

CITY OF PLYMOUTH

Subject: Growth agenda: A reform of governance and delivery arrangements

Committee: Cabinet

Date: 13 April 2010

Cabinet Member: Councillor Fry

CMT Member: Director for Development and Regeneration

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Part: I

Executive Summary:

Plymouth has the most ambitious and radical economic growth agenda in the South West of England. This agenda is key to achieving the city's vision to become one of Europe's finest, most vibrant waterfront cities. It can however only be achieved through partnership working within the city and across the city's boundaries.

The report proposes a new structure for governance arrangements that will deliver effective strategic leadership of this agenda, based upon partnership working at the appropriate spatial level. It will deliver a joined up approach to policy and strategy development with neighbouring local authorities as well as engaging key stakeholders in the delivery of key growth agenda programmes and projects.

The proposal recognises that the growth agenda affects and depends on an area wider than the administrative area of Plymouth; it covers the city and its sub region. The proposed arrangements will provide the sub region with a powerful and unified voice for representing this agenda at international, national and regional levels, and ensure delivery of major projects. It will also provide new structures to better coordinate, drive forward and deliver growth, improving access to funding programmes and providing clarity about the alignment of key projects to delivery vehicles. The delivery of the Growth Agenda will require a more coordinated and focused partnership approach with funding agencies, delivery bodies, the private, public and voluntary / community sectors.

The recent Comprehensive Area Assessment for Plymouth states that this is a key area of improvement to ensure that the Growth Agenda can be delivered. Partnership working has been at the forefront of the great strides made in the city over recent years. However, there has been such an explosion of partnership activity that there is a need for rationalisation and a simplification of the governance structures. The existing groups have been established for good reasons, and in themselves are symbolic of the drive and ambition of the city. However the sheer number (over 80) is problematic. This results in the relationships between groups being unclear, leading to diluted strategic leadership, confusion around governance

and responsibilities, lack of focus and accountability for delivery, duplication of roles, inefficient use of time and energy of different agencies, and lack of attendance.

The suggested structure looks at policy, strategic and delivery levels, it clarifies the role of Members and officers, it seeks to reduce the number of meetings and groups that are expected to be serviced and attended, and clarifies mechanisms for and accountability of delivery. Key elements include:

- A Portfolio Holders Board, including portfolio holders from each of the constituent authorities, representing economic development, strategic housing, planning and transport issues, with a remit to 'join up' policy in relation to economic growth and regeneration at a sub regional level.
- A delivery-focused Growth Board, related to but distinct from the Local Strategic Partnership's Wealthy Theme Group. See section 5 and section 6.
- A series of Programme Boards which will drive forward delivery of key priorities and identify, engage and commission Local Delivery Vehicles as appropriate. See section 6.2 and 9.3.
- A framework within which consultation and scrutiny takes place.

The proposed arrangements are designed to be flexible, enabling evolution into other forms of partnership working at a later date should the partners consider this appropriate. For example, the Government's Sub National Review of Economic Development and Regeneration identifies Multi Area Agreement and Economic Prosperity Boards as potential structures to help drive city regional economies.

Corporate Plan 2010-2013:

Corporate Improvement Priority 12, *Delivering sustainable growth*, identifies the delivery of effective sub regional partnership working as a key priority to enhance Plymouth's strategic influence in the region. In addition, it proposes the establishment of a series of Programme Boards to maximise capacity and resources for delivery of the growth agenda. The report takes forward these commitments of the Corporate Plan.

Implications for Medium Term Financial Plan and Resource Implications: Including finance, human, IT and land

This review will deliver a more streamlined structure of governance, thereby freeing up time for senior managers, councillors and partners to focus on agreed priorities and delivery of the growth agenda. The framework will reduce the numbers of meetings and groups that need to be resourced, allowing increased resources and efforts to be targeted at delivery.

The administration for the governance framework will be found within existing resources within the Development and Regeneration Department, which leads on the Growth Agenda for the City Council.

Other Implications: e.g. Section 17 Community Safety, Health and Safety, Risk Management, Equalities Impact Assessment, etc.

The need to implement a revised sub regional partnership working framework to maintain focus on the Plymouth growth agenda is included in response to Risks 51 and 61 of the Council's strategic risk register.

These risks relate to the delivery of sustained economic and population growth and the need, amplified through the Devon structural review, to deliver effective strategic leadership for the Plymouth and the surrounding sub region.

Recommendations & Reasons for recommended action:

It is recommended that the Cabinet:

1. Approve in principle the overall structure of governance arrangements as set out in the report, for dialogue and agreement with sub regional partners.

Reason: To ensure that there is a clear and simplified framework for:

- Partnership working between Plymouth City Council, Cornwall Council, Devon County Council, South Hams District Council and West Devon Borough Council on the sub regional implications and opportunities of the growth agenda
- Partnership working with key stakeholders on more effective coordination and delivery of the growth agenda.

