

## **STRENGTHENING PARTNERSHIP GOVERNANCE**

### **Recommendation**

- 1 That the Partnership:
  - supports the strengthening of Partnership governance (see para 7 and Appendix C)
  - considers implementation in May to gain immediate benefits
  - notes that MAA negotiations with government departments, its agencies, the strengthened RDA and the Homes & Communities Agency will continue and may warrant further developments in our governance arrangements (paras 8 to 13).

### **Background**

- 2 At the last meeting the need to strengthen Partnership governance was recognised in the debates and reports on:
  - Moving to a sub-regional Strategic (Integrated) Transport Authority
  - Negotiating a Multi-Area Agreement with government and its agencies
- 3 Subsequently Leaders of Council and local authority Chief Executives met to consider the options. Workshops were also held by the Partnership on 21 February to consider governance and delivery and by the Planning, Transport & Environment Group on 29 February to consider the option of an Integrated Transport Authority and other governance options.
- 4 So that the Partnership can take into account the views expressed the draft notes / outcomes of these workshops are attached at Appendices A and B respectively.

### **Benefits of strengthening governance**

- 5 The potential benefits of strengthening governance include:
  - providing the legal basis for collectively holding and allocating resources secured from government and other sources, and managing and sharing risk
  - acquiring additional local powers devolved from the region, government and its agencies - as envisaged in the Sub National Review of Economic Development & Regeneration, and in the Local Transport Bill.
  - collectively demonstrating a more decisive and consistent political focus on key sub regional issues which require greater investment, joint working and the exercise of existing and newly devolved powers
  - increased confidence in the sub region, leading to increases in public and private investment to match the high levels of growth, ensure a better quality of life and deliver Vision 2026.
  - more effective engagement of strategic partners
  - continuing democratic accountability
  - greater authority when lobbying government and its agencies.

## Proposals for strengthening governance

- 6 The diagram at Appendix C sets out the proposed arrangements; the existing position is described at Appendix D.
- 7 The main features of the proposals (with cross references to the diagram at Appendix C) are as follows:
  - 7.1 **The Strategic Partnership Board (3)** would continue to be the hub of joint working in the sub region to deliver Vision 2026.
  - 7.2 **The operation of the Partnership** would be improved particularly through an explicit forward agenda, better and more consistent engagement of all strategic partners and stronger internal and external communications. The emerging Homes & Communities Agency would be offered observer status given their key contribution to managing growth successfully.
  - 7.3 **Two Joint Committees (2)** would be established - one for Transport, the other for Waste Management. These are proposed given:
    - the specific and continuing political decision-making and oversight essential to the successful implementation of major strategies and infrastructure investment
    - the opportunity to secure and exercise new powers available from government and its agenciesAt this stage a **Programme Board for Planning, Housing & Communities (2)** is proposed, rather than a Joint Committee. This would comprise spatial planning and housing Executive Members.
  - 7.4 **The Joint Committees (2)** would develop and recommend to the Partnership Board and to Cabinets / Councils the sub-regional policy and financial frameworks and strategic investment proposals - to secure increased investment and powers for the sub-region and to deliver Vision 2026. For example: Joint Local Transport Plan; Joint Waste Strategy; Transport Innovation Fund Strategy; Strategy for acquiring and exercising increased powers over local bus services.
  - 7.5 **The Joint Committees (2)** would comprise the relevant Cabinet Member from each authority. They would exercise their executive powers collectively - within the relevant sub-regional policy and financial frameworks determined by individual Cabinets / Councils, subject to any decisions Cabinets reserve to themselves.
  - 7.6 **The Joint Advisory / Scrutiny Boards (4)** would provide advice to the Joint Committees on the development of policy and investment frameworks, and review their implementation using their scrutiny powers. These Boards would supplement the cross-party member and strategic partner engagement and contribution made at the Strategic Partnership Board.

7.7 **The 'Delivery' Company (A)** would commission consultants and contractors to deliver major infrastructure projects. Further details are set out at Agenda Item 7 on today's agenda. **The Homes West (C)** RSL Consortium for the delivery of affordable homes is currently under review.

