

Public Document Pack



Committee: Oxfordshire Growth Board
Date: Thursday 31 March 2016
Time: 2.00 pm
Venue: Council Chamber, Bodicote House, Bodicote, Banbury, OX15 4AA

Membership

Councillor Barry Wood (Chairman) **Councillor Ian Hudspeth (Vice-Chairman)**
Councillor Matthew Barber **Councillor John Cotton**
Councillor Sir Barry Norton **Councillor Bob Price**

AGENDA

1. **Apologies for Absence and Notification of Substitutes**
2. **Declarations of Interest**

Members are asked to declare any interest and the nature of that interest which they may have in any of the items under consideration at the meeting.

3. **Minutes** (Pages 1 - 4)

To confirm as a correct record the minutes of the meeting of the Oxfordshire Growth Board held on 2 February 2016.

4. **Chairman's Announcements**

To receive communications from the Chairman.

5. **Public Participation**

Members of the public may ask questions of the Chairman of the Growth Board, or address the Growth Board on any substantive item at a meeting subject to the restrictions set out in the public participation scheme: [Public Participation Scheme](#)

Deadline to submit questions: By 24 March 2016 in writing or email to the Chief Executive or Secretariat of the host authority

Deadline to submit requests to address the meeting: No later than noon on the day before the meeting (Wednesday 30 March 2016) in writing or email to the Chief Executive or Secretariat of the host authority

6. Post SHMA Strategic Work Programme update report (Pages 5 - 10)

Report Contact: Growth Board Programme Manager

Purpose of report

To provide the Growth Board (the Board) with an update on the Post-SHMA Strategic Work Programme (the Programme).

Recommendations

Officers ask the Board to note both progress of the Programme to date and the fact that it will not be achieved without the full continued commitment of all partners to the Programme, and to reaffirm that commitment.

7. Strategic Transport Forum report (Pages 11 - 22)

Report Contact: Growth Board Programme Manager

Purpose of the Report

To provide the Growth Board with an introduction to the Strategic Transport Forum (the Forum), a newly formed sub-group of England's Economic Heartland Alliance. The report also advises on the proposed work programme the streams the forum is developing.

Recommendations

To note the report.

8. Future Local Government Structures report (Pages 23 - 28)

Report Contact: Councillor Barry Wood

Purpose of the Report

The Board is recommended to note that the five District Councils for Oxfordshire have together with partners commissioned a report into the potential for Unitary Councils together with a combined authority; and that the County Council have indicated that they propose to separately commission work that will review all options for local government structures.

A letter from Oxford City Council (representing the districts) addressed to Oxford County Council, together with a briefing note from Oxford County Council are appended for information.

Recommendations

To Note the Report

9. Work Programme (Pages 29 - 34)

To consider and review the Board Work Programme.

10. Urgent Business

The Chairman to advise whether they have agreed to any item of urgent business being admitted to the agenda.

Dates of Future Meetings

Thursday 26 May 2016, 2pm, Council Chamber, Cherwell DC Council Offices

Councillors are requested to collect any post from their pigeon hole in the Members Room at the end of the meeting.

Information about this Meeting

Apologies for Absence

Apologies for absence should be notified to democracy@cherwell-dc.gov.uk or 01295 221847 / 01295 221589 prior to the start of the meeting.

Declarations of Interest

Members are asked to declare interests at item 2 on the agenda or if arriving after the start of the meeting, at the start of the relevant agenda item. The definition of personal and prejudicial interests is set out in the constitution. The Democratic Support Officer will have a copy available for inspection at all meetings.

Personal Interest: Members must declare the interest but may stay in the room, debate and vote on the issue.

Prejudicial Interest: Member must withdraw from the meeting room and should inform the Chairman accordingly.

With the exception of the some very specific circumstances, a Member with a personal interest also has a prejudicial interest if it is one which a Member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the Member's judgement of the public interest.

Local Government and Finance Act 1992 – Budget Setting, Contracts &

Supplementary Estimates

Members are reminded that any member who is two months in arrears with Council Tax must declare the fact and may speak but not vote on any decision which involves budget setting, extending or agreeing contracts or incurring expenditure not provided for in the agreed budget for a given year and could affect calculations on the level of Council Tax.

Evacuation Procedure

When the continuous alarm sounds you must evacuate the building by the nearest available fire exit. Members and visitors should proceed to the car park as directed by Democratic Services staff and await further instructions.

Access to Meetings

If you have any special requirements (such as a large print version of these papers or special access facilities) please contact the officer named below, giving as much notice as possible before the meeting.

Mobile Phones

Please ensure that any device is switched to silent operation or switched off.

Queries Regarding this Agenda

Please contact Pauls Staines, Growth Board Partnership Programme Manager / Natasha Clark, Democratic and Elections paul.staines@cherwell-dc.gov.uk, 01295 221847 / natasha.clark@cherwellandsouthnorthants.gov.uk, 01295 221589

Sue Smith
Chief Executive

Published on Monday 21 March 2016

Agenda Item 3

Oxfordshire Growth Board

Minutes of a meeting of the Oxfordshire Growth Board held at Council Chamber, Bodicote House, Bodicote, Banbury, OX15 4AA, on 2 February 2016 at 2.00 pm

Present: Councillor Barry Wood (Chairman), Leader, Cherwell District Council
Councillor Ian Hudspeth (Vice-Chairman), Leader, Oxfordshire County Council

