Gloucester, GL2 9HW</p> <p>This meeting will be followed by the Partnership Meeting and Workshop 10:30 – 13:00.</p>		

Appendix 1 – Let's Grow Letter

The Value of Farming, Food, Drink and the Rural Economy in Gloucestershire

Happy New Year.

Following up on the 'Let's Grow: The Future of Rural Business and Communities in Gloucestershire' event on the 29th November 2108, during January and February 2019, Martin Collison (Collison and Associates Limited), is undertaking a study on our behalf to collate information on the Gloucestershire Rural, Farming, Food and Drink economy.

We are particularly interested in information on larger companies or organisations in the agrifood and rural business sectors, as well as interesting case studies from businesses and organisations of all sizes.

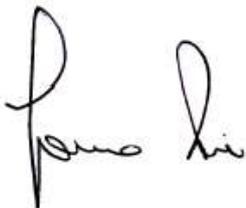
The data from this process will be combined with the inputs provided at the November event and from those who have already followed up with us after the event.

This final report will be presented at an event on 27th March 2019.

Any further help you can provide to inform this study would be extremely valuable and I would therefore like to invite you to add information to the form below and return it to RAU to: VCSec@rau.ac.uk by 31st January 2019.

If you would like to speak to Martin directly about this study, please contact him at: martin@collisonassociates.co.uk and he will arrange a time to speak to you.

Yours sincerely,



Professor Joanna Price
Vice-Chancellor

The Value of Farming, Food, Drink and the Rural Economy in Gloucestershire

Name and/or organisation	
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Question 1 - Gloucestershire's Agriculture and Food Sector:

Details needed	Companies, organisations, programmes and a web address if possible
Reports, data & case studies on the agrifood economy	
Major companies, trade bodies or organisations	
Agrifood technology centres, programmes and companies	
Dedicated agrifood advisory and professional services	

Question 2 - Gloucestershire's Rural Economy:

Details needed	Companies, organisations, programmes and a web address if possible
Reports, data & case studies on the rural economy	
Major rural tourism attractions and centres	
Rural engineering and manufacturing companies	
Environmental services and bodies	
Other major rural industries or organisations	

Please feel free to type directly into the form, save it and return it to RAU:

VCSec@rau.ac.uk by 31st January 2019

Thank you

Appendix 2 – Glos Living Lab - ROBUST

Research and Innovation Agenda – template for completion by Living Lab teams

Draft at 22 January 2019

LL name (e.g. Gloucestershire)	Gloucestershire
LL motto / overarching theme	The living lab is a testbed for post-Brexit policy thinking. More specifically, the lab will consider the feasibility of circular economy (CE) and natural capital (NC) growth models in the county and their potential for synergies and improved urban-rural linkages.
Research aim / question	<ul style="list-style-type: none"> (i) Identify new CE and NC governance models that we can experiment with in the county e.g. NC accounting; public/private contracts. (ii) What level of interest, existing practices and potential is there within Gloucestershire to support the initiation and/or expansion of CE and NC growth models in the county? (iii) What are the barriers to implementing CE and NC in the county? (iv) How would progress towards CE and NC principles affect existing governance in terms of new institutional arrangements? (v) How could CE and NC approaches affect rural-urban relations in Gloucestershire?
Research Objective 1	In the food theme, the objective is to identify potentials and barriers to CE and NC, including experimenting with changes to public and private sector food procurement contracts to reduce waste using CE approaches to material flows.
Research Objective 2 (if applicable)	In the ESS theme, the objective is to explore the potential for circularity within integrated water resources management and links with the NC agenda in terms of new institutional arrangements to provide ecosystem goods and services in Gloucestershire.
Research Objective 3 (if applicable)	In the business and labour markets theme, the objective is to record, articulate and experiment with CE and NC business models, values and practices and to identify barriers to expanding CE and NC practices, such as shared operations.
What are the innovation/s you are aiming to achieve? e.g. user-centred experimentation, experimentalist forms of governance, innovation activities within / across functions.	
Innovation 1 (Food)	Experiment with strategies to reduce (materials and food) waste in the local food sector, via innovations and potential adaptations to contracts and supply chain management arrangements. <i>Focal point: User-centred innovation.</i>
Innovation 2 (ESS)	Experiment with more integrated approaches to water resource management in Gloucestershire, including new public/private arrangements, and foregrounding the opportunities of NE to respond to climate change, economic development and land use planning. <i>Focal point: Experimental governance.</i>
Innovation 3 (B&LM)	Introduce CE and NC principles to selected local firms in order to inform a better understanding of commercial pre-requisites/contexts for innovative CE / NC business models to expand. <i>Focal point: shared learning/entrepreneurial ecology.</i>
How will you know you have achieved your objective/s? (please suggest indicators and success criteria)	
Innovation 1	We will provide data and feedback from the LL to inform the development of the county's food strategy and associated implementation plan.