In addition, to ensure that clear roles and responsibilities are identified, with Members setting policies and priorities and officers focusing on delivery of these policies and priorities through development of strategic delivery programmes.

2. Recommend to Full Council that the Council's portfolio holders with a remit for economic development, strategic housing and planning and transport are formally nominated as the City Council's representatives on the Portfolio Holders Board.

Reason: To establish the principle that membership of this Board will be on the basis of the portfolio held.

3. Invite the appointment of Senior Members from Cornwall Council, Devon County Council, South Hams District Council and West Devon Borough Council to represent economic development, strategic housing and planning and transport on behalf of their councils.

Reason: To ensure there is formal commitment to this new way of working from all the local authorities in the sub region.

4. Endorse the arrangements set out in the report regarding Member involvement in the governance of the growth agenda.

Reason: To ensure that the direction of travel for the growth agenda, as set by Members through the Executive functions of the Council, is translated appropriately into delivery programmes.

5. Instruct Officers to develop a Communication Plan relating to the work of the Plymouth Growth Board and the Programme Boards.

Reason: To keep all stakeholders and the public informed of progress in delivering Plymouth's growth agenda.

6. Note the proposed Programme Boards as setting out the higher level priorities in support of delivery of the growth and regeneration agenda for Plymouth and its wider sub region, and instruct the Chairs of these Boards to define and communicate their proposed remit through the Communication Plan.

Reason: To better define and focus priorities and ensure delivery of the growth agenda.

7. Closely monitor the implementation of the governance arrangements, including making adjustments as necessary, and undertake a full review after two years of their operation.

Reason: To ensure optimal performance of the governance arrangements.

8. Agree to the recommendations of the Growth & Prosperity Overview and Scrutiny Panel as set out in Section 8 of the report.

Reason: To improve the performance of the governance arrangements.

Alternative options considered and reasons for recommended action:

There are several alternative governance models.

1. **Continue as we are.** This is not recommended as it is taking up significant amounts of time and resources to service over 80 groups, many of whom meet several times a year. This is resulting in a lack of clear structure, and a lack of understanding of groups - how they all connect and roles they play. The consequence of this is diluted strategic leadership, confusion around governance, lack of focus and accountability for delivery, duplication of time / energy of different agencies and lack of attendance at meetings.
2. **Multi Area Agreement (MAA).** Whilst this report does not specifically propose the establishment of an MAA, it does set the framework by which an MAA could be negotiated if considered appropriate in the future.
3. **Sub regional 'Economic Prosperity Board.** EPB's have been identified as one governance option through the Government's Review of Sub National Economic Development & Regeneration and are provided for in the Local

Democracy, Economic Development and Construction Act 2009. They are formally constituted, with executives and budget and with certain powers (determined on an individual basis) transferred from the partner councils. As for the MAA option, this could be considered at a later date, but the immediate priority is to get in place effective partnership working and fit for purpose delivery structures which focus on clearly agreed priorities.

Background papers:

Research into multi-area agreements - Long-term evaluation of LAAs and LSPs
<http://www.communities.gov.uk/publications/localgovernment/researchmultiareaagreements>

The Review of Sub National Economic Development and Regeneration:
<http://www.communities.gov.uk/citiesandregions/thesubnationalreview/>

Multi Area Agreements:
<http://www.communities.gov.uk/localgovernment/performanceframeworkpartnerships/multiareaagreements/>

CLG Policy document on options for Sub regional Cooperation in the Local Democracy, Economic Development and Construction Bill, Jan 2009
<http://www.communities.gov.uk/documents/citiesandregions/pdf/1130456.pdf>

Plymouth Comprehensive Area Assessment reports
http://www.plymouth.gov.uk/caa_full_report.pdf
http://www.plymouth.gov.uk/oneplace_organisational_assessment_full_report.pdf

Plymouth City Council Corporate Plan
<http://www.plymouth.gov.uk/homepage/councilanddemocracy/ourvision/wherewearegoing/corporateplan.htm>

Sign off: comment must be sought from those whose area of responsibility may be affected by the decision, as follows (insert initials of Finance and Legal reps, and of Heads of HR, IT and Strat. Proc.):

| | | | | | | | | | | | |
|--|-----------------|-----|----------------|----|---------|--------------|---------|----|---------|---------------|-----|
| Fin | DevF91 00081 | Leg | JAR/10 /130 | HR | N/ A | Corp Prop | N/ A | IT | N/ A | Strat Proc | N/A |
| Originating SMT Member Paul Barnard, Assistant Director of Development (Planning Services) | | | | | | | | | | | |