Councillor Matthew Barber, Leader, Vale of White Horse District Council
Councillor John Cotton, Leader, South Oxfordshire District Council
Councillor Sir Barry Norton, Leader, West Oxfordshire District Council
Councillor Bob Price, Leader, Oxford City Council

Also Present: Alistair Fitt, Universities Representative, Oxford Brookes
Adrian Lockwood, Business Representative
Phil Shadbolt, Business Representative

Apologies for absence: Andrew Harrison, Business Representative
Jon Mansbridge, Environment Agency
David Warburton, Homes and Communities Agency (HCA)

Officers: Sue Smith, Chief Executive
David Edwards, Executive Director, Regeneration and Housing, Oxford City Council
Sue Scane, Director of Environment & Economy, Oxfordshire County Council
Bev Hindle, Deputy Director, Strategy & Infrastructure Planning, Oxfordshire County Council
David Neudegg, Chief Executive, West Oxfordshire District Council
Nigel Tipple, Chief Executive, Oxfordshire Local Enterprise Partnership
Paul Staines, Oxfordshire Growth Board Programme Manager
Natasha Clark, Team Leader, Democratic and Elections
Aaron Hetherington, Democratic and Elections Officer

12 **Declarations of Interest**

There were no declarations of interest.

13 **Minutes**

The Minutes of the meeting of the Board held on 19 November 2015 were agreed as a correct record and signed by the Chairman.

14 **Chairman's Announcements**

The Chairman made the following announcements:

1. Members of the public were permitted to film, broadcast and report on the meeting, subject to the efficient running of the meeting not being affected.

15 **Public Participation**

In accordance with the Public Participation Scheme, the Chairman invited individuals and groups who had requested to address the meeting or who had submitted questions to present them to the Board.

Ian Green, Executive Committee, Oxford Civic Society, addressed the Board in relation to agenda item 6, Post SHMA Programme Update Report.

The Board received questions from the following:

Helen Marshall, Director, CPRE Oxfordshire.

Helena Whall, on behalf of the coalition Planning for Real Need not Spectacular Greed in Oxfordshire. The Chairman presented the questions on behalf of Ms Whall who was unable to attend the meeting.

Mr Robert Warnes, Chairman of Sunningwell Parishoners against Damage to the Environment (SPADE).

Sharone Parnes, Woodstock resident and Town Councillor. The Chairman presented the questions on behalf of Mr Parnes who was unable to attend the meeting.

Mr Philip Redpath, Woodstock resident. The Chairman presented the questions on behalf of Mr Redpath who was unable to attend the meeting.

The Chairman advised that response to the submitted questions would be sent directly to the parties who had submitted them, made available on the Growth Board webpages and published with the minutes of the meeting.

16 **Post SHMA Work Programme Update Report**

The Growth Board Programme Manager submitted a report which provided the Growth Board (the Board) with an update on the Post-SHMA Strategic Work Programme (the Programme).

Resolved

- (1) That the both progress of the Programme to date and the fact that it will not be achieved without the full continued commitment of all partners to the Programme be noted and that commitment be reaffirmed.

17 **City Deal and Local Growth Fund Programme Exception Report**

The Growth Board Programme Manager submitted a report to provide the Growth Board with an update on progress with the projects in the City Deal as at 31 December 2015.

Resolved

- (1) That progress with the projects be noted.
- (2) That the recommended actions be supported.

18 **Board Work Programme**

The Board considered its Work Programme.

Resolved

- (1) That the Work Programme be noted.

19 **Urgent Business**

There were no items of urgent business.

The meeting ended at 2.30 pm

Chairman:

Date:

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Growth Board 31st March 2016

Agenda item

Contact: Paul Staines; Growth Board Programme Manager

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Post SHMA Strategic Work Programme Update

Purpose of the Report

1. To provide the Growth Board (the Board) with an update on the Post-SHMA Strategic Work Programme (the Programme).

Recommendation

2. To note progress with the Programme.

Background

3. The Board will recall that it approved the Programme on 30th July 2015. Since that date the Board have received regular reports updating progress against the Programme. The latest Programme timeline is attached as an Appendix.

Assessment of the unmet need of Oxford City

4. EOG will recall that the first key project within the Programme was to agree the figure for unmet need in Oxford City. To achieve this a critical friend was appointed and asked to critique the Oxford SHLAA, the Cundall report commissioned by South, Vale and Cherwell, the Oxford response to this and any other relevant information and provide a report to the partners
5. Following consideration of the report, all authorities agreed a working assumption of 15,000 homes for Oxford City's unmet need. All authorities agree to work towards this in good faith, based on the previously agreed process, which includes the review of the Oxford City's Local Plan.
6. Accordingly, the report from the critical friend has been finalised and published on the web site of the lead authority.

Green Belt Study

7. When the Board met in November officers were able to report that the Green Belt study had been completed and published.
8. The findings of the study have now been fed into the criteria used for the assessment of the areas of search in the Spatial Options Assessment Project.

Strategic Options Assessment Project

9. The Board will be aware that, following a check and challenge session on 30th October 2015, a long list of potential strategic areas of search for growth was agreed by the partners that would be taken forward for assessment in the Spatial Options Assessment Project.
10. After a delay caused by the withdrawal of the chosen consultants, new consultants Land Use consultants (LUC) were appointed.
11. The first major task of the project was agreement to a set of criteria to test the spatial options. This has been completed and LUC are now engaged with examining each of the options. They have a deadline of 11th April to provide a first draft report to officers ahead of a workshop on the 15th April. A final draft is then timetabled for mid- May.

