

AYLESBURY GARDEN TOWN GOVERNANCE ARRANGEMENTS

Councillor N Blake
Leader of the Council

1 Purpose

- 1.1 To seek approval to the governance arrangements to support the Aylesbury Garden Town project and to provide Cabinet with a progress report on the initiative.

2 Recommendations

Cabinet are asked to:

- 2.1 Approve the Governance arrangements for the Aylesbury Garden Town project, as set out in the report and appendix and to agree that AVDC' representative on this board should be the Leader of the Council.
- 2.2 To delegate the finalisation of the governance arrangements to the Director with responsibility for Community Fulfilment, after consultation with the Leader of the Council.

3 Supporting information

- 3.1 Cabinet will recall that in October 2016, AVDC co-ordinated the preparation and submission of a bid to the Government's Garden Towns and Villages programme. In January this year, Aylesbury was announced as one of the successful Garden Town bids.
- 3.2 The expression of interest can be found on our website at the following link: https://www.aylesburyvaledc.gov.uk/sites/default/files/page_downloads/Aylebury%20Garden%20Town%20-%20expression%20of%20interest.pdf
- 3.3 Since Aylesbury was awarded garden town status, our first step has been to bring together the key partners responsible for the development of the Vale together, and form a local Aylesbury Garden Town partnership. The group includes AVDC, Bucks County Council, two Local Enterprise Partnerships (South East Midlands and Buckinghamshire Thames Valley) and Buckinghamshire Advantage. It is expected that this will need to expand as the project matures and look to actively engage with Town and Parish Councils for example, as well as active engagement with local residents and communities and also developers. .
- 3.4 Together we have put in place a project team to take the initiative forward, which includes a dedicated Garden Town Project Manager and other support staff will be recruited soon. .
- 3.5 We are receiving support and advice from expert consultants who have strong experience in successfully running similar projects. They have reviewed the overall project plan, the governance arrangements, and our stakeholder and engagement strategy.
- 3.6 We have put together a clear project plan identifying key workstreams and ensured that the Vale of Aylesbury Local Plan has clear guiding principles and commitments to enable the garden town to make progress. We will soon be working on a series of Supplementary Planning Documents to support the Local Plan and delivery of Aylesbury Garden Town, focusing on things like putting infrastructure in place, and high quality design principles. Work will

also get started on a vision of the future and planning beyond the VALP period of 2033, looking towards the future in 2050.

- 3.7 One of the early tasks is to put in place a formal delivery board that will provide leadership and oversight of the general strategy of the project, hence this report, which seeks to formalise the proposed Governance arrangements. The advice note attached as appendix 1 details the proposed governance arrangements. Appendices 2 and 3 detail the proposed governance structure and sets out membership, the key functions of the delivery board, programme delivery team and the relationship with the key forums that are due to be established.
- 3.8 Active engagement and communication will be a key component of the work linked to the AGT group and it is proposed that there will be regular briefing notes to advise both Councillors and the various stakeholder groups up to date with the activity being progressed as part of the AGT programme.

4 Options considered

- 4.1 No other existing governance arrangements were considered to be suitable in terms of the specific focus on the AGT project, hence the reason for this approach.

5 Reasons for Recommendation

- 5.1 To ensure that the Authority has the appropriate level of governance in place to actively manage and contribute to the Aylesbury Garden Town project.

6 Resource implications

- 6.1 To date the Council has secured £810k of funding from central government to support this initiative and this will be used to support the development of the AGT approach, masterplanning and supporting evidence that is required and to fund the dedicated staffing taking this activity forward.
- 6.2 This initial funding will also be used to help further refine the total infrastructure requirements and bidding opportunities to help achieve the Aylesbury Garden Town ambitions.
- 6.3 AVDC is the accountable body for these funds and will be providing updates to the AGT Delivery Board and DCLG.