1.0 BACKGROUND

- 1.1 Plymouth has the most ambitious and radical economic growth agenda in the South West of England. This agenda is key to achieving the city's vision to become one of Europe's finest, most vibrant waterfront cities.
- 1.2 However, the Growth Agenda affects and depends on an area wider than the administrative area of Plymouth. It can therefore only be achieved through partnership working within the city and across the city's boundaries into those parts of the surrounding sub region that are affected.
- 1.3 Partnership working has been at the forefront of the considerable changes and improvements made in the city over recent years. However, the partnership landscape in Plymouth and the sub region is very complicated.
- 1.4 This issue was identified in Plymouth's recent Comprehensive Area Assessment. It states that 'more needs to be done to ensure partners share resources and work together' and that Public Services are working well together inside and outside the city, but that more will need to be done to meet the needs of an expanding city. The architecture of governance set out in this report supports this requirement.
- 1.5 Currently there are over 80 groups trying to move the Growth Agenda forward either through strategies, regeneration areas and major developments or around specific themes. This does not include private sector led initiatives, which interface with the public sector to deliver growth.
- 1.6 Whereas these groups have been established for good reasons, and in themselves are symbolic of the drive and ambition of the city, the sheer number is problematic. The relationships between groups can be unclear, leading to diluted strategic leadership, confusion around governance and responsibilities, lack of focus and accountability for delivery, duplication of roles, inefficient use of time and energy of different agencies, and lack of attendance.
- 1.7 Rationalisation and a simplification of the governance structures is key to continuing to move forward and delivering the Growth Agenda.
- 1.8 The arrangements set out in this report have been developed over the past year following discussions with the adjoining local authorities and other partners, including Government Office South West (GOSW), Homes and Community Agency (HCA), South West Regional Development Agency (SWRDA), Plymouth City Development Company (PCDC) and other interested parties. They are designed to provide the city and sub region with a powerful and unified voice at international, national and regional levels, as well as to facilitate the effective and efficient delivery of key projects. In essence, they are about delivering a genuinely strategic approach to planning and delivering economic infrastructure and housing growth so that Plymouth becomes one of Europe's finest, most vibrant waterfront cities.

2.0 THE SUB REGIONAL CONTEXT

- 2.1 There is a clear drive from the Government for improved more effective sub regional working, particularly in relation to economic development which is highlighted as a priority in the Review of Sub National Economic Development and Regeneration. This is an acknowledgement that local economies function across administrative boundaries and that planning and delivery process need to reflect this reality.
- 2.2 There are a number of reasons why the governance framework for Plymouth's growth agenda should be sub regional in nature. The prosperity of Plymouth, South East Cornwall and South West Devon are closely linked. A successful Plymouth will be beneficial to its hinterland and *vice versa*. Plymouth is a regional city and the economic and cultural engine room of its sub region, providing employment and services to a wide area. Equally Plymouth benefits greatly from being set within an environment of exceptional quality, with vibrant rural communities and market and coastal towns. Furthermore, some important infrastructure and development projects will cross administrative boundaries or take place outside of the city's administrative area. Cross boundary partnership working is thus crucial to delivering a prosperous city economy that delivers the maximum benefits for all communities in the sub region whilst not harming the unique qualities of the city and sub region that make it such a special place.
- 2.3 The governance framework proposed provides the opportunity to foster sub regional buy-in and support for key projects linked to the growth agenda, especially those that cross boundaries. It does not override the executive powers and community leadership roles of the constituent councils, but will provide for the partnership working crucial to achieving the best economic and community outcomes for the entire sub region. The approach will enable the coordination of the policies, strategies and delivery programmes of the partner councils and key stakeholders insofar as they relate to the city's economic growth, such that the Plymouth and sub regional economy fulfil their potential and the benefits of growth are experienced throughout the sub region. The framework will enable the coordination of the strategic interventions necessary to this agenda including, for example, the need for strategic transport infrastructure improvements, as well as new economic and housing development opportunities.
- 2.4 The framework is designed to be flexible to changing contexts. An evolution to a more broad based partnership around planning, economic development and regeneration, if appropriate at some future date, should be a relatively straight-forward manner.

3.0 KEY REQUIREMENTS OF GOVERNANCE AND DELIVERY FRAMEWORK

3.1 The following key requirements of the governance and delivery framework are identified:

1. The need to ensure that all key development strategies in the sub region pull in the same direction to deliver a shared vision, and are consistent with the principles of sustainable development, cultural growth and protection of the natural environment. These include, for example, Local Development Frameworks, Local Transport Plans, the Green Infrastructure framework and Local Economic Strategies.
2. Coordination of the delivery of housing, economic development, transport and wider strategic infrastructure at a sub regional level (e.g. green infrastructure; strategic culture and leisure provision), to ensure that growth is delivered in the most sustainable way and the benefits to local communities are optimised.
3. Coordination of sub regional input to and having clear priorities for regional funding programmes, to optimise the potential to secure major investment in the sub region.
4. Developing a strong leadership and focus on delivery.