Innovation 2 (if applicable)	<p>We will meet with and inform the three boards directing the Glos 2050 Vision agenda.</p> <p>We will influence and support GCC policy and governance development in terms of food waste, water resource management and circular business models.</p>
Innovation 3 (if applicable)	We will use feasibility data and feedback from the LL experiments to inform policy thinking in the preparation of the Local Industrial Strategy and related instruments (such as S106 agreements).
At what geographical scale will you be working?	Largely in the county but also sub-regionally, for example when considering river catchments, LEP collaborations and SMART development clusters.
How do your innovations relate to functional rural-urban relations?	<p>I1: Reducing plastic waste in the procurement chain is designed to ease demand for incineration services, which polarise opinion about rural-urban spatial functions. Reduced food waste will lead to supply chain efficiencies.</p> <p>I2: Water resource management connects rural land use with urban flood risk, while planned development in low-lying peri-urban areas exacerbates flood risk. A more integrated approach to water resource management could reduce consumption demand, recycle water resources and enhance natural flood management functions.</p> <p>I3: A better understanding of existing CE and NC practices in particular industries and barriers to these will help support shared commercial practices and new insights into investment in the light of emerging environmental, transport and industrial policies in the county, as well as the Glos 2050 Vision agenda.</p>
How do your innovations relate to governance arrangements?	These innovations are closely aligned to existing policy development processes and the data generated in the LL will be directed towards policy review processes, some of which include new governance arrangements (such as three new Glos2050 boards). In particular, the innovations outlined link to the local implementation of new post-Brexit national policies, namely: the Agriculture Bill, the Waste & Resources Strategy, the 25-year Environment Plan and the Industrial Strategy. CE and NC features prominently in these four strategic documents. At a more general level, the experiments will also be designed to test new governance models, particularly relations between private, public and civil actors and how arrangements may be implemented e.g. forms of contract.
Methods and Evaluation Pathway (please describe the proposed methods to be used for each stage of the living lab, including methods to monitor and evaluate outcomes)	
LL stage	Methods
Envisioning	Mind/stakeholder mapping, exploratory interviews, and a visioning workshop with stakeholders from the county.
Experimenting	Competency groups, further in-depth interviews, attending relevant (existing) stakeholder meetings (and foresight exercises at those events, if applicable).
Experiencing & Analysing	Shadowing and participant observation, plus field visits (individually and as groups to share learning), plus inviting speakers from outside the locale to share their experiences (e.g. sharing insights from CE work in Huddersfield/Leeds).
Evaluating, Monitoring & Reflecting	Evaluation questionnaires, knowledge café events and scenario exercises.
How will user participation be enabled in your work (i.e. co-creation)?	
Co-creation of innovations as described.	
How will the living lab be co-ordinated and managed? i.e. co-ordination, collaboration, leadership	

The LL team will comprise GCC and CCRI staff, who will be in regular contact throughout the LL.

In-depth preparation meetings will be held before each LL stage, including meetings to draft and agree the RIA, to review findings of the exploratory interviews and to review the progress of developing policies that affect the LL in the county.

In the envisioning phase, work will be divided between the team. For example, the CCRI will carry out and transcribe interviews; GCC will lead the stakeholder mapping exercise. Participant observation and attendance at meetings will be shared, as will the visioning workshop (end of this phase).