August 2017

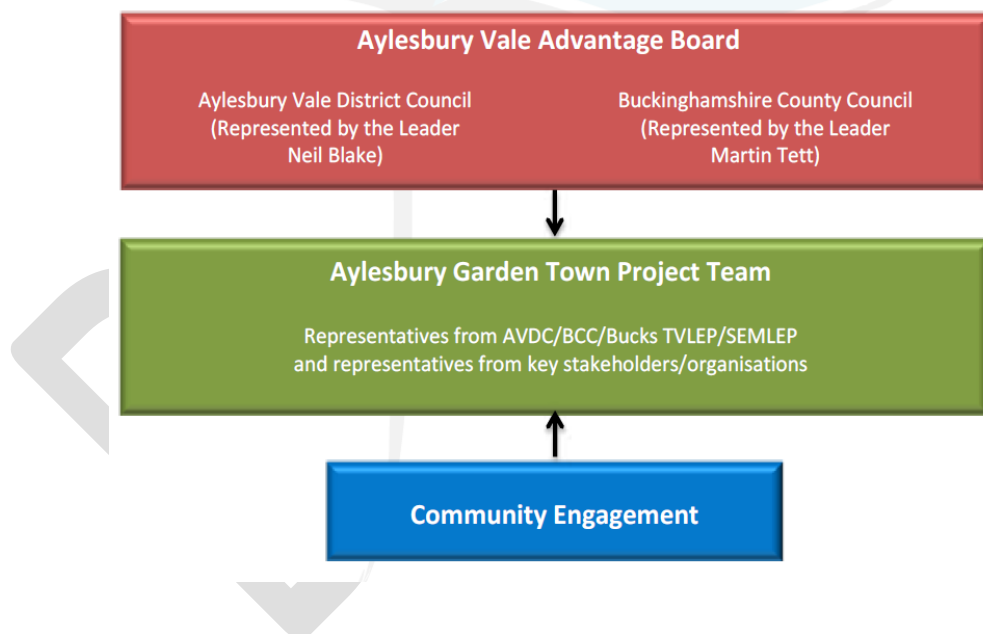
Aylesbury Garden Town

Advice Note on Governance

1. Introduction

The Aylesbury Garden Town (AGT) project partners have previously asked Hyas to produce an initial version of a project plan for the AGT project as part of a general project support commission. The project plan comprises a high-level version of a 'Gantt' chart type programme overview with a brief supporting narrative that highlights the more immediate critical path, milestones and priority work streams and tasks central to making continued progress on the AGT project. A key priority work stream set out in the review and project plan is to establish clear and effective governance arrangements.

The successful AGT bid document identifies that following the award of GT status, the next (first) step will be to confirm the existing governance structure. This structure consists of an AGT Board and a Project Team. The bid document proposes that the Board element initially utilises the existence of the Aylesbury Vale Advantage Board, which is supported by the BTVLEP and is a sub-board to the Buckinghamshire Advantage Board. The AGT Project Team has been established since the award of GT status and comprises officers from all the key public sector partner organisations (AVDC, BCC, Buckinghamshire Advantage, BTVLEP and SEMLEP) and currently reports to the Aylesbury Vale Advantage Board, as shown below.



The AGT bid document also identifies the potential to develop the following AGT specific engagement forums:

- A Community Forum: Leading on and engagement with communities including involvement in vision, design principles and exploring the possibilities for community ownership (i.e. longer term stewardship of assets).
- A Developer and Stakeholder Forum: Leading on and engagement with developers, landowners and stakeholders (including infrastructure and utility providers).

It is in recognition of the existing governance architecture and the above proposals that the initial project programme currently identifies several potential forums for steering and delivery of the proposed growth at AGT. It is also suggested that a key immediate task should be to review the existing governance arrangements at the same time as devising the potential additional community and stakeholder forums. It is a priority for the smooth running and efficiency of the AGT project to establish consensus over the governance arrangements and the approach to managing and reporting progress at AGT in terms of: respective roles and responsibilities for key aspects of the programme delivery; master planning and other wider strategic planning elements; as well as the links to the community and other key stakeholder engagement plans and proposals (including DCLG and DfT).

The supporting narrative to the project review describes an advice note to set out some initial conclusions and proposals for refinement to the governance arrangements at AGT. The following sections provide that further advice.

2. Approach to Potential Governance Arrangements and Structure at AGT

As noted and shown in the previous diagram, the successful AGT bid document provides an outline of a potential governance framework. This suggests the use of a high-level Board and related Project Team and there are also suggestions as to the purpose, membership and role/responsibilities for each tier. These proposals also recognise that the governance for the AGT project will need to clearly relate to the structures and processes related to growth and development in Aylesbury, Buckinghamshire and the sub-region more widely, as well as the likely need for the arrangements to evolve over time as elements of the project such as delivery mechanisms and bodies become better defined. The underpinning logic of what is set out in the AGT bid document as well as the use of a 2 or 3 tier structure is sound and, based on Hyas' extensive experience of large scale growth and development projects elsewhere, is a relatively common and good practice construct for governance and project management.