4.0 RELATIONSHIP TO LOCAL STRATEGIC PARTNERSHIPS

- 4.1 Plymouth's Local Strategic Partnership (LSP) sets the high level agenda for the city through the Sustainable Community Strategy, the Local Area Agreement (LAA), its overall strategic coordination role, and in holding key partners to account in relation to their delivery against the city priorities. The architecture of governance proposed in this report reflects the overall strategic leadership context of the LSP.
- 4.2 Given the city-regional nature of the economic growth agenda, and the need to promote the prosperity of the entire sub region as part of this agenda, the community strategies of Devon and Cornwall's LSPs will also be part of the strategic context for the area.
- 4.3 By setting up streamlined and focussed bodies as set out in Section 5 of this report (the Portfolio Holders Board and the Growth Board with its associated Programme Boards) a framework will be in place to drive the delivery of the LSP's economic growth aspirations for the city, as overseen by the Wealthy Theme Group. Furthermore, the framework is flexible to ensure it could evolve into another governance model were this to be appropriate at some future time. For example, a Multi Area Agreement (MAA) focused around growth objectives could be a logical step forward, simplifying the governance framework yet further.

5.0 PROPOSED GOVERNANCE AND DELIVERY FRAMEWORK

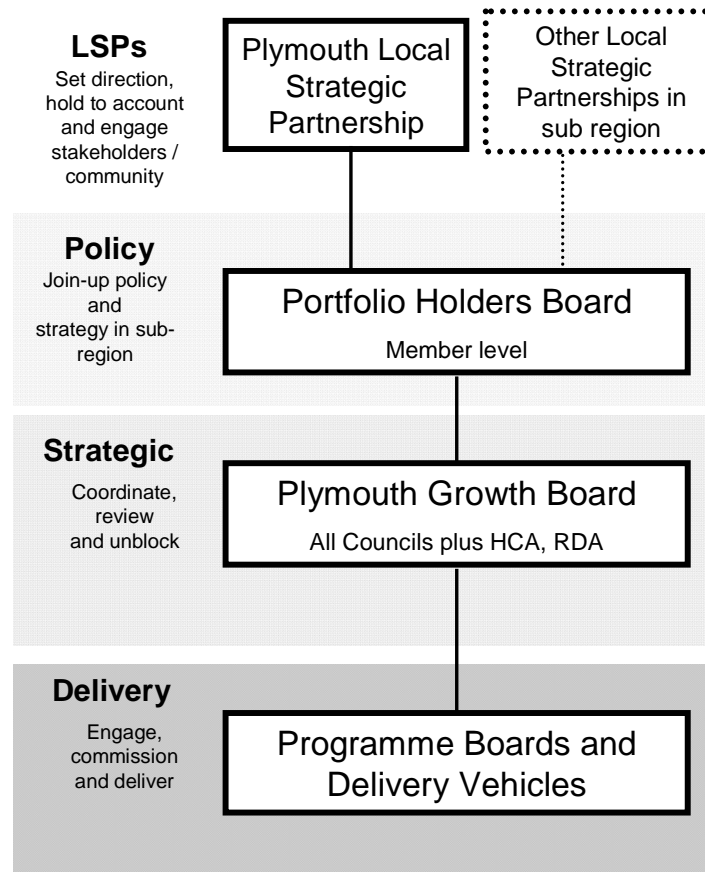
5.1 Essentially the structure is organised around three levels of activity:

- **Policy**, which is substantially about ensuring that policy is effectively joined up at a city and sub regional level to deliver a genuine city-regional approach to economic development and growth.
- **Strategic**, which is substantially about enabling strategic decisions to be made to ensure delivery of key growth agenda interventions, including the unblocking of obstacles to delivery.
- **Delivery**, which relates to the activity of 'delivery vehicles' so that delivery actually happens.

5.2 Critical to the success of this governance framework is the need for clear terms of reference and strong lines of communication, which will be robustly maintained in order to avoid falling back into a scenario where the numbers of meetings expand and levels of bureaucracy increase. Similarly, clarity of roles and membership will need to be maintained by ensuring the structure is clearly explained and agreed by all involved from the outset and that this is monitored to ensure these remain clear.

5.3 There is also a need to provide for appropriate scrutiny in relation to each of these levels of activity, and to put in place effective consultation arrangements to ensure that groups and communities not directly involved in key governance groups are enabled to contribute effectively to policy, strategy and delivery.

5.4 It is important to emphasise that the framework proposed is not about creating a bureaucratic structure with rigid formal reporting lines. Rather it is about organising ourselves better to support a mature partnership based approach in acknowledgement that Plymouth is an outward looking and regional city. Hence, the ultimate executive and decision-making powers remain with the individual councils and stakeholders, and the overall strategic direction of travel is set by the LSP. The overall framework proposed, as illustrated in the diagram below, needs to be understood in this light.