Infrastructure Assessment Project (IAP)

12. In my last report to the Board, I anticipated that we hoped we would be in a position to appoint consultants to the IAP in late February 2016. However when the Project was tendered we received no responses and accordingly had to look again at how to progress the Project.
13. The options considered by the Project Team were firstly to retender, this would have meant at least a month delay assuming that on this occasion contractors came forward. The Project Team rejected this approach.
14. Instead, the Team decided to seek to “directly appoint” a consultant to the Project and to keep the costs of the Project below the tender threshold by accepting an offer from County colleagues to bolster the Project’s resources with in-house expertise.
15. At the time of writing this report, a contractor has submitted a proposal that the Project Team have approved that comprises;
 - Firstly, an Initial assessment of transport/accessibility of options, which will commence on 15th March and complete in time to feed into the 15th April Spatial Options Workshop, which this consultant will also attend.
 - Secondly, a more detailed piece of work assessing the transport infrastructure needs of the shortlisted options that merge from the workshop. The proposal from the project team is that this reports in draft in time for a check and challenge with the Project Team and EOG on 9th May.

Growth Board 31st March 2016

Agenda item

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16. This complete, there would then be a subsequent stage or stages refining this work alongside the finalisation of the spatial options. It is at this stage that strategic transport modelling would take place.

Programme Completion

17. Once the individual projects are complex there will be a final project to pull the threads of the Programme together, this will include considering other strategic infrastructure implications apart from transport. The Project Team have begun the task of scoping this final element of the Programme.
18. Notwithstanding this, officers now estimate that the Programme will ask the Growth Board to approve a Memorandum of Understanding containing the agreed apportionment of the unmet need for Oxford between the rural districts in early September 2016.

Conclusions

19. The revised Programme, attached as an appendix to this report, demonstrates that since I last reported to you the Programme continues to make progress, but slippage against agreed timescales has still occurred.
20. Given the history of the Programme and the fact that we are in many ways pioneering a collective approach to addressing an area's unmet need, slippage could probably have been anticipated, particularly given the fact that the Programme is now getting to the heart of the issue with the examination of areas of search
21. Notwithstanding this, officers acknowledge that the history of the Programme is one of slippage and acknowledge that it is now essential that, as far as possible, the Programme keeps to the revised timetable shown at appendix one to ensure that it does not affect upon the progress of partner's Local Plans.
22. Officers consider that this revised timetable is realistic but as we approach the nub of the Programme, is continuing to be challenging and will continue to report to the Board on progress

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Agenda item Appendix: Post SHMA Strategic Work programme March 2016

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No.	Programme Element	Lead Council(s)	Resources	Tasks	Outputs	Original Completion Date	Revised completion date as at 14th March 2016	Notes
1	Programme Set Up	WODC- Cherwell from 1/7/15	Growth Board Programme Manager/ In-house staff	Prepare Detailed Project Plan, agree project leads, identify resources, and define steering and reporting arrangements	Detailed Project Plan for approval at February Growth Board	ongoing		Completed.
			Growth Board Programme Manager/ In-house staff	Recruit/Identify Strategic Planner to support the Growth Board Programme Manager	Fixed term/ seconded Strategic Planner	February 2015	May 2015	Completed.
			Growth Board Programme Manager/ In-house staff	Engage external expert Critical Friend to independently validate and comment on the programme at key stages	Critical Friend appointed	February 2015	May 2015	Completed.
			Growth Board Programme Manager/ In-house staff	Develop communications strategy and Growth Board website	Communication Strategy and Website Information	February 2015	February 2015	Completed.
			Growth Board Programme Manager/ In-house staff	Develop coordination and communication protocol	agreed coordination and communication protocol	May 2015	August 2015	Completed.
			Growth Board Programme Manager/ In-house staff	Develop a confidentiality protocol		n/a	October 2015	Completed.
2	Define Oxford's Unmet Need	OCityC	In-house staff/ Consultants	Detailed response from VOWH, SO and CDC on Oxford SHLAA (Cundall Review)	Cundall Report	November 2014		Completed.
			Critical Friend	Critical Friend reviews Oxfords SHLAA and responses from rural districts and recommends an unmet need figure for Oxford based upon existing policy, with policy change options to be considered as a Strategic Option(s) and tested	Critical Friend Review Paper	February 2015	October 2015	Completed.
3	Strategic Options development to inform housing distribution	WODC	Growth Board Programme Manager/ In-house staff	Define scope of Strategic Options (i.e. size thresholds and essential criteria) and prepare standard information template (SHLAA compatible)	Scoping Paper and Standard Information Template	January 2015	March 2015	Completed.
		All Councils	In-house staff	Individual Districts generate aggregated Strategic Options	Strategic Options for all districts	March 2015	September 2015	Completed.
		All Councils	Critical Friend, Growth Board Programme Manager/ In-house staff/ Consultants	Check and Challenge workshop on Strategic Options list to ensure that all reasonable options have been included	Final Strategic Options list	March 2015	October 2015	Completed.
4	High Level Sustainability and Strategic Options Assessment	OCountyC	In-house staff	Finalise brief and procure consultants for Sustainability Assessment	Develop Project Brief and appoint consultants	February 2015	November 2015	Completed.
		OCountyC	In-house staff/ Consultants	Study the draft report and assess the relative contribution of areas of land to the purposes of the Oxford Green Belt in order to identify the potential, or not, for development, and the case for additional areas to be added to the Green Belt.	Draft Report on Green Belt Study	June 2015	April 2016	now part of spatial options testing framework
		OCountyC	In-house staff/ Consultants	Establish spatial and sustainability assessment criteria and baseline	Agreed assessment criteria and baseline	June 2015	April 2016	
				Identify any strategic environmental constraints	Report on Strategic Environmental Constraints	June 2015	April 2016	
				Identify any strategic infrastructure constraints	Report on Strategic Infrastructure Constraints	June 2015	April 2016	