In the experimenting phase, although much of the routine, day-to-day work will be carried out by the CCRI, GCC will increasingly adopt a leading role. Experimental governance scenarios, access to business networks and collaboration with county food procurement specialists form key parts of this phase of work.

While CCRI will be able to providing research data, guidance on CE aspects, and LL evaluation as it proceeds, GCC will be vital in guiding policy development procedures and monitoring/reviewing the applications of the LL innovation agenda, for example through the three new Glos 2050 Vision boards. GCC will also oversee the external public profile of the lab at the local level.

What information / resources do you already have that you can use for the LL?

GCC data, access to LEP data and water resources data and access to data on GCC-led procurement procedures. Access to relevant governance networks such as LEP, Flood and Coastal Erosion Risk Management Working Group, LNP. Access via GCC to Glos2050 boards.

What information / resources will you need for the LL?

NA

Please provide a timetable / Gantt chart for your LL research plan / planned activities

Stage	Time (months) month 1 = November 2018							
	1 – 3	4 - 6	7 – 9	10 -12	13 -15	16-19	19- 22	22+
Envisioning								
Experimenting								
Experience								
Evaluation								

Appendix 3 – CPRE Updates

BOARD MEMBER UPDATES – January 2019 - CPRE Gloucestershire

1. The Glover Review of National Parks and AONBs

CPRE nationally has made a comprehensive submission to the call for evidence by the Glover Review of National Parks and AONBs in England. CPRE Gloucestershire contributed to that submission. We also submitted a separate response to the Review on the case for designation of the Forest of Dean as an AONB and on the issue of possible National Park status for the Cotswolds AONB. The submission in relation to the Cotswolds was endorsed by the other five CPRE branches with parts of the AONB in their area. I was pleased to join a fact finding visit by two of the panel members to the Cotswolds last August - Fiona Reynolds and Jim Dixon, and to a similar visit by Fiona Reynolds to the Forest of Dean earlier this month.

2. Forestry Commission: Our Shared Forest consultation

Also relating to the Forest of Dean, CPRE will be responding to the Forestry Commission's current consultation on a new direction for the public forest estate in the Dean which runs under the banner of "Our Shared Forest" and looks a long way ahead to the next 100 years. The deadline for responses is 28th February 2019.

3. A 417 Missing Link

CPRE has had further discussions with Highways England in the quest to secure an environmentally acceptable design solution for the A417 Missing Link.

4. Strategic Planning

We have made a submission to the consultations on Issues and Options for the Review of the Joint Core Strategy for Gloucestershire, Cheltenham and Tewkesbury, and to the Emerging Strategy consultation for the Stroud Local Plan Review.

5. Gloucestershire 2050

And we will want to input to follow up developments and discussions on the Gloucestershire Vision 2050 following the report back on the big conversation exercise and the issuing of the Concordat last October.

6. Biodiversity Net Gain consultation

CPRE nationally will be responding in detail to the Biodiversity Net Gain consultation. I have shared a working draft of the CPRE response with Jackie.

7. GIS mapping in the Lower Severn Vale

Lastly, with Rob Berry at CCRI and MSc students, we are putting the final touches to the GIS mapping work in the Lower Severn Vale which embraces land use, environmental and other data layers. The aim is a readily usable and useful resource. There has to be a link here with the Gloucestershire Environmental Mapping integrated environmental mapping tool. Rob will be arranging a briefing.

Richard Lloyd - 28 January 2019

Appendix 4 – ERDF Update

The Ministry of Housing, Communities and Local Government (MHCLG) have announced that there will be another round of the European Regional Development Fund (ERDF) in Spring 2019. The exact date that calls will be published has not yet been confirmed, although the rumour is currently end of April.