7.8 **The Employment & Skills Board (B)** is now well-established and making good progress. Work is underway to review the scope for the Board assuming a wider role in economic development, given the value of extending its business-led approach to the work of public agencies who support economic growth and competitiveness.

8 Appendix E summarises the proposed functions of the new Partnership bodies listed in (7) above.

### **Next steps**

9 The negotiation of a Multi-Area Agreement (MAA), the formation of a 'Delivery' Company, and the establishment of Joint Committees to propose and implement major strategies and infrastructure investment, would deliver a stepped improvement in the strategic direction and delivery capacity of the Partnership.

10 Further development of the governance model is envisaged in the future - a first step may be a Joint Committee for Planning Housing & Communities. The establishment of an Integrated Transport Authority is not currently envisaged. This is mainly because much can be achieved by the authorisation of Joint Committees, an influential Partnership Board and Joint Advisory/Scrutiny Boards comprising cross-party members and strategic partners.

11 With strengthening, the holistic approach taken by the Partnership to delivering its Vision 2026 needs to continue. So too does the development of effective, well-evidenced forward strategies which attract investment, additional powers and the delivery capacity to ensure the planned outcomes are realised.

12 A number of specific issues will be of particular interest to government and its agencies when deciding whether to devolve powers and resources, and increase investment in infrastructure, including:

- the extent of the authority vested in the Joint Committees by Cabinets
- how collective decisions will be made in the Joint Committees
- what provisions will be made to ensure the resilience and stability of the Partnership and its long-term strategies and investment priorities

13 The proposals in this paper take into account these issues. Following discussions with Leaders of Council and Chief Executives, and subject to the Partnership's support for the proposals, further work will be completed to draft terms of reference, procedures and protocols which meet these and other important constitutional points. These provisions would underpin the basis of any proposals to Council Cabinets and Council in April and May, to implement the governance proposals summarised at paragraph 7 above and Appendix C.

14 MAA negotiations on governance and delivery will continue with government departments, the strengthened RDA and the new Homes & Communities Agency as part of securing the basis of:

- longer-term, programmed increases in investment to meet the demands of the high levels of planned and projected growth within the context of Vision 2026.
- additional powers to strengthen the sub-region's place-making powers and to reflect the government's commitment to greater devolution.

These may result in proposals for further definition or developments of our governance arrangements.

Terry Wagstaff  
10.3.08

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# The West of England Partnership

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## Governance Workshop – 21 February 2008

Terry Wagstaff (TW) gave a presentation (see slides attached to Appendix B) and the following points were raised:

**Q: What is the timescale for a joint committee? Would an Integrated Transport Authority be quicker?**

TW: The aim is for a report to be considered by the Partnership on 14 March and if there is agreement on the proposed way forward, the establishment of the proposed joint committees would need to be agreed by cabinets / councils. The proposals could be considered by Cabinets in April and Councils in May. It would also be necessary to have a clear agenda for the work of the proposed Advisory / Scrutiny Boards. It is proposed to take independent advice on the proposal to set up a delivery company.

Amanda Deeks (AD): This allows us to work in an integrated way, integrating eg. transport, housing and planning and keep the democratic responsibility. An ITA would take much longer. Whichever way we do it, it will take time to set up and won't happen overnight.

**Q: Will there be flexibility if one of the partners wants to opt out?**

TW: When preparing long term investment priorities there is more scope for considering a range of options which meet the collective objectives and take into account the views of the different partners. Inevitably compromises will be necessary; there is also an obligation to consult with the community. At some stages formal agreements and legal obligations are put in place; in these circumstances changes cannot take place without consequences.

**Q: Is there a distinction between programme boards and joint committees?**

AD: Joint committees are legal entities and have decision-making powers. The programme boards are not, but could move to joint committees in the future. At present we are not ready to move to delivery on culture and the rural strategy.

**Q: Is what is proposed sufficient for the devolution of powers?**

AD: At a national meeting the Department for Transport and DEFRA said that what we were proposing was 'above the mid-point' compared to proposals from other parts of the country.