Agenda item Appendix: Post SHMA Strategic Work programme March 2016

				Identify any strategic water constraints	Report on Strategic Water Constraints	June 2015	April 2016	work comencing to timetable with draft report due on 11th April
				Assess Strategic Options for consistency with Strategic Economic Plan	SEP Consistency Paper	June 2015	April 2016	
				Infrastructure assessment of Strategic Options, including transport	Infrastructure analysis of Strategic Options	June 2016	April 2016	
				Assess landscape and heritage impact of Strategic Options	Landscape and heritage analysis of Strategic Options	June 2017	April 2016	
				High level viability assessment of Strategic Options and draft list for infrastructure testing	Report on viability assessment of Strategic Options	July 2015	April 2016	
				Evaluate Strategic Options and Prepare Draft Sustainability Assessment Report	Draft Sustainability Assessment Report	July 2016	April 2016	
				All Councils	Critical Friend, Growth Board Programme Manager/	Check and Challenge workshop on emerging evaluation of Strategic Options	Revised Draft Sustainability Assessment Report and Revised Draft Report on Green Belt Study	July 2017
OCountyC	Critical Friend	Critical Friend review of evaluation of Strategic Options to ensure that this is justified and appropriate	Final Sustainability Assessment Report	August 2015	April 2016			
5	Infrastructure Delivery Plan	OCountyC	In-house staff/ Consultants	Collate existing IDPs and evidence	develop a background comprehensive evidence base	March 2015	January 2016	Completed.
				Define scope of infrastructure assessment work and transport assessment/ modelling	Detailed Project Brief	March 2015	January 2016	Completed.
				Initial assessment of transport/accessibility of options	initial options report for spatial options workshop	July 2015	April 2016	
				consideration of a more detailed assessment of options and infrastructure needs/ requirements of the shortlisted options.	first draft of infrastructure assessment report		June 2016	
				All Councils	Critical Friend, Growth Board Programme Manager/ In-house staff/ Consultants	Check and Challenge workshop on emerging infrastructure plans and priorities	Revised Draft Strategic Infrastructure assessment report	July 2015
		Finalise Strategic Infrastructure Delivery Plan	Final Strategic Infrastructure Delivery Plan	tbc	June 2016			
6	Complete final reports for Growth Board	All Councils		Recommendations on housing distribution between districts and implications for 5 year housing land supply	Report of Project Team	July 2015	July 2016	
			Critical Friend, Growth Board Programme Manager/ Strategic Planner/ In-house staff	Check and Challenge workshop on project Teams emerging recommendations	Revised Report to Growth Board	August 2015	August 2016	meeting date to be confirmed
			Growth Board Programme Manager/ Strategic Planner/ In-house staff	Growth Board consider recommendations and decide housing distribution between districts	Agreed position on housing distribution	September 2015	Early-mid September 2016	meeting date to be confirmed
			Growth Board Programme Manager/ Strategic Planner/ In-house staff	Publish statement of cooperation setting out agreed distribution	Revised Statement of Cooperation	September 2015	End of September 2016	
7	Strategic Habitat Regulations Assessment	TBC	In-house staff	Prepare brief and procure consultants	Project Brief	tbc	tbc	This project will commence alongside Local Plan reviews
			Consultants	Screening of Recommended Strategic Options	HRA Screening of Strategic Options Report	tbc	tbc	
			Consultants	Appropriate Assessment (if required)	Appropriate Assessment	tbc	tbc	This task will commence alongside Local Plan reviews
	Water Cycle Strategy	Vale/South	In-house staff	Prepare brief and procure consultants	Project Brief	tbc	tbc	This project will commence alongside Local Plan reviews
			Consultants	Prepare Water Cycle Strategy	Water Cycle Strategy	tbc	tbc	

Growth Board Executive Officer Group 31st March 2016

Agenda item

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Strategic Transport Forum

Purpose of the Report

1. To provide the Growth Board with an introduction to the Strategic Transport Forum (the Forum), a newly formed sub-group of England's Economic Heartland Alliance. The report also advises on the proposed work programme the streams the forum is developing.

Background

2. The Forum is a newly constituted body comprising representatives from across the Alliance membership, including principal authorities from Oxfordshire to Cambridgeshire and including individual local authorities together with Joint Statutory Committees such as the Growth Board and LEPs. Oxfordshire is represented by the Chairmen of the Growth Board and OxLEP, together with a representative from the County Council.
3. The governance arrangements for the forum are attached at Appendix 1 to this report.
4. The forum is supported by an officer group who will be charged with implementing an approved work programme

Proposed work programme

5. The outline work programme approved at the inaugural meeting is as follows:
 - To develop an initial Transport Strategy for the Heartland area – to be used to shape Alliance inputs into national and sub-national discussions;
 - Review existing transport strategy work across the Heartland area;
 - Publish an initial Transport Strategy (including the identification of strategic priorities for investment);
 - To input into the development of the next round of national investment strategies for road and rail;
 - Develop a proposal for the Major Road Network for the Heartland area;
 - Make the case for using the Major Road Network as the basis for allocating investment using monies collected through VED (Vehicle Excise Duty);