- 5.5 At the **Policy** level, it is proposed that effective partnership working will be achieved through a Portfolio Holders Board where Portfolio Holders of the constituent councils are appointed to the Board to represent economic development, strategic housing, transport and planning issues. It is anticipated that the Board will meet at least twice / year. The remit of this Board will be to ‘join-up’ the overall policy framework relating to the city’s economic growth so that the policy and strategy making functions of the authorities are pulling in the same direction and presenting a unified message. See Appendix 1 for draft scope. The Board will invite relevant agencies or partners to attend specific parts of their meeting where relevant.
- 5.6 The Portfolio Holders Board may choose to ask for specific pieces of work to be undertaken on its behalf, and these will often be lead by member level task & finish groups. A good current example of this is the Joint Plymouth / Devon / South Hams Joint Member Working Group on the Urban Fringe Development Plan Document. The Board will be responsible for the formation and monitoring of progress of the groups undertaking its work, as well as ensuring that they close down at an appropriate time.
- 5.7 At the **Strategic** level, the **Plymouth Growth Board** will have a strategic coordinating role, and will consist of Senior Executives from the councils, the Homes and Community Agency (HCA) and the Regional Development Agency (RDA). This Board will meet four times a year. The Board will provide strategic coordination of delivery of key programmes and projects, implementing the policy direction set by the Portfolio Holders Board (reflecting

the priorities of the constituent councils and LSPs). A draft proposed scope and remit is set out in Appendix 2.

5.8 The Growth Board will take a strategic view of the work taking place through the Project Boards and will support this. For example it will coordinate the Local Investment Plan and the New Growth Points allocation to best support the Growth Agenda. The Growth Board will also be a resource for a series of proposed Programme Boards in helping to unblock issues. The membership of the Programme Boards will be determined by their specific role, with adjoining councils being members of those where cross-border issues are involved. They are likely to include:

- City Centre Programme Board. Chair: Paul Barnard (PCC). Key projects: North Cross, Cornwall Street, Colin Campbell Court, Public realm improvements
- Eastern Corridor Programme Board. Chair: Clive Perkin (PCC). Key projects: Major Scheme Bid, Sherford, Langage
- Waterfront Programme Board. Chair: Gavin Carrier (PCDC). Key projects: Hoe, Millbay, Devonport
- Northern Corridor Programme Board. Chair: Paul Barnard (PCC). Key projects: Major Scheme Bid, Derriford Area Action Plan
- Economic Development & Enterprise Programme Board. David Draffan (PCC). Key projects: Skills, enterprise, worklessness, low carbon economy
- Sustainable Neighbourhoods Programme Board. Chair: Stuart Palmer (PCC). Key projects: North Prospect
- Naval Base Programme Board. Chair: Anthony Payne (PCC). Key projects: Naval base review, Project Roundel, Vision 25, South Yard
- Place Management Programme Board. Chair: Duncan Currall (City Centre Company). Key projects: Barbican and waterfront Business Improvement District

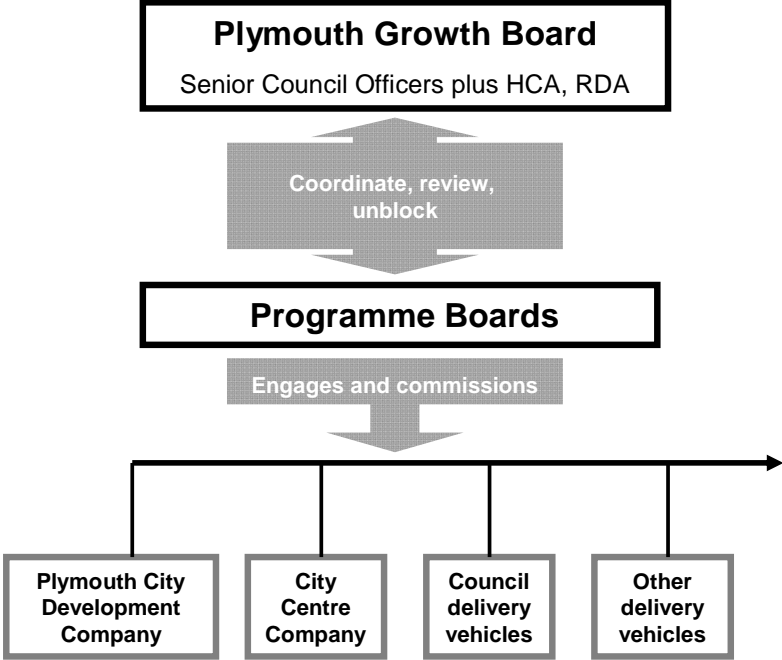
These will be subject to further refinement and agreement with key partners.

The Programme Boards are either spatially or topic led. Within each of the Programme Boards, cross-cutting issues will be considered such the promotion of the low carbon economy, green infrastructure and skills.