Consequently, the focus of the following sections is to set out how this type of architecture could be refined and applied to the circumstances at AGT, both in the near term and how it might need to think about evolving over time as the circumstances potentially change. The diagrams at Appendix A set out a proposed initial governance structure, an indication of linkages and, to some degree, likely reporting hierarchy and have been formed on the basis of discussion and comment from the existing AGT Project Team.

The suggested structure illustrated in the diagram at Appendix A includes a Delivery Board for the GT which would be supported by a AGT Programme Delivery Team. The Delivery Board would be the forum to set and steer the overall project direction; manage overall engagement; resolve issues and enable progress; and to champion AGT corporately and beyond. The AGT Programme Delivery Team would be the forum to monitor, manage and co-ordinate delivery and progress the programme of delivery and projects potentially encompassed by the GT (as illustrated at the bottom of the first diagram at Appendix A). The suggested programme delivery areas and related projects set out in

this part of the governance diagram have been drawn from the Garden Town bid document, ongoing analysis and work by the Project Team and are also related to current and potential capital and revenue funding bids and opportunities being explored following the award of Garden Town Status. It should be noted that these areas and the projects are likely to vary over time and also that some of the major projects (for example the new garden communities) could have governance arrangements of their own which will need appreciated by the overarching structure.

This first diagram also includes an AGT specific Stakeholder/Developer Forum and a AGT specific Community Forum as suggested in the AGT bid document. Alongside the AGT specific elements, the diagram recognises and illustrates the relationship between the proposed governance at AGT and existing and emerging sub-regional and wider Aylesbury and Buckinghamshire bodies and forums that are likely to be relevant to the delivery of AGT.

The diagrams at Appendix A and the related table at Appendix B (that are summarised in the following section) have been created as separate Appendices so that they can be readily transferred from this advice note into other AGT related documents. These might include the project programme and other project management tools or funding bids and general reporting forms which may be developed and used in due course.

3. Purposes, Composition and Reporting Hierarchy for Proposed Initial Governance Arrangements at AGT

The second diagram at Appendix A and the table at Appendix B should be read alongside the proposed structure diagram at Appendix A and together provide further information and proposals with regard to:

- the roles and responsibilities of elements of the proposed structure;
- a potential composition/membership of the component groups (not person specific);
- the likely meeting frequency, reporting lines and relative position in any hierarchy; and
- initial thoughts on how the group or forum might need to evolve (if at all) as the AGT programme and projects progress and evolve themselves.

The AGT Delivery Board will have the overall responsibility for championing, oversight and delivery of the vision, principles, programme and related projects under the umbrella of the Garden Town. It will be accountable for the success of the programme and has responsibility and authority for the overall delivery of AGT. Its more specific proposed role and responsibilities are set out in Appendix B. It is suggested in the second diagram at Appendix A that the Delivery Board will be required to meet at least 4 times a year to monitor progress against the AGT delivery plan/project programme and to seek to resolve any 'show stopper' issues. Given this issue resolution role, it will also meet as required. It is proposed to be Chaired on a rotation basis between AVDC and BCC. The second diagram at Appendix A also sets out the suggested membership to be:

- Elected Members from AVDC, BCC (1 from each authority)