- Agree position statement on road network for input into the preparation of the next Roads Investment Strategy;
 - Agree position statement on rail network for input into the Initial Industry Plan (that shapes the next Rail Investment Strategy);
 - To provide strategic input into major studies and/or major projects – to include but not limited by:
 - A1 (M25 to Peterborough) corridor study
 - East-West Links (Expressway study)
 - East-West Rail – provide on-going support to the East-West Rail consortium as appropriate
 - To develop a co-ordinated approach to transport modelling across the Heartland area – to realise efficiencies and improve the evidence base;
 - To identify opportunities for innovative approaches to procurement that can be applied across the Heartland area - working with the Civil Engineering Contractors Association; and,
 - To develop a detailed proposal for Government funding support for the activities of the Strategic Transport Forum – building on the initial proposal for £10m of revenue funding over 5 years identified in the Strategic Transport Proposition submitted to Government in July 2015.
6. The first substantive project for The Forum, the Strategic Transport Strategy, is being led by Hilary Chipping of SEMLEP. Officers from across the member authorities will be involved in a working group to support this project. Progress on this strategy, and other elements of the sub-group work programme, will be reported back to the Growth Board.

England's Economic Heartland Strategic Alliance Strategic Transport Forum

Governance Arrangements

1. Strategic Alliance: Background

1.1. The Strategic Alliance initiative came about through recognition of the fact that:

- In terms of strategic infrastructure the issues (and solutions) extend beyond any one single upper-tier authority
- Issues that are common to one or more upper-tier authority administrative area may benefit from a co-ordinated response
- There is a need for stronger integration of investment by Government, its agencies, local authorities, as well as infrastructure and service providers

1.2. In this regard the Strategic Alliance partners share a common aim: to look beyond current success and through collaborative work are committed to the aim of:

- a) Raising productivity to match, and where possible exceed, that of our global competitors
- b) Addressing identified barriers to the delivery of economic growth

1.3. In this way the Strategic Alliance partners look to:

- a) Strip away duplication and remove inefficiencies, enabling faster, more agile decisions
- b) Simplify funding streams wherever possible so that the time (and cost) taken to develop proposals and get them delivered on the ground is reduced
- c) Provide greater certainty for private sector investors thereby encouraging them to commit sooner to investments with greater confidence

1.4. A key principle of the Strategic Alliance approach is that participation in it:

- Does not oblige partners to be involved in all activities, projects or proposals
- Does not preclude any partner from working cross-boundary with other organisations or partners.

1.5. The Strategic Alliance approach is entirely consistent with the development of local, county based 'devolution deals'.

2. Strategic Transport Forum: Statement of Purpose

- 2.1. Early agreement was reached amongst the Alliance partners that strategic transport issues are an area in which there is added value to be realised through collaborative working at the sub-national scale.
- 2.2. To that end the Strategic Transport Forum has been established as a non-statutory partnership. The Terms of Reference set out the purpose of the Forum as being to:
 - Provide the opportunity to share technical expertise and resources across the partners to assist in the development, assessment and implementation of proposals
 - Enable a more efficient and meaningful engagement with the Department for Transport, infrastructure agencies (such as Highways England and Network Rail) and service providers (such as bus and train operating companies)
 - Provide the focus for a single conversation on strategic transport related activities.
- 2.3. In this way the partners will be able to:
 - Enable rationalisation of standards, practices and policies in order to improve the efficiency and effectiveness of day-to-day operation of the transport system and response to disruption (accidents, emergencies and extreme weather events)
 - Build upon locally identified needs to develop and maintain a single overview of strategic transport priorities in liaison with the Local Transport Authorities/Boards and other stakeholders as appropriate
 - Manage the resources available to establish project teams as a means of providing leadership required to develop strategic proposals, including engagement with business and the wider community
 - Establish joint bidding teams to undertake and commission technical work (including the development of business cases) to secure investment funding to enable the delivery of strategic proposals
 - Work with Government and its agencies to co-design nationally delivered transport investment programmes.
- 2.4. At the time of its establishment the geographical extent of the Forum extends to cover Oxfordshire, Buckinghamshire, Northamptonshire, Milton Keynes, Bedford, Central Bedfordshire, Luton and Cambridgeshire.
- 2.5. It is accepted that there will be an on-going requirement for the Forum to develop and maintain a strong and effective working relationship with adjoining areas, including sub-national partnerships where these either exist or emerge.

3. Terms of Reference

- 3.1. In establishing the Forum as the focus for the single conversation on strategic transport issues it is essential that Terms of Reference provide the Forum with sound governance for collaborative working.

- 3.2. The draft Terms of Reference (Annex 1) have been developed taking into account the following principles:
- Members of the Forum retain their existing accountabilities and responsibilities for transport
 - It is for partners to determine who they nominate to sit on the Forum – however the expectation is that for Local Transport Authorities it will be the relevant Cabinet member, for Local Enterprise Partnerships a member of their Board
 - Meetings of the Strategic Transport Forum are held in public, with papers published on the Strategic Alliance website
 - Third parties may be invited to participate in meetings of the Forum where this will add value to the issue being considered: in addition to which third parties may request to address the Forum on a specific issue or proposal
- 3.3. The Chairman of the Forum will serve in the role for at least a year but for no more than 2 years. The secretariat for the Forum will be provided by the Chairman's organisation, supported by the Strategic Alliance programme team.
- 3.4. An executive officer group will support the Forum by developing a detailed programme of work for the Forum's consideration and approval. Once agreed, the executive officer group will be responsible for delivering the programme of work, undertaking activity on a collaborative basis wherever possible.
- 3.5. The Forum's activity and programme of work will be taken forward on a collaborative basis, building upon and complementing existing working arrangements where this is appropriate.
- 3.6. Membership of the Strategic Transport Forum is set out in an appendix to the Terms of Reference. This meeting's attention is drawn to the fact that the programme team are in discussion with the Association of Train Operating Companies with a view to identifying appropriate representation from the rail operators. The programme team is also exploring the extent to which Peterborough Council and the Greater Cambridge Greater Peterborough LEP may be interested in participating in the Transport Forum.