**Q: Where does the MAA fit?**

AD: The MAA involves targets on transport, waste, housing numbers and skills taken from the National Indicator set. Each council has to identify 35 National Indicators to go in its LAA and about 6 will be raised from the LAA to the MAA level. It's not too problematic as to which indicators we use and we can tell a clear story about the link between the two.

**Q: How does prioritisation about proposals take place in the groups?**

AD: Technical work is currently being done on TIF and discussion of the way forward includes Leaders and Executive Members, with early negotiation at an informal level. We haven't explained this well to SEEPs and need to think about how we do this to enable you to see decisions at the informal stage.

**Q: Do these proposals mean that we continue with the Partnership?**

Yes, it works here. A cross-party body is the most sustainable in this area and the SEEPs add value, but we need to have proper arrangements in place.

**Q: Where will the decisions really be made?**

AD: Any joint committee will comprise councillors only because it will carry out functions on behalf of the councils. They will engage with the proposed Joint Advisory / Scrutiny Boards in undertaking their work; these comprise cross-party members and strategic partners.

Cllr John Calway (JC): One of the weaknesses of the Partnership is the lack of scrutiny. The introduction of advisory/scrutiny boards is a step forward.

AD: There is a mechanism for briefings within the councils but more needs to be done to engage and involve the SEEPs.

Sonia Mills (SM): We represent networks and need to feed back to them.

TW: We should hold meetings with SEEPs between Partnership meetings.

**Q: How will delivery work?**

Peter Dawson: The context of change, for example on GBBN, is that there will be a legal agreement to deliver GBBN. When asked, the DfT couldn't point to an appropriate structure elsewhere. Should a delivery company be set up people will have more confidence.

AD: Joint Committees would make decisions within frameworks agreed by Cabinet / Councils and this would facilitate delivery.

TW: The frameworks would include the Joint Local Transport Plan, any scheme for TIF and any framework for securing more powers to influence the quality of local bus services.

**Q: What would make it more like genuine partnership working?**

SM: Knowing what the issues are. Better briefing would help and knowing at what point SEEPs views can be fed in.

**Q: Are the SEEPs of use?**

Graham Turner (GT): In transport, getting an informal business view is vital.

CLlr Helen Holland (HH): If the Partnership decides on a strategy, there needs to be consultation with key stakeholders before it becomes public. It's also about us all working together in the best interests of the sub-region and using resources most effectively.

**Q: Have we got the right SEEPs?**

GT: Because of the MAA it's become an issue. We need to work better with SEEPs. There are also lots of questions about the relationship with the LSPs.

**Q: Why aren't other major public bodies, like the police, represented?**

AD: The partnership is not a replication of the LSPs. It is focussed on strategic investment in public infrastructure, managing successfully growth in homes and communities, and sustaining economic competitiveness.

Jan Ormondroyd: This debate is happening everywhere and we need solutions that have a good local fit.

JC: We need to stick to our Vision 2026.

AD: The SEEPs were chosen to reflect sectors, with a network if possible, and to reflect the geography. We also wanted individuals who bring a contribution in their own right. It is important to keep testing this. We need to put more effort into giving SEEPs briefings.

HH: It is also about the wider agendas, not just council agendas. SEEPs are not there just to rubber stamp the four councils' decisions.

SM: We can't tell what the debate is. How do we feed health in? We need to be more involved in the work on the sub-groups.

# The West of England Partnership

## APPENDIX B

### Planning, Transport and Environment Group: Workshop on Transport Governance in the Sub Region

29<sup>th</sup> February, 2008, Keynsham Town Hall

#### Introduction

As part of the Planning, Transport and Environment Group (PTEG) meeting a workshop session was conducted to look at the issue of the future governance of transport within the sub-region and the potential for setting up an Integrated Transport Authority (ITA). Members of PTEG, made up of councillors from the four unitary authorities, social, economic and environmental partners and other interested parties attended the event and gave their views.