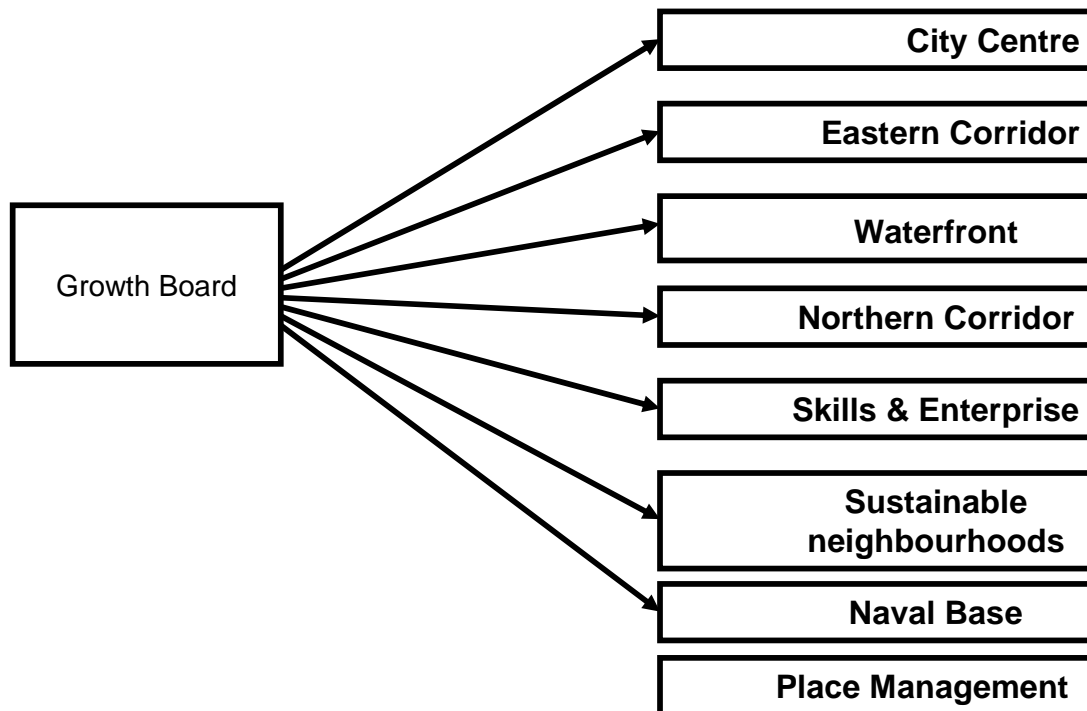
5.9 The Growth Board may choose to form task & finish groups for any detailed pieces of work that are needed to deal with specific issues, particularly to facilitate or unblock delivery of strategic projects. If the Board sets such a group up, it will give it a clear time limited remit and ensure that the group closes once this is complete.

- 5.10 One of the tasks of the Growth Board and the Programme Boards will be to identify, engage or commission **Delivery Vehicles**, as appropriate. There will thus be greater clarity about who is delivering what and by when.
- 5.11 It is not expected that Members or senior managers will be required to sit on the respective Programme Boards and task & finish groups but that issues and updates will be fed back through the structure so that the Portfolio Holder and Growth Board members are kept aware of progress. In addition, regular Member briefings of the work of the Programme Boards will be provided for and there will be a crucial member role in overview and scrutiny (See Section 6 below).

Diagram showing relationships between strategic and delivery functions



Growth Board linking into current Programme Boards



- 5.13 To support the Portfolio Holders Board and the Growth Board there will be an Officer Support Team from all five councils who would be responsible for coordinating and organising the agendas, setting up task & finish groups as requested, collating evidence as required and monitoring the progress of the growth agenda.

6 MEMBER ENGAGEMENT AND SCRUTINY

- 6.1 The governance structure proposed sits within and does not alter existing corporate governance arrangements as set out in the Council's Constitution, the Protocol on Member/Officer Relations and the Code of Corporate Governance. These provide for:
- Full Council adopting the Budget and Policy Framework, including most specifically in relation to the growth agenda the Local Development Framework, Local Transport Plan, Housing Strategy and Local Economic Strategy.
 - Cabinet to exercise the Executive functions of the Council, which can be delegated in accordance with the Scheme of Delegation.
 - Wider Member involvement through overview and scrutiny of policy, strategy and delivery.
 - The role of Members in providing leadership within the community and as ward councillors to represent their constituents.
 - The responsibility of Officers for day-to-day managerial and operational decisions within Plymouth City Council and for providing services to the local community.

- The fundamental principle that ward councillors should be consulted and provided with information on matters to enable them to properly fulfil their role in representing their constituents.