4. Next Steps

- 4.1. The Terms of Reference adopted by this meeting (including any amendments agreed by the meeting) will be posted on the Strategic Alliance's website.
- 4.2. It is proposed that the Terms of Reference are reviewed in 12 months; partly to enable a review in the light of experience and partly to enable the implications (if any) of progress being made with the development of a proposal to establish a Sub-national Transport Body.

February 2016

**England's Economic Heartland
Strategic Alliance
Strategic Transport Forum**

(Draft) Terms of Reference

1. Context

- 1.1. The Strategic Alliance partners share a common aim: to look beyond current success and through collaborative work are committed to the aim of:
 - Raising productivity to match, and where possible exceed, that of our global competitors
 - Addressing identified barriers to the delivery of economic growth
- 1.2. The Strategic Alliance initiative came about through recognition of the fact that:
 - In terms of strategic infrastructure the issues (and solutions) extend beyond any one single upper-tier authority
 - Issues that are common to one or more upper-tier authority administrative area may benefit from a co-ordinated response
 - There is a need for stronger integration of investment by Government, its agencies, local authorities, as well as infrastructure and service providers
- 1.3. The Strategic Transport and Infrastructure Forum is the Partners' response to the need for a forum in which strategic issues and proposals can be addressed in a timely and efficient way.
- 1.4. The Forum brings together representatives of Local Transport Authorities/Local Transport Boards and Local Enterprise Partnerships with representatives from Government, infrastructure agencies and transport service providers in a collaborative partnership that enables a single co-ordinated conversation.
- 1.5. As such the Forum provides a single point of contact for Government, its agencies, infrastructure and service providers on strategic transport issues

2. Statement of Purpose

- 2.1. The Strategic Transport and Infrastructure Forum will:
 - Provide the opportunity to share technical expertise and resources across the partners to assist with the development, assessment and implementation of proposals
 - Enable a more effective and meaningful engagement with the Department for Transport, infrastructure agencies (such as Highways England and Network Rail) and service providers (such as bus and train operating companies)

Growth Board Executive Officer Group 31st March 2016

Agenda item

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- Provide the focus for a single conversation on strategic transport and infrastructure related activities.

2.2. In this way the partners will be able to:

- Enable rationalisation of standards, practices and policies in order to improve the efficiency and effectiveness of the day-to-day operation of the transport system and response to disruption (accidents, emergencies, and extreme weather events)
- Build upon locally identified needs to develop and maintain a single overview of strategic transport priorities in liaison with the Local Transport Authorities/Boards and other stakeholders as appropriate
- Manage the resources available to establish project teams as a means of providing the leadership required to develop strategic proposals, including engagement with business and the wider community
- Establish joint bidding teams to undertake and commission technical work (including the development of business cases) to secure investment funding to enable the delivery of strategic proposals
- Work with Government and its agencies to co-design nationally delivered transport investment programmes

2.3. The Forum will enable the partners to realise:

- Greater added value through the sharing of knowledge, skills and resources
- More efficient operation of the strategic and local road networks
- Improved resilience of the transport system, particularly during periods of disruption (both planned and unplanned)
- More efficient and effective delivery of infrastructure, with schemes delivered faster and at less cost
- More effective engagement with, and influence over decision making at the national level

3. Membership of the Forum

3.1. The members of the Forum are set out in appendix 1

3.2. It is for each Partner to nominate their representative on the Forum. The expectation is that Local Transport Authorities will be represented by the relevant Cabinet member; Local Enterprise Partnerships by a member of their governing Board.

3.3. Public transport operators that provide services within the geography represented by the Forum will be invited to participate in the work of the Forum.

3.4. Substitutes may attend meetings of the Forum if the nominated representative is unable to attend.

- 3.5. Individual members of the Forum will be responsible for ensuring their organisation is kept briefed on the work of the Forum.
- 3.6. The Chairman of the Forum will be a representative from a Local Transport Authority, who will serve in the role for at least one year but no more than two years.
- 3.7. Additional organisations may be invited to join at any time where their membership and participation is seen as adding value to the Forum.
- 3.8. Membership of the Forum will be reviewed on a regular basis
- 3.9. Members of the Forum retain their existing accountabilities and responsibilities for transport.
- 3.10. Membership of the Forum:
 - Does not oblige partners to be involved in all activities, projects or proposals
 - Does not preclude any member from working cross-boundary with other Local Transport Authorities or strategic transport organisations

4. Ways Of Working

- 4.1. Meetings of the Forum will be held quarterly. All papers and meetings will be in public, with all interested parties able to attend meetings
- 4.2. Decision making within the Forum will be consensual.
- 4.3. Third parties may be invited to participate in meetings of the Forum and invited to be members of project teams established by the Forum
- 4.4. Third parties may request to address the Forum on a specific issue or proposal. The Chairman of the Forum will determine whether to grant the request.
- 4.5. The Forum may decide to establish sub-groups where this is appropriate in order to address specific issues: sub-groups may be either time-limited in their duration or standing sub-groups where the issue is on-going.
- 4.6. The secretariat for meetings of the Forum will be provided by the Local Transport Authority that provides the Chairman for the Forum, supported by the Strategic Alliance programme team
- 4.7. The work of the Forum will be supported by a Technical Support Group at officer level. This Group will provide technical and professional advice drawn from the Local Transport Authorities and Local Enterprise Partnerships..