Firstly presentations were given on;

- ▶ *Strengthening Delivery and Governance – Terry Wagstaff*
- ▶ *Transport Governance – Barbara Davies*

Then the attendees were divided into three workshop groups and with the help of facilitators undertook three workshop sessions on:

- ▶ *Objectives, Benefits and Disbenefits*
- ▶ *Powers*
- ▶ *Geographical Areas*

#### Presentations

Terry Wagstaff (Bristol City Council) outlined proposals for strengthening governance and delivery in the West of England area (see Annex for full presentation). He emphasised the importance of democratic accountability, sharing risks, competence and capacity to delivery, increasing business confidence and attracting greater investment. The Joint Local Transport Plan was seen as a major achievement and had attracted the largest level of investment in the South West. It is important to recognise that one size of governance does not fit all. A proposal for setting up a Joint Transport Committee and a company to commission the delivery of major infrastructure projects was suggested together with a cross party advisory/scrutiny board. These proposals are an opportunity to take forward major transport policies and meet Department for Transport guidance to improve governance and a step in the direction of an Integrated Transport Authority.

Barbara Davies (West of England Partnership) gave a presentation illustrating the complexities of transport provision in the West of England and the need for new governance (see appendix for full presentation). Existing approaches through the Joint Local Transport Plan and programme/project boards were raised along with Joint

Transport Committee and Integrated Transport Authority options. The Local Transport Bill, becomes law in Summer 2008, enables new Integrated Transport Authorities with potentially new powers over strategic roads and rail and local highways for example on bus lanes and priorities. Two or more authorities can undertake a review and put forward proposals for an ITA. An ITA must consist of the whole of 2 or more authorities. Each ITA would have an Integrated Transport Executive to implement its powers. It is important not to rule out any approach at this stage.

## **Question and Answer Session**

Questions were raised concerning the proposed nature of the delivery company, accountability and Joint Transport Committee powers. Terry Wagstaff indicated that the proposal was for a local authority controlled company with Chief Executives on the board. Its purpose would be to commission and ensure effective delivery. The Joint Transport Committee approach retains the strategic decision making powers of the Cabinets whereas an ITA sees some of these transferred.

Hilary Neal (Government Officer for the South West) welcomed the discussion and pointed out that the Local Transport Bill was broad framework legislation. It is for each area's review to identify appropriate solutions within the legislation. An Order making process is required with 2010 the earliest possible date for an ITA. The Partnership needed to think carefully about what powers are required.

## **Workshop Session 1: Objectives, Benefits and Disbenefits**

In the first workshop session the groups discussed what should be the key objectives of an Integrated Transport Authority, as well as the potential benefits and disbenefits this would bring. The following key points were raised;

### **Key Objectives**

- ▶ Improve the ability of people to get to where they need to get
- ▶ Make better use of the existing public transport system
- ▶ Ease of getting things done
- ▶ Control of a strategic vision including public engagement
- ▶ Aim for seamless integration across all modes
- ▶ Prioritise sustainable modes over the car
- ▶ Bring in more transport investment to the area
- ▶ Gain more control over operators, services and fares
- ▶ Insure consistent integrated policy making
- ▶ Improve public satisfaction with the transport system

### **Benefits**

- ▶ Certainty and coherence through integrated transport policy
- ▶ Speed and capacity to delivery projects
- ▶ Ease of use (and recycling of in the case of TIF) of transport income
- ▶ The ability to make the best use of what we have got
- ▶ Offer a unified fare system and seamless integration
- ▶ Economies of scale and the ability to attract more investment and have stronger lobbying powers at a national level
- ▶ Uniformity of service delivery