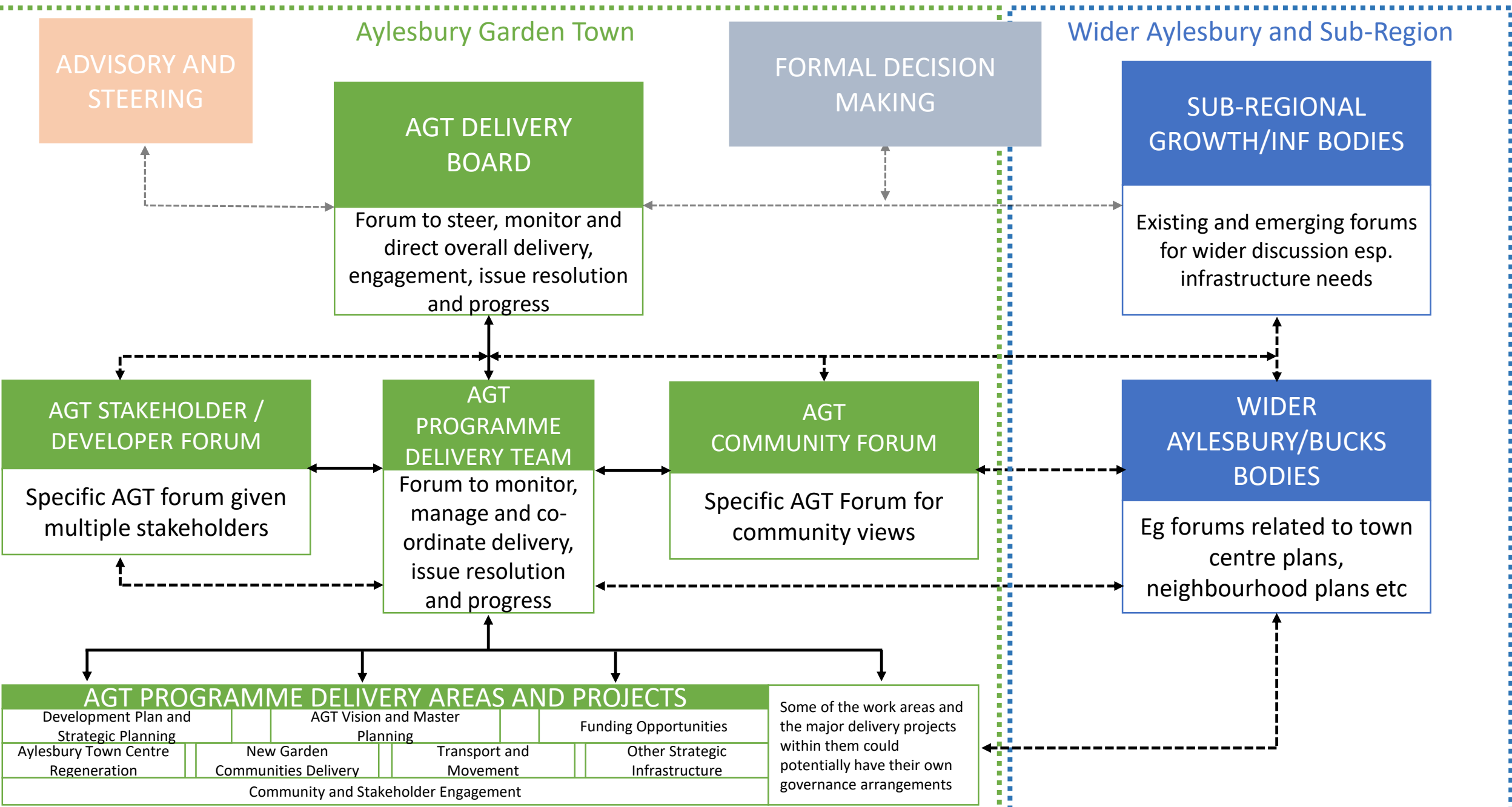
- Lead Director from AVDC and BCC (1 from each authority)
- Representative from BTVLEP and SEMLEP
- Representative from HCA
- Representative from DCLG (to be confirmed)
- Open invitation to MP

The AGT Programme Delivery Team has been given this title to reflect the wide-ranging nature of the delivery areas and projects encompassed by the GT and the resulting programme of activity. It will focus on the day to day management, monitoring and delivery and resourcing needs of the project and will manage and implement the project programme and plan. It will identify and oversee the various aspects to the AGT programme of work and delivery and to do so effectively is likely to need to meet at least monthly to generate and maintain momentum in the project. The Programme Delivery Team will report to the Delivery Board and it is proposed that its membership closely reflects that of the current Project Team which is drawn from key AGT partner organisations in terms of key officers, advisers and technical leads. This is likely to include lead officers from AVDC, BCC and representatives from BTVLEP and SEMLEP. Additional officer input or the use of technical leads and specialist advisers within the Delivery Team will respond to the subject matter and project needs at that time.

Alongside the AGT Programme Delivery Team it is proposed to establish two AGT specific engagement forums – a stakeholder / developer forum and a community forum as suggested in the AGT bid document. This is to enable the circulation and discussion of information and views amongst all of the key stakeholders to AGT. The second diagram at Appendix A proposes regular quarterly meetings.