Growth Board Executive Officer Group 31st March 2016

Agenda item

Contact: Paul Staines; Growth Board Programme Manager and Bev Hindle.....

E- Mail Paul.staines@Cherwell-DC.gov.uk/Bev.hindle@oxfordshire.gov.uk

T: 01295-221847/01865-

- 4.8. The Technical Support Group will maintain an overview of the activities taken forward as part of the Forum and ensure that the work programme adopted by the Forum is delivered.

Growth Board Executive Officer Group 31st March 2016

Agenda item

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Appendix 1

England's Economic Heartland Strategic Alliance Strategic Transport Forum

Membership – February 2016

Local Transport Authorities	Bedford Borough Council Buckinghamshire County Council Cambridgeshire County Council Central Bedfordshire Council Luton Borough Council Milton Keynes Council Northamptonshire County Council Oxfordshire County Council
Local Enterprise Partnerships	Buckinghamshire Thames Valley LEP Northamptonshire Enterprise Partnership Oxfordshire Local Enterprise Partnership Northamptonshire Enterprise Partnership South East Midlands Local Enterprise Partnership
Local Transport Boards	Oxfordshire Growth Board
Government and agencies	Department for Transport (observer) Highways England Network Rail
Other Organisations	Arriva (The Shires) Go-Ahead (Oxford Bus) Stagecoach Civil Engineering Contractors Association Transport Systems Catapult

Growth Board Executive Officer Group 31st March 2016

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Growth Board 31 March 2016
Councillor Barry Wood
Email: Barry.Wood@Cherwell-DC.gov.uk

Future Local Government Structures

Purpose of the Report

The Board is recommended to note that the five District Councils for Oxfordshire have together with partners commissioned a report into the potential for Unitary Councils together with a combined authority; and that the County Council have indicated that they propose to separately commission work that will review all options for local government structures.

A letter from Oxford City Council (representing the districts) addressed to Oxford County Council, together with a briefing note from Oxford County Council are appended for information.

Recommendations

To Note the Report.

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Independent review of unitary options

Introduction

Oxfordshire County Council had proposed working together with Oxfordshire's city and district councils on a single, independently commissioned review to consider all options for local government reorganisation in the county.

However we have had no response to this suggestion from other councils and understand that they have indicated an intention to commission a separate piece of work that we have not seen nor have been involved in developing. We regret that this is the case.

The County Council's political group leaders have agreed that, in the interests of Oxfordshire's residents, it is important to ensure that all options are fully considered. Therefore the county council intends to make the necessary arrangements for a full comprehensive and independent review and are anxious to involve all partners in this.

It is proposed that an independent report should be commissioned from a respected management body to identify and to review all options for local government structures in Oxfordshire.

Outline scope of the independent review

The scope for this work would be to consider the best model for the provision of local government services for Oxfordshire's residents.

This will include giving consideration to:

- Service delivery (both universal services and services for the most vulnerable residents. This will include all existing county and district council statutory functions, and also consider effective service commissioning and how best to deliver services partnership with other organisations)
- Driving economic growth
- Delivering the best value for money for tax payers
- The financial viability of future authorities, including the need to deliver financial savings and address new funding regimes and challenges facing the sector - eg fiscal devolution through business rate retention, health and social care integration
- Community engagement models (principles of subsidiarity, local decision making and community empowerment)
- Democratic accountability
- Addressing and reducing inequalities for residents
- Ensuring that the welfare of children, young people and vulnerable adults is managed effectively

The report will be put into the public domain for consideration by residents and partner organisations.

An advisory board of partner organisations, stakeholders and residents will be established to drive this work and consider the report's findings.

This invitation is also extended to our City and District colleagues as it makes no sense to have competing and separate studies paid for out of taxpayers' pockets. We would hope that all public bodies would play a full part in contributing essential information into this study.

Peter Sloman
Chief Executive
Direct Line: 01865 252354
Email: psloman@oxford.gov.uk
Website: www.oxford.gov.uk

Chief Executive's Office
Town Hall
Oxford
OX1 1BX
Switchboard: 01865 249811



Peter Clark
Head of Paid Services
Oxfordshire County Council
County Hall
New Road
Oxford

18th March 2016

Dear Peter

I am writing to update on the study because the City Council has been delegated to undertake its procurement on the behalf of the five Oxfordshire Districts and two partner Districts. I ask you to involve the County by feeding into this rather than undertaking work which will duplicate and add the costs.

The District Councils have sought advice from DCLG on the study we are commissioning into options for unitary government in Oxfordshire and the proposal for a combined authority.

We have involved the main consultants in developing a brief for the study and have created a scope for the project which takes account of their feedback and government requirements. In drafting the brief I looked at your publically suggested scope and included all the suggestions you have made.

The brief is now on the procurement portal and bids have been invited.

The study is to be done independently by an industry leading company and the scope is non-controversial and based as I said on your suggestions and best practice.

The study includes an assessment all possible options and whilst indicating publically stated positions of District Leaders that a Council Unitary is not a preferred option, it does ensure all options are examined including a unitary county and analysed against the criteria government has given us.