6.2 These principles will be worked out in the following ways in relation to this sub regional partnership framework:

- The Portfolio Holders Board itself has no Executive powers. However, as is currently the case, individual Portfolio Holders will be able to make decisions they are empowered to make as provided for by the Constitutions and Schemes of Delegation of the constituent councils. The role of the Board is therefore advisory, although it would be possible for the constituent councils to delegate some powers to the Board at a later stage were this considered appropriate.
- The Portfolio Holders Board will need to keep colleagues on the individual Executives of the constituent councils briefed and involved in the undertaking of its work. The Board will also be able to be held to account for its partnership working through the current processes available to Members of overview and scrutiny.
- The Portfolio Holders Board may from time to time require specific pieces of work to be undertaken in order to fulfil its remit of coordinating policy and strategy at sub regional level. These may be Member led task & finish groups, supported by officers.
- Regular briefings of work of the Plymouth Growth Board and Programme Boards will be held to ensure that the Council's Cabinet are able to monitor progress in delivering the Council's policies and priorities relating to the growth agenda and its relationship to wider regeneration and inter-related agendas. This will be extended as appropriate to include invitations to senior councillors of partner councils in relation to briefings on cross border issues. It is anticipated that these will take place once every two months, although where there are urgent matters specific briefings could be organised.
- The City Council's Growth and Prosperity Overview and Scrutiny Panel will review and monitor the delivery of the growth agenda and the performance of the governance arrangements set out in this report (see Section 8 of this report). Representation from other LSPs in the sub region could be invited to take part in this process from time to time where appropriate.

6.3 In addition to scrutiny by Members, it should be noted that Plymouth's Wealthy Theme Group will have an important role in holding the City Council and its delivery partners to account for their management and performance in relation to the growth agenda. Furthermore, Government Office South West will act as an additional high level scrutiny for this structure. Their regional role will enable them to advise how the structure can work with the rest of the region and evolve with current and future Government agendas.

7. COMMUNICATIONS AND CONSULTATION

- 7.1 A Communication Plan will need to be developed in order to ensure that Members, external stakeholders and the general public have a good understanding of the growth agenda and its benefits for the entire sub region, and are kept informed about progress in delivery. The communications plan will need to be multi-faceted in order to deliver communications in the most effective way. The development of this plan will be one of the first tasks undertaken once the governance proposals are approved.
- 7.2 Additionally, each constituent council is already fully committed to delivering community engagement in the development of plans, strategies and projects (in Plymouth's case, in accordance with the LSP's Statement of Community Involvement). However, the partnership approach advocated should provide for more effective coordination of community engagement across the sub region.

8. MEETING OF GROWTH AND PROSPERITY OVERVIEW AND SCRUTINY PANEL, 22 MARCH 2010

- 8.1 The Growth & Prosperity Overview and Scrutiny Panel (GPOSP) considered the matter of growth agenda governance arrangements at its meeting on 22 March 2010. The Panel unanimously:
- Indicated its support for the governance proposals for the growth agenda.
 - Requested that more detail be provided about its desired outcomes over the next 24 months.
 - Requested that criteria be set for measuring the effectiveness of the proposals.
 - Requested that these criteria are monitored and reported to the GPOSP on a six-monthly basis.
 - Proposed a review of the governance arrangements after 24 months of operation.
- 8.2 It is considered that these recommendations can be supported as adding value to the proposals. Subject to the work programming decisions of the Overview & Scrutiny Management Board, a report will be taken to a meeting of the GPOSP within the next 6 months, setting out desired outcomes, success criteria and current performance in relation to these criteria.

9.0 NEXT STEPS

- 9.1 On approval of this report, the detailed arrangements will be finalised with the adjoining councils, with a view to the Portfolio Holders Board and Growth Board being operational by early summer 2010. In addition, the new arrangements will be monitored closely to ensure that improved partnership working outcomes are realised and to enable any adjustments to the structure as appropriate.

APPENDIX 1: PORTFOLIO HOLDERS BOARD – DRAFT SCOPE

The key objective:

To coordinate policy and strategy development in the Plymouth sub region to help Plymouth become one of Europe's finest, most vibrant waterfront cities and the economic hub for the far south west, delivering economic, social and environmental benefits to the entire sub region.

The main tasks:

1. To join up, oversee, monitor and review policy and strategy in relation to transport, economic development, housing and spatial planning at sub regional level. Key policies include:
 - a. Local Development Frameworks
 - b. Local Transport Plans
 - c. Local Economic Strategies
 - d. Housing Strategies
2. Promote a co-ordinated approach to the implementation of regional and sub regional policy in the city and sub region.
3. To coordinate input as appropriate to other policies which have an impact or relationship with the growth vision for Plymouth, including Sustainable Communities Strategies; Sustainable Development Strategies; Climate Change Framework; Cultural Strategies; Health Strategies and other related / relevant local strategies.
4. To advise the relevant Local Strategic Partnerships and public agencies on overall direction of travel for the Plymouth Growth Agenda.
5. To promote the vision for Plymouth and the sub region at European, national and regional levels, and lobby for investment in key infrastructure.
6. To advise on high level investment priorities for coordination by the Plymouth Growth Board.