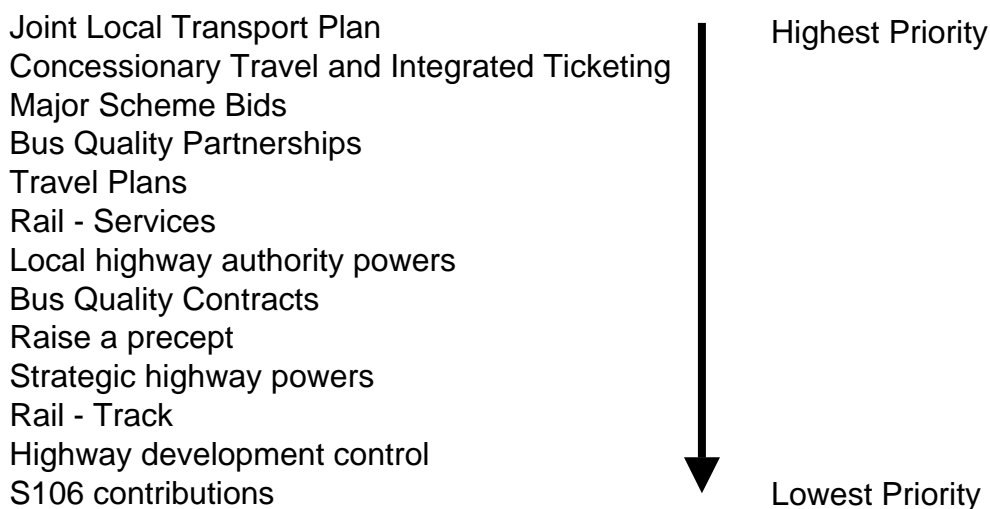
- ▶ Services reflecting demand rather than commercial interests
- ▶ Creation of a stronger identity through promotion of one brand
- ▶ Could coordinate section 106 payments
- ▶ Would facilitate cross boundary working

### Disbenefits

- ▶ Loss of democratic control and accountability.
- ▶ Handing power to another authority may mean less direct influence over the local area – loss of a ‘bottom up’ approach.
- ▶ Possibility of creating a single agenda body that lacks a joined up vision making working with planning, housing and economic partners less effective.
- ▶ Difficult, costly and slow process involved in getting to an ITA and extra administration requirements
- ▶ Funding may have to come from existing budgets –stretching resources
- ▶ Greater conflict between bodies
- ▶ May adversely affect the rural areas

### Workshop session 2: Powers

In the second workshop session each group was given a list of powers that an ITA could potentially hold (see Annex for more details), and were asked to decide which of these should fall within the remit of the ITA, and also to prioritise the most important ones. Of the data received back incorporation of the Joint Local Transport Plan, Concessionary/Integrated ticketing and Major Scheme Bids were considered the highest priorities. Although some groups felt that some of the powers over rail infrastructure, highways development control and section 106 contributions could be within the ITA these elements were felt to be less of a priority than other powers.



### **Workshop Session 3: Geographical Areas**

In the final workshop session the groups were asked to consider the required spatial scale of the proposed ITA. Maps were provided to the group showing the major settlements and roads, journey to work areas and administrative boundaries to aid the discussion (see appendix).

There was a certain amount of disagreement between the groups on the required geographic size of the ITA. Most groups felt that it would be prudent to keep things simple and just include the 4UA's, as to include bits of Wiltshire, for example, would require the inclusion of all of Wiltshire (since its approval for unitary status in 2009), which would make the ITA unmanageably large.

Other groups felt that the area should be larger than the 4UAs, with regard given to Primary Care Trust boundaries, the extent of rail lines (for example to Cheltenham and Frome) and housing market areas alongside travel to work areas and local authority boundaries. It was felt that areas on the periphery of the ITA boundary could be given some form of associate status.



- ▶ Benefit from additional local powers devolved from the region, government audit agencies - as envisaged in the Sub-National Review.
- ▶ Provide the legal basis for collectively securing, holding and allocating resources, managing and sharing strategic risk, and securing more powers and influence.
- ▶ Strengthen the operation of the Partnership.

#### KEY OUTCOMES SOUGHT FROM STRENGTHENING GOVERNANCE & DELIVERY

- ▶ clear direction, policy and priorities maintained
- ▶ resources secured, held and allocated effectively
- ▶ democratic accountability
- ▶ risk to delivery, budgets and reputation shared and managed
- ▶ greater public investment, powers and influence secured
- ▶ greater private and business investor confidence
- ▶ more effective engagement of strategic partners
- ▶ more effective lobbying and promotion of the interests of the sub-region

#### KEY ACTIONS

- ▶ Negotiate an MAA to increase the Partnership's focus, powers and investment
- ▶ Set up a company to commission delivery of major infrastructure projects
- ▶ Strengthen Governance
- ▶ Strengthen the Operation of the Partnership