Gloucestershire has c£700k of ERDF left under Priority Axis 6 (PA6 is the thematic area of ERDF relating to Preserving and Promoting the Environment). Roger and Suzie have been doing some work on the health of the pipeline for these funds. The good news is that there are quite a number of people considering bids – amongst organisations who are now more realistic about what's involved and understand what the funding is trying to achieve. We know that, already:

- Severn Rivers Trust are interested in a project around Gloucester (with match from the Environment Agency and Gloucester City Council) to supplement the urban connectivity work done by other partners;
- Gloucestershire FWAG are interested in Cotswold road verges sustainable drainage project around key settlements, in partnership with Gloucestershire County Council;
- Sustrans have some interest in improving the biodiversity of key active travel routes in Gloucester and Cheltenham, with the County Council;
- GWT have been talking to Active Gloucestershire and the Gloucestershire Moves partnership about improving biodiversity in key routes to schools; and
- Tewkesbury BC are interested in building on their previous project (led by Gloucester CC) with Section 106 match.

The common theme among all the projects is that match is a challenge and none of them have £700k in match to bid for the remaining amount, nor is there any appetite for a lead partner to bring together a number of different projects under one banner.

Standard requirements for an ERDF application is a minimum project value is £1m, with a minimum £500k ERDF contribution. However, Roger used the pipeline research to convince MHCLG to agree a minimum project value of £700k with a minimum ERDF contribution of £350k for the PA6 spring call. This should allow the pipeline projects to submit realistic applications and encourage further interest. Of course, if there is a project that materialises with £700k match who wants to apply for the whole amount, that would still be OK too.

With this in mind, Roger and Suzie plan to host a PA6 **pipeline workshop on 27th February** (at the Growth Hub). The purpose of the workshop will be to:

- Set out the parameters of the proposed spring call;
- Remind attendees of the ERDF application and project management processes;
- Hear lessons learned from current PA6 ERDF grant recipients;
- Hear proposed project ideas from attendees;
- Facilitate a discussion/Q&A re: suitability and strength of proposed project ideas and how to best approach the application process.

Before this workshop is promoted, later this week, Roger and Suzie would welcome any feedback/thoughts from the GLNP Board.

Suzannah Newham

Project Manager (inc. ERDF Technical Assistance - PA6 and EAFRD Project Manager)

Gloucestershire Wildlife Trust

Phone: 01452 383333 ext: 125 Mobile: 07467 488 983 Email: suzannah.newham@gloucestershirewildlifetrust.co.uk

Appendix 5



Gloucestershire Vision 2050

Concordat: 22 October 2018

1. Purpose

- 1.1. This Concordat is intended to capture some two years of thinking and contributions from the Gloucestershire community in a single place; to set out a mandate that we believe exists for taking forward a Gloucestershire Vision 2050; and the way in which we might take this work forward.

2. Background and Context

- 2.1. A project to develop a vision for Gloucestershire in 2050 arose from a number of developments and discussions in 2016. Under the guidance of an Expert Advisory Group (which consisted of a cross-section of all stakeholders in Gloucestershire) an initial Vision was developed. This Vision identified the need for an ambitious, innovative, coherent, and cohesive long-term development plan for the county.
- 2.2. Separate to this process, the University, with the County Council, enrolled on Leading Places in 2016, a programme developed in partnership between the Local Government Association, the Higher Education Funding Council for England, and Universities UK. The Gloucestershire Leading Places project focused on how to improve the long-term, strategic leadership of the county, most specially to ensure that Gloucestershire fulfils its potential for economic and social development.
- 2.3. Although separate in origin, the two projects came together around a central theme of enabling decision makers and advocates to step outside of the status quo, current development plans, short-term political pressures, frameworks, and initiatives, to consider where Gloucestershire needs to be in 2050.
- 2.4. In July 2017 the University was asked to lead further work around the Vision. This work eventually became three connected activities:
 - a) Development of the Validity Framework: a process to assess the relative impact of different ideas or projects against an agreed set of ambitions as a way of informing judgements about priorities.
 - b) A report on Delivery Vehicles: the creation of guidance for leaders in the county about the structures necessary to deliver transformational change.
 - c) The Big Conversation: a broad public engagement exercise to seek views on the initial Vision and the set of ambitions set out in the Validity Framework.
- 2.5. More than a series of proposals, the intention of Gloucestershire Vision 2050 is to set ideas that collectively can transform the county for tomorrow while embracing, retaining, and nurturing the values and assets that are the central strengths of Gloucestershire today.