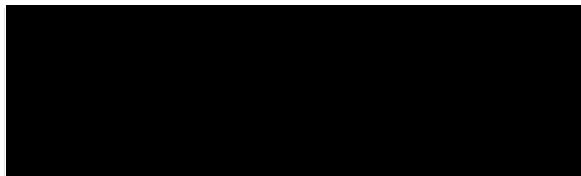
I enclose the tender documents and the advice from government. We have sent the final document to DCLG and have asked them for any input during the tender process. We are more than happy to have your input and consider revising the brief in light of your views.

We would strongly urge you not to duplicate this work which was well underway before your suggestion of a parallel study. We agree with you that we have to be careful with public money and the fact a study is underway we would suggest you feed your views into it on the brief, and meet and provide evidence to the consultant during the study. It is then always open to you to do more work at a later stage if you feel the study is incomplete in any way.

The District Leaders have made it clear that they will not propose any unitary options until the study is complete and they feel the evidence supports an option they are comfortable with and meets the government criteria. Before any such proposal is made to Government there will be extensive public involvement and consultation.

I hope this approach addressed the fears you raise of the work not examining all the options and your desire to be involved, it is notable that seven District Councils have agreed to the study and it would be good to have your co-operation with the work.

Yours sincerely



Peter Sloman
Chief Executive

Growth Board EOG 17th March 2016
Agenda item
Contact: Paul Staines; Growth Board Programme Manager
E- mail Paul.staines@Cherwell-DC.gov.uk
T: 01295-221847

Oxfordshire Growth Board Work Programme

March to June 2016

Published on 23rd March 2016

Executive Work Programme and Notices required by the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012

There is a legal requirement for local authorities to publish a notice setting out the key decisions that will be taken by the appropriate decision maker at least 28 clear days before such decisions are to be taken. This Work Programme sets out the executive decisions (including key decisions) which are intended to be taken by the Oxfordshire Growth Board. Whilst this document provides details of known decisions for the following month, where details of decisions to be made after this period are known, they are provided for information.

The plan also sets out where, if at all, it is anticipated that part of a meeting will be held in private. This is where confidential or exempt information (as defined in the constitution of the lead authority) is likely to be made known. Notice is hereby given that it may be necessary for part of a meeting to be held in private because it becomes apparent at the meeting that confidential or exempt information will otherwise be made known. Should this become apparent at the meeting the relevant part of the meeting will only be held in private upon the passing of a resolution which (where exempt information will be made known) describes the description of exempt information pursuant to Schedule 12A of the Local Government Act 1972.

The Work Programme will be updated and rolled forward on a bi-monthly basis. As this takes place, the programme will be adjusted and further decisions will be added or anticipated ones may be rescheduled or removed. A likely date of decision is shown, but it is possible that a decision may be rescheduled to a later month.

For further information on the Growth Board Work Programme, please contact:

Paul Staines,
Growth Board Programme Manager,
Based at;
Cherwell District Council,
Bodicote House,
Bodicote, Banbury,
Oxfordshire OX15 4AA
E-mail: paul.staines@Cherwell-DC.gov.uk

Growth Board – Voting Members 2015/2016

Chairman and Leader of Cherwell District Council	Councillor Barry Wood
Vice Chairman and Leader of Oxfordshire County Council	Councillor Ian Hudspeth
Leader of Oxford City Council	Councillor Bob Price
Leader of South Oxfordshire District Council	Councillor John Cotton
Leader of Vale of White Horse District Council	Councillor Matthew Barber
Leader of West Oxfordshire District Council	Councillor Barry Norton

Growth Board – Non voting members

Chairman of OXLEP	Jeremy Long
Universities representative	Alistair Fitt
Skills Board Representative	Adrian Lockwood
OXLEP Business representative	Phil Shadbolt
OXLEP Business representative	Richard Venables
Harwell Representative	Andrew Harrison
Homes and Communities Agency Representative	David Warburton

Dates of Growth Board meetings chaired by Cherwell DC: 31st March, 26th May 2016. Note that on 1st July Chairmanship passes to OCC, meeting dates TBC.

Issue to be Considered	Decision Maker	Key Decision (Yes/No)	Item likely to be considered in private (Yes/No)	Contact Officer	Documents to be Submitted to Growth Board EOG	Date of report Sign off
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31st March 2016

POST SHMA Work Programme-Update	Board	No	No	Paul Staines	13th March 2016	17th March 2016
Oxfordshire Infrastructure Strategy	Board	No	No	Bev Hindle	13th March 2016	17th March 2016

26th May 2016

POST SHMA Work Programme Update	Board	No	No	Paul Staines	9th May 2016	13th May 2016
Growth Deal Programme Report –March 2016	Board	No	No	Paul Staines	9 th May 2016	13 th May 2016
City Deal Programme report – March 2016	Board	No	No	Paul Staines	9th May 2016	13 th May 2016

Issue to be Considered	Decision Maker	Key Decision (Yes/No)	Item likely to be considered in private (Yes/No)	Contact Officer	Documents to be Submitted to Growth Board EOG	Date of report Sign off
Future Items For Consideration or to be Scheduled						
City Deal Programme Report	Board	No	No	Paul Staines	Quarterly-dates tbc.	Quarterly-dates tbc.
Growth Fund Programme Report	Board	No	No	Paul Staines	Quarterly-dates tbc.	Quarterly-dates tbc.
Report on infrastructure implications of spatial growth options	Board	No	No	Paul Staines	Tbc	Tbc
Post SHMA Strategic Work Programme-Statement of Cooperation and apportionment of unmet need	Board	No	No	Paul Staines	Tbc.	Tbc.

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