#### GOVERNANCE AND TRANSPORT

- ▶ Joint work in planning, delivering and managing transport:
- ▶ Increases capacity to deliver; reduces risk
- ▶ Integrates transport planning with spatial planning, housing and economic development
- ▶ Attracts greater investment
- ▶ Increases business confidence
- ▶ Remains subject to democratic accountability and scrutiny

#### Appropriate governance:

- ▶ Provides legal basis for collectively securing and allocating resources; managing and sharing strategic risk; and, securing more powers
- ▶ Increases competence and capacity (especially in the eyes of DfT) to deliver:
  - ▶ major transport schemes
  - ▶ the Transport Innovation Fund
  - ▶ progression through bus partnerships, contracts and franchises – to increase say over services, frequencies and fares
  - ▶ greater say over rail services and strategic roads
- ▶ Establishes a better way of doing business with Government agencies and providers; reduces checks and controls

Draft Proposals		<b>WEST OF ENGLAND PARTNERSHIP</b>		
<b>GOVERNANCE: DIRECTION AND STRATEGIC PLANNING</b>				<b>DELIVERY</b>
<b>1 COUNCILS. CABINETS.</b>				
Bath & NE Somerset	Bristol	N. Somerset	S. Gloucestershire	
<b>2 COUNCIL LEADERS</b>		<b>JOINT COMMITTEES</b>		<b>PROGRAMME BOARD</b>
		Transport. Waste Management.		Planning, Housing & Environment
		Cabinet Members		Cabinet Members
<b>3 STRATEGIC PARTNERSHIP BOARD</b>				
Leader plus 2 Members for each Council. Strategic Partners & Agencies.				
<b>4 ADVISORY/SCRUTINY BOARDS</b>		<b>SPECIALIST GROUPS</b>		
Transport. Waste. Planning, Housing & Environment. Economy & Skills		Culture & Leisure. Rural Strategy		
Cross-party Members. Strategic Partners and Agencies		Cabinet Members. Strategic Partners & Agencies.		
<b>5 SPECIALIST OFFICER GROUPS</b>		<b>PARTNERSHIP OFFICE</b>		
<b>A DELIVERY COMPANY</b>				
Commission delivery of transport, waste & housing Infrastructure. (accountable to Partnership Board)				
<b>B EMPLOYMENT AND SKILLS BOARD</b>				
and review scope for wider economic role Business-led. Council Leaders				
<b>C HOMES WEST</b>				
RSL Consortium delivering affordable homes				

**Presentation 2: Transport Governance in the Sub-Region,  
Barbara Davies (West of England Partnership Office)**

**THE NEED FOR JOINT DECISION MAKING (GOVERNANCE)**

- ▶ Major cross boundary projects - Greater Bristol Bus Network, Transport Innovation Fund
- ▶ Confidence in delivery to attract DfT funding
- ▶ Minimise risk
- ▶ Effective decision making
- ▶ Speed up delivery
- ▶ Democratic accountability and scrutiny

**NEW WAYS TO DELIVER**

**Enhancing existing**

- ▶ Joint Local Transport Plan
- ▶ Programme/Project Boards for major schemes
- ▶ Programme Steering Group

**New**

- ▶ Bus Quality Contracts and Partnerships
- ▶ Joint Transport Committee
- ▶ Integrated Transport Authority

**WHAT IS AN INTEGRATED TRANSPORT AUTHORITY (ITA)?**

- ▶ ITA is the new name for Passenger Transport Authorities
- ▶ Greater Manchester, Merseyside, South Yorkshire, Tyne and Wear, West Midlands, West Yorkshire all have them
- ▶ Currently responsible for provision, planning, procurement and promotion of public transport

- ▶ Local Transport Bill provides new powers = more than a PTA in future
- ▶ Local councils make up membership
- ▶ Each PTA/ITA has a Passenger Transport Executive to deliver policies
- ▶ Funding through levy on local council tax and historic rail service grants
- ▶ Local Transport Bill 2007 enables new ITA

#### LOCAL TRANSPORT BILL – NEW ITA

- ▶ New ITA not the same as an existing PTA
- ▶ Two or more authorities (county, district, unitary) can put forward proposals for an ITA.
- ▶ Secretary of State can direct two or more authorities to undertake a review and put forward ITA proposals.
- ▶ ITA must consist of the whole of two or more authorities.
- ▶ Different approaches for different areas

#### NEW ITA POTENTIAL POWERS

- ▶ Franchised bus network setting services, frequencies and fares
- ▶ Strategic roads and rail powers can be delegated by the Government to the ITA
- ▶ Local highway authority powers (e.g. bus lanes, traffic calming, maintenance) can be transferred to the ITA.