- 2.6.** The purpose of this Concordat is to record the commitment of Leadership Gloucestershire to develop the work that will actively create a positive future for the county. As part of this work Leadership Gloucestershire:
- a) Welcomes and notes the development of the Validity Framework, the report on Delivery Vehicles, and the outcomes of the Big Conversation as set out in sections 4 to 6. [October 2018]
 - b) Agrees the Gloucestershire Vision 2050 as set out in section 7, including the amended ambitions. [October 2018]
 - c) Acknowledges that there are critical medium and long-term issues relating to health, community, skills, safety and culture, for which existing partnerships provide governance, but which should be seen in future as integral to an inclusive Gloucestershire Vision 2050, as set out in section 8. The current governance structures should be mapped as part of the county-wide infrastructure, including their major projects of medium or long-term significance. [December 2018]
 - d) Agrees, using the governance mapping, to scope further the establishment of three Boards to move forward the realisation of that Vision as set out in sections 9 to 12. [February 2019]
 - e) Agrees to determine the most advantageous county-wide structure that would support the activities of the three Boards as set out in section 13. [March 2019]
- 2.7.** This will not be the only work undertaken to realise the Vision, and Leadership Gloucestershire therefore commits to review progress with the realisation of the Vision and may from time to time establish such other groups or initiatives as may be thought necessary.

3. The Need for Change

- 3.1.** Gloucestershire is a fantastic place to live with bustling towns, a historic city, innovative businesses and beautiful countryside. But the county faces some major challenges that will impact on all our lives if we don't take action.
- 3.2.** These challenges include a shifting demographic, with people living longer and young people leaving. A stark regional difference, for example, is that on average Bristol attracts 4,000 young people every year while Gloucestershire loses 400. If nothing is done to increase the attractiveness of the county as a place to live and work across all age groups then on current estimates by 2039 there will be 79,000 more people over 65, but only 7,000 more people aged 18 to 64, and 4,000 more people under 18.
- 3.3.** We have a great strategic location and a strong, competitive economy but are falling behind in terms of productivity and innovation. Over the next 20 years and depending upon UK growth prospects, there is estimated to be demand for up to 100,000 new jobs in the county, but only 7,000 more people of working age to fill them – and this is in a context where 77% of employers already report 'hard to fill' vacancies.
- 3.4.** Gloucestershire also faces those issues which affect other places, including climate change and the need to increase levels of sustainability in all we do. Social inclusion must be addressed and gaps in educational provision filled.
- 3.5.** Leadership Gloucestershire has therefore accepted the responsibility of owning a long-term vision for our county, so we are fully prepared to overcome the obstacles that threaten our future and our children's future.

4. Big Conversation Report

- 4.1. Leadership Gloucestershire welcomes and notes the report on the Big Conversation, which engaged people across the county and attracted over 2,500 responses.
- 4.2. The responses to this exercise demonstrated the existence of a real desire to plan for a better future for the county. Leadership Gloucestershire accepts that that desire should be harnessed and continued through a structured programme of work that seeks to deliver inclusive benefits to all parts of the county. The Big Conversation has therefore provided a clear mandate to continue with the development of the Vision.

5. **Validity Framework Report**

- 5.1. Leadership Gloucestershire has welcomed the Validity Framework Report. The 8 ambitions described in this report, with the suggested inclusion of 'safe' in the ambition for a healthy and happy county, are accepted as a foundation for decision-making in future, and have equal weight in Leadership Gloucestershire's eyes. It is also recognised that through the Big Conversation, the community prioritised the Inclusive, Healthy, Sustainable ambitions. Leadership Gloucestershire will therefore use the Validity Framework Report as an adaptable tool and consider new metrics and recalibration of weightings where necessary.
- 5.2. This report will be one point of reference to help inform the development of the Boards mentioned below and will support thinking about future county-wide structures.

6. **Delivery Vehicles Report**

- 6.1. Leadership Gloucestershire will consider the Delivery Vehicles Report. This report provides options for a structure for decision-making about the establishment of appropriate vehicles to realise transformational change. The examples of actual delivery vehicles are limited, so Leadership Gloucestershire will, over time, build a pool of further examples.