How the Board will function:

The Board should meet at least twice year. If there is need for additional meetings, this can be arranged.

A Chair and Vice-Chair will be agreed at the first meeting, and be changed on an annual basis.

The Board will set up as appropriate and monitor progress of bespoke pieces of work which deliver key work streams of the Board.

Meetings will be organised by Plymouth City Council, who will provide a secretariat role, with the lead being provided by Planning Services. In addition, a cross-authority Officer Support Team will be set up to support and advise the Board on key business.

The Board will not have Executive powers, but it will advise the relevant local authorities and LSPs in the exercise of their powers.

Decision making will be on the basis of partnership working and collaborative support rather than through formal voting.

Membership of the Board:

To include the relevant Portfolio Holder(s) to represent economic development, strategic housing, planning and transport issues from the following councils:

- Plymouth City Council
- Cornwall Council
- Devon County Council
- South Hams District Council
- West Devon Borough Council

In the event that more than one portfolio holder represents these issues, then the councils will be encouraged to nominate a single portfolio holder to represent their council at each meeting.

Officers / stakeholders may attend as required in advisory capacity. They may also be members of task and finish groups.

Where Board members are unable to attend meetings, substitutions from the nominating authority will be permitted.

The first step will be to present options for rationalisation to existing groups.

This is an example of the implications for some existing groups:

The following groups will be disbanded:

- Plymouth Sub Regional Economic Partnership
- Plymouth, South West Devon and South East Cornwall Sub region Strategy Steering Group
- Plymouth South East Cornwall and Environs Transport Study Steering Group
- Regional Spatial Strategy Officer Group (sub regional)
- Strategic Housing Land Availability Assessment Steering Group

Examples of groups that could become bespoke groups of the Board:

- Joint Member Panel for Plymouth Urban Fringe Development Plan Document
- Plymouth Local Transport Plan 3 Steering Group
- Housing Market Area Steering Group.

Once the Board is operational, all bespoke groups should be reviewed with a view to disbanding, time limiting or merging them. Membership should also be reviewed. A first exercise will be to undertake a complete review, propose new arrangements and present findings to the Board for approval.

There will not be decisions made by voting but rather an emphasis on collaborative support based on a mature partnership approach.

APPENDIX 2: PLYMOUTH GROWTH BOARD – DRAFT SCOPE

The key objective:

To coordinate and oversee delivery of key projects and programmes to help Plymouth become one of Europe's finest, most vibrant waterfront cities and the economic hub for the far south west, delivering economic, social and environmental benefits to the entire sub region.

The main tasks:

1. To oversee, monitor, unblock and review a strategic delivery framework for implementation of city growth agenda, as approved by the governing authorities.
2. Within this framework, to identify sub regional priorities for funding from European, national and regional funding programmes.
3. To work within existing LSP structures and maintain good communication to ensures that this relationship is effective.
4. Determine growth agenda funding options and priorities, to inform capital programmes.
5. To identify and keep under review a prioritised programme of strategically important development and infrastructure projects and identify the appropriate delivery mechanisms.
6. To coordinate action to unblock key obstacles to delivery, including ensuring alignment of key agencies and stakeholders with the Growth Agenda.

How the Board will function:

The Board will meet four times / year. Each meeting may require a full day.

The Board will set up as appropriate and monitor progress of task and finish groups, which deliver key bits of work for the Board.

Meetings will be organised by Plymouth City Council, who will provide a secretariat role. In addition, a cross-authority Officer Support Team will be set up to support and advise the Board on key business.

The Board will operate within the delegated authority available to it from within its constituent organisations.

Decision making will be on the basis of partnership working and collaborative support rather than through formal voting.

Membership of the Board:

Plymouth City Council

- Chief Executive
- Director of Development & Regeneration

Cornwall Council

- Chief Executive or nominated director

Devon County Council

- Chief Executive or nominated director

South Hams District Council / West Devon Borough Council

- Chief Executive or nominated director from joint management team

Homes and Community Agency

South West Regional Development Agency

- Area Director

Other officers / stakeholders may attend as required in advisory capacity. They may also be members of task & finish groups.

Implications for existing groups:

The following groups are some of those that will be disbanded:

- Affordable Housing Project Board
- New Growth Point Stakeholder Group
- Eastern Corridor Board

Examples of groups that could become task and finish groups of the Board:

- Green Infrastructure Steering Group
- Sherford Board
- Eastern Corridor Major Scheme Board
- Langage Steering Group.

Once the Board is operational, all task and finish groups should be reviewed with a view to disbanding, time limiting or merging them. Membership should also be reviewed.