#### NEW ITA STRUCTURE

- ▶ Membership – majority must be appointed from amongst elected members from the ITA area. Non elected members appointed.
- ▶ Integrated Transport Executive (officers) to implement the powers of the ITA.
- ▶ Local Transport Plan to be produced by the ITA only.

#### NEXT STEPS

- ▶ New ways to deliver to give DfT and business the confidence we can
- ▶ Local Transport Bill becomes law by Summer 2008
- ▶ Not rule out any approach at this stage

#### HELPING THE DEBATE

- ▶ Government Office, Department for Transport
- ▶ First Great Western and First
- ▶ Highways Agency
- ▶ Regional Assembly and Regional Development Agency
- ▶ Business West
- ▶ Neighbouring authorities
- ▶ Campaign for Better Transport

DRAFT PROPOSALS

WEST OF ENGLAND PARTNERSHIP

GOVERNANCE: DIRECTION AND STRATEGIC PLANNING

DELIVERY

<b>1 COUNCILS. CABINETS.</b>			
Bath & NE Somerset	Bristol	N. Somerset	S.Gloucestershire

<b>2 COUNCIL LEADERS</b>	<b>JOINT COMMITTEES</b>	<b>PROGRAMME BOARD</b>
	Transport. Waste Management.	Planning, Housing & Communities.
	Cabinet Members	Cabinet Members

<b>3 STRATEGIC PARTNERSHIP BOARD</b>
Leaders plus 2 Members for each Council. Strategic Partners & Agencies

<b>4 JOINT ADVISORY/SCRUTINY BOARDS</b>	<b>SPECIALIST GROUPS</b>
Transport. Waste. Planning, Housing & Communities. Economy & Skills	Culture & Leisure. Rural Strategy.
Cross-party Members. Strategic Partners & Agencies	Cabinet Members. Strategic Partners & Agencies.

<b>5 SPECIALIST OFFICER GROUPS</b>	<b>PARTNERSHIP OFFICE</b>
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<b>A DELIVERY COMPANY</b>
Commission delivery of transport, waste & housing major infrastructure projects. (accountable to Partnership Board)

<b>B EMPLOYMENT AND SKILLS BOARD</b>
and review scope for wider economic role Business-led. Council Leaders.

<b>C HOMES WEST (under review)</b>
RSL Consortium delivering affordable housing

EXISTING

WEST OF ENGLAND PARTNERSHIP

GOVERNANCE: DIRECTION AND STRATEGIC PLANNING

DELIVERY

<b>1</b>	<b>COUNCILS. CABINETS.</b>		
	Bath & NE Somerset	Bristol	N. Somerset   S. Gloucestershire

<b>2</b>	<b>COUNCIL LEADERS</b>	<b>PROGRAMME BOARDS</b>
		Transport. Waste Management.
		Cabinet Members

<b>3</b>	<b>STRATEGIC PARTNERSHIP BOARD</b>
	Council Leaders & Party Group Leaders. Strategic Partners & Agencies.

<b>4</b>	<b>SPECIALIST GROUPS</b>	<b>JOINT SCRUTINY GROUPS</b>
	Planning, Transport & Environment* Housing. Economy & Skills. Leisure & Culture. Rural Strategy**	Waste Management.
	Executive Members. Strategic Partners & Agencies. (*cross-party Members; ** no Members)	Cross-party Members. Strategic Partners & Agencies.