7. **The Gloucestershire Vision 2050**

- 7.1. Having considered the feedback provided by the Big Conversation, Leadership Gloucestershire has endorsed the following Vision for Gloucestershire 2050.

Gloucestershire: a great place to live, work and do business, with a thriving future.

And what does a thriving future mean? [Present in future as horizontal bubbles if poss]

- a) An inclusive county: we will ensure that the economic and social benefits of growth are felt by all.
 - b) A magnet county: we will see a growing working age population, by keeping
 - c) and attracting more 18-40 year olds with high level qualifications, who want to live and work in the county.
 - d) An innovative county: we will see more businesses starting up, growing, and investing in research and innovation.
 - e) A skilled county: we will see more people with high-level skills and jobs in skilled occupations.
 - f) A prosperous county: we will see rising productivity and household income, offering higher living standards.
 - g) A healthy, happy and safe county: we will ensure people have a good work/life balance and see improved health and wellbeing.
 - h) A connected county: we will see improved transport and internet connections so that people and businesses can connect with each other more easily.
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- a) A sustainable county: we will see more efficient use of resources and more use of sustainable energy.

- 7.2.** Leadership Gloucestershire owns this Vision and the Ambitions. It will establish such mechanisms as may be needed to ensure the Vision is realized. Any project developed with the intention of furthering the realisation of the Vision will be tested against the ambitions through use of the Validity Framework.
- 7.3.** It is recognised that these ambitions should be seen as sufficient for now, but there remains scope for further adaptation as we consider wider aspects in this report. The inclusion of ‘safe’ in the ambition for a healthy and happy county will require the adoption of new metrics into the Validity Framework. The inclusion of new ambitions (or new elements to existing ambitions) will likewise require a reappraisal of the underpinning metrics.
- 8. Existing structures to realise the Vision – to be captured fully by December 2018**
- 8.1.** There is already in existence a well-established multi-agency governance framework which can be built upon to provide robust strategic leadership for many of the ambitions in the Gloucestershire Vision 2050. These include:
- a) The **Health and Wellbeing Board**, which is currently undertaking a refresh of the joint health and wellbeing strategy for Gloucestershire.
 - b) The **Gloucestershire Economic Growth Joint Committee** which has recently commenced work to coordinate strategic spatial planning in the county to advise developing local plans in the period to 2050.
 - c) **Safer Gloucestershire**, a partnership body created to enhance public safety in Gloucestershire, working closely with the Health and Wellbeing Board.
 - d) The **Gloucestershire Employment and Skills Board**, which provides a link between the workforce and training needs of local employers with the provision of local education, training and skills providers in the county, to ensure there are strong matches between them.
 - e) The **Gloucestershire Local Nature Partnership**, which drives positive change in the local natural environment, taking a strategic view of the challenges and opportunities involved and identifying ways to manage it as a system for the benefit of nature, people and the economy.
 - f) The **Gloucestershire Local Enterprise Partnership**, led by the business community, in partnership with voluntary, education and public sectors, and which drives sustainable economic growth throughout the county.
 - g) The **Gloucestershire VCS Alliance** champions and supports voluntary sector organisations, aiming to make a difference to the quality of life for local people and contributing towards a sustainable future for Gloucestershire.
- 9. Realisation of Gloucestershire Vision 2050 – for further consideration and resolution by February 2019**
- 9.1.** Leadership Gloucestershire acknowledges that Gloucestershire Vision 2050 encompasses the full range of health, social, cultural, community, physical and technical infrastructure projects. While much relevant action is already in train (STP, Industrial Strategy, Joint Core Strategy) there is more to do.
- 9.2.** The initial Vision discussed through the Big Conversation included six ideas. The feedback on these ideas was invaluable in shaping the potential Boards outlined below, and raising the importance of county-wide transport, skills development, affordable housing, and culture as additional elements identified for greater importance.
- 9.3.** Leadership Gloucestershire has agreed that the idea to develop an international airport in the Cotswolds will be dropped. However, the development of better international connections will be vital in 2050 so work should progress to create stronger strategic links and better sustainable transport connections with existing major international airports including Heathrow, Bristol, Birmingham, and Cardiff.