<b>5</b>	<b>SPECIALIST OFFICER GROUPS</b>	<b>PARTNERSHIP OFFICE</b>
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<b>A</b>	<b>EMPLOYMENT &amp; SKILLS BOARD</b>
	Business-Led. Officers. Strategic Partners.

<b>B</b>	<b>HOMES WEST</b>
	RSL Consortium delivering affordable housing.

### **SUMMARY OF THE PROPOSED FUNCTIONS OF THE NEW PARTNERSHIP BODIES (see para 7 of the report and the diagram at Appendix C)**

#### **Joint Transport Committee**

It is proposed that the Joint Transport Committee comprise Cabinet Members with responsibility for transport from each of the four local authorities. The committee would be responsible for:

- developing and recommending to the Partnership Board and to Cabinets/Councils sub-regional policy, investment and financial frameworks to secure increased investment and powers for the sub-region to deliver Vision 2026. For example: Joint Local Transport Plan; Transport Innovation Fund Strategy; Strategy for acquiring more 'bus' powers.
- exercising their executive powers collectively - within the relevant sub-regional policy, investment and financial frameworks determined by individual Cabinets/Councils, subject to any decisions Cabinets reserve to themselves.
- taking responsibility for the specific and continuing political decision-making and oversight essential to the successful implementation of major transport strategies and investment programmes.
- seeking authority from Cabinets where any variation to a policy and financial framework is recommended
- producing periodic progress reports and receiving monitoring reports from major contractors
- working with cross-party members and strategic partners serving on the relevant Joint Transport Advisory / Scrutiny Board of the Partnership
- overseeing relationships with the DfT, bus and rail operators, the Highways Agency and Network Rail
- ensuring the delivery of the transport element of the MAA

#### **Joint Waste Management Committee**

This Joint Committee would comprise Cabinet Members with responsibility for Waste Management and would:

- develop and recommend to the Partnership Board, and to appropriate Councils / Cabinets the Waste Management Strategy and related strategic schemes to secure investment and to deliver Vision 2026.
- exercise their executive powers collectively - within the relevant sub-regional policy and financial frameworks determined by individual Cabinets/Councils, subject to any decisions Cabinets reserve to themselves.
- take responsibility for the specific and continuing political decision-making and oversight essential to the successful implementation of the strategic waste management programme.
- seek authority from Cabinets where any variation to the Waste Management Strategy and related strategic schemes is recommended.
- produce periodic progress reports and receiving monitoring reports from major contractors.
- work with the cross-party members and strategic partners serving on the relevant Joint Advisory / Scrutiny Board of the Partnership.
- oversee relationships with Defra
- ensure the delivery of the waste management element of the MAA.

## **Programme Board: Planning, Housing & Communities**

It is proposed that a Programme Board of Executive Members with responsibility for Planning, Housing & Communities be established to:

- advise and make recommendations to the Partnership Board and to Council Cabinets, working with the relevant Joint Advisory / Scrutiny Board.
- oversee sub-regional planning issues and relations with the Regional Planning Body.
- collaborate in delivering the 2026 housing allocations (including overseeing relationships with the Homes & Communities Agency, the 'Delivery' Company and HomesWest (or its successor)).
- ensure the delivery of the housing element of the MAA, particularly securing and recommending the allocation of investment in public infrastructure, (including direct investment in affordable housing), key to developing mixed and sustainable communities.
- sharing and implementing best practice in managing a balanced housing market, specifically by making best use of stock and tackling homelessness

## **Joint Advisory / Scrutiny Boards**

It is proposed that four Boards be established, comprising cross-party members and strategic partners.

- Transport
- Waste Management
- Planning, Housing & Communities
- Economy & Skills

Their purpose would be to:

- provide specialist advice and recommendations to the Partnership;
- scrutinise proposals under consideration, and the implementation of proposals approved.

## **'Delivery' Company**

The establishment of a local authority controlled 'delivery' vehicle / company to:

- provide consultancy services to the West of England Partnership on the best means of specifying individual, major infrastructure projects - transport, municipal waste management and homes and communities - once they are financed and approved.
- once specified, ensure the delivery of major infrastructure projects within the agreed timescales, specification and budget, by effective commissioning of consultants and contractors
- ensure top quality project management