- 9.4.** In the central area of Gloucestershire we found on balance a rejection of ‘merger’, loss of identity, and unchecked growth, but there is strong support for greater coordination and supportive development that addresses the issues faced by Gloucester and Cheltenham while enhancing their valuable and unique characters. There is little doubt that to have any impact on the younger person demographic will require a change to the offer in this central area.
- 9.5.** Leadership Gloucestershire has therefore agreed to scope further the establishment of Boards for three projects. Leadership Gloucestershire recognises that the scoping exercise for each Board will need to start with defining and affirming their own potential remit and goals. Public engagement will be crucial in all cases. These three potential Boards are described in section 10 below.
- 9.6.** Each Board will consider how to frame its scope so that it best delivers against each of the eight ambitions. Initially each Board will therefore be asked to complete a scorecard using the Validity Framework which shows how it has capitalised on proposed developments within its remit to have maximum positive (and minimum negative) impact on the ambitions.
- 10. Central Gloucestershire Growth Board/Central Gloucestershire City Region Board** [Title of Board to be confirmed at February 2019 Leadership Gloucestershire meeting]
- 10.1.** The purpose of this Board is to provide the vision and strategic context for the area currently covered by the Joint Core Strategy: this includes Cheltenham, Gloucester and Tewkesbury Borough. It is important that this vision covers all aspects of community life and business ambition, rather than just a development focus.
- 10.2.** A successful future for this area will require support from key government agencies, particularly Homes England and Highways England. Evidence from other areas shows that recognition of the government’s Cities and other agendas will assist in maximising the government support available.
- 10.3.** However, the sensitivity of the ‘City’ word is recognised, and is not intended as a descriptor of wholesale urbanisation. There are existing and emerging areas in England which use the ‘City Region’ brand to capture a geographical area with common purpose, often including market towns and significant rural hinterland. Use of this phrase needs to wholly respect that there is strong support for co-ordinated development, but no appetite for urban merger, loss of identity or unchecked growth.
- 10.4.** One of the key areas of focus for the Board will be the creation of a vision and masterplan which will set out how this area will respond to the Vision 2050 ambitions. The masterplan vision will also complement and support growth plans in other parts of Gloucestershire.
- 10.5.** The Board’s vision will be shaped to set out the kind of ambitious growth that will integrate business growth opportunities, high quality and affordable new homes, and infrastructure with ready access to sustainable green space and first-class leisure and cultural opportunities.
- 10.6.** The masterplan vision will advise the future development of the Joint Core Strategy which will ensure its incorporation into formal spatial planning processes.
- 10.7.** The vision will have a particular focus on the following issues:
- a) Increase the area’s ability to act as a central magnet and for the Cyber Park to become the UK hub for cyber security, a cyber hub of national and international importance
 - b) Ensure that the valuable and unique identities of Cheltenham and Gloucester are not diminished through a co-ordinated agenda for a wider area.
 - c) Ensure that developments in the area are of a high quality and of international standing.

- d) Ensure that inclusive economic growth is of equal benefit to both existing and new communities, and that health inequalities are a focus for action.
- e) Recognise the critical role that M5 junction improvements at 9, 10 and 11 will have in terms of delivering any significant growth, including cyber, wider business and housing.
- f) Ensure that the approach to transport includes improved connectivity within and to and from the area.
- g) To support new and existing communities, strategic development in the area will need to include high quality accessible green infrastructure.

10.8. This vision for innovative growth will be a vision to put Gloucestershire on the map as a centre for success, a magnet in central Gloucestershire to draw in new people and businesses to a world-class county.

11. Severn Vale Board

11.1. The role of Gloucestershire's Severn Vale is critical in terms of infrastructure and connectivity beyond the county, including issues such as rail improvements, the M5 corridor upgrade (and particularly junction capacity at 12, 13 and 14) and wider national transport links. But for this Board to respect the Vision 2050 concept and ambitions, it must consider all aspects of community life and business ambition rather than just an infrastructure focus.

11.2. In addition to upgrading existing infrastructure, Vision 2050 has considered the potential role of a third crossing of the River Severn between the Forest of Dean and Stroud districts. Whilst to date this has been described as a Lydney-Sharpness bridge, other locations have been suggested through consultation to date, and the Severn Vale Board should explore all options for a new crossing.

11.3. Wherever a new crossing is promoted it is recognised that this development should be more than simply an element of local transport infrastructure. Within Gloucestershire, this development would create stronger links between the Forest of Dean and Stroud districts, and even Gloucester, but beyond that it would connect much of England to South Wales in a new way that takes pressure off the M4 and M5. The local dividend will be the potential for new communities and economic growth based on the ambitions set out in the Vision. The Severn Vale Board should aim to seize the potential to make this part of the county not just a destination in its own right but also a new gateway to South Wales and critical to the operation of South Wales, the West of England, and the West Midlands

11.4. The Board should consider how to ensure local connectivity needs are informed by national developments, recognising that infrastructure development will be driven by where the volume of people want to get to both in and out of county; so, for example, local rail services will only be improved if Gloucestershire can work with others to get the strategic rail network serving city regions and tying into major national infrastructure investments such as HS2, west side of Heathrow, East-West Rail, and Crossrail.

12. Rural Ambition Board

12.1. As the title suggests, this Board should be looking for a positive vision of a vibrant rural economy, which allows market towns and villages, communities and businesses to be as proud of their contribution to Gloucestershire as they are already proud of their landscape. It should be looking at ways in which a vision for our rural assets compliments the vision for growth elsewhere in the County.

12.2. This Board will be asked to consider how to take forward regional parks and rural county- wide connectivity issues, which will include roads, rail, public transport and digital connectivity. There are many transport challenges to consider: within rural areas; connecting to the facilities of our urban areas; and connectivity beyond the county.

- 12.3.** This Board should consider how to address what impact the overall development of the county will have on the rural areas, and how that can, if necessary, be mitigated as well as the contribution the rural areas can make to that development. The latter may include eco-system services such as upper catchment flood management, high quality accessible green space, provision of key corridors allowing climate change adaptation for bio-diversity, and additional land for new 'garden' communities. This Board must have regard to the economic contribution that rural areas will make, noting that within 2 years something like 35% of premises in our rural areas will have world leading digital connectivity – with 1GB fibre to the premise. This will drive further investment including agri-tech, which has an enormous global potential and is already emerging through the RAU's Farm 491 Innovation and Incubation Hub.
- 12.4.** As an additional issue, this Board should also consider how to include within its potential remit support for an aspirational vision for the Cotswold Water Park.
- 12.5.** An example of a live long-term issue is the Government's willingness to look at amendment of AONB and National Park designations. Whilst pursuing enhanced landscape status would initially sound very positive for say the Cotswolds or the Forest of Dean, its impact needs to accommodate appropriate economic growth, adequate housing provision within low wage rural economies, and an existing infrastructure deficit.
- 13. Future County-wide Structures – for further consideration and resolution by March 2019**
- 13.1.** Any board charged with the delivery of a defined project(s) will only succeed if it can relate to a relevant over-arching structure that has an appropriate remit and relevant powers. On the presumption that Leadership Gloucestershire currently holds the county-wide architectural role, it is suggested that it would need to significantly stretch its functionality for it to sit above ambitious change projects. Looking at successful models elsewhere in the UK, this could include:
- a) Executive capacity (and funding) to function at all times, rather than to the episodic nature of its meetings.
 - b) Be prepared to be a single point of accountability in the eyes of Government, which is almost certainly key to any devolution of national functions and finance.
 - c) Be prepared to take on any responsibilities that the public bodies of Gloucestershire want it to hold collectively on their behalf.
- 14. Conclusion**
- 14.1.** Leadership Gloucestershire has agreed to move forward with a Vision of an exciting, vibrant, and prosperous future for the county. It will be important to continue to engage with the public as the Vision is developed further, especially with the young people who will continue to be the main beneficiaries of life in 2050 and beyond. In that sense, and alongside the scoping work of the potential boards outlined above, the Big Conversation continues.
- 14.2.** Leadership Gloucestershire has therefore committed to review, and report publicly from time to time on, progress in taking forward the commitments in this Concordat.