The table at Appendix B provides suggestions and additional details for the initial purposes and roles of the various elements of the proposed governance framework set out in this advice note. Subject to the project partners views on the proposals, the content of the table and this note could be readily transformed into proposed Terms of Reference for the various bodies. The scope of the terms would be for agreement but a suggestion of the likely headings (at least for the Delivery Board and Delivery Team) would be:

- Purpose of the AGT Delivery Board/Team
- Core Functions of the Board/Team
- Membership of the Board/Team
- Roles and Responsibilities of Members (including approach to declarations/conflicts of interest)
- Chairmanship
- Meetings
- Decision Making and Reporting Lines
- Review Dates



AGT DELIVERY BOARD	Membership: <ul style="list-style-type: none"> Elected Members from AVDC, BCC (1 from each authority) Lead Director from AVDC and BCC (1 from each authority) Representative from BTVLEP and SEMLEP Representative from HCA Representative from DCLG (to be confirmed) Open invitation to local MP
Forum to steer, monitor and direct overall delivery, engagement, issue resolution and progress	
Meetings: Meets as required but at least quarterly. Chaired on a rotation basis by AVDC and BCC Members	



AGT PROGRAMME DELIVERY TEAM	Membership: <ul style="list-style-type: none"> Drawn from key partner organisations in terms of key officers, advisers and technical leads Currently represented are: AVDC, BCC, BTVLEP and SEMLEP
Forum to monitor, manage and co-ordinate delivery and progress	
Meetings: Meets as required but usually monthly in order to implement the delivery programme.	



AGT STAKEHOLDER / DEVELOPER FORUM	Membership: <ul style="list-style-type: none"> Lead officers/advisors from AVDC and BCC Landowner/dev and key stakeholder reps
Specific AGT forum given multiple stakeholders	Meetings: <ul style="list-style-type: none"> Meets as required but likely to be quarterly



AGT COMMUNITY FORUM	Membership: <ul style="list-style-type: none"> Lead officers/advisors from AVDC and BCC Comm reps including Town Council
Specific AGT Forum for community views	Meetings: <ul style="list-style-type: none"> Meets as required but likely to be quarterly



Group / Forum	Potential Initial Purposes, Functions, Roles and Responsibilities	Initial Composition / Membership	Initial Reporting lines	Potential Future Evolution
<p>AGT DELIVERY BOARD Forum to steer, monitor and direct overall delivery, engagement, issue resolution and progress</p>	<ul style="list-style-type: none"> Championing the GT vision and GT principles and reporting to respective corporate management teams and elected members to ensure corporate support and buy-in to delivery To facilitate and promote joined up delivery and to engage with and secure support at a strategic level from key stakeholders and partners for the delivery of the GT To set the overall direction of the GT programme, its objectives and priorities; to monitor overall progress; and to review and update the objectives and priorities as required and at least annually. Ensuring effective engagement and co-ordination with local organisations and community representatives in accordance with the GT stakeholder engagement and consultation strategy Ensuring the project team delivers a master plan and infrastructure delivery plan with input from a range of bodies (inc utilities providers; inf providers; employers; housing providers) into the proposed master planning. Ensuring that appropriate resources are in place to deliver against the plan, programme and priorities and to co-ordinate the public-sector contribution to the delivery of key elements of the programme including the use of available GT capacity funding secured from DCLG. Making decisions on strategic issues and resolving any ‘showstoppers’ Where possible supporting the introduction of GT principles into the existing town including seeking to deliver state of the art technology and connectivity to the area (such as 5G, wireless for the town centre etc) To provide a co-ordinated position/response to consultations and policy announcements that impact of effect the delivery of the GT vision and principles and to co-ordinate and ensure ‘upwards’ high level GT input into existing and/or emerging sub-regional/regional forums. 	<ul style="list-style-type: none"> Elected Members from AVDC, BCC (1 from each authority) Lead Director from AVDC and BCC (1 from each authority) Representative from BTVLEP and SEMLEP Representative from HCA Representative from DCLG (to be confirmed) Open invitation to Local MP 	<ul style="list-style-type: none"> Supported by Delivery Team Upwards liaison corporately and politically Inputs from community and stakeholder groups/forums Draws from and relates to sub-regional and regional growth and infrastructure bodies 	<ul style="list-style-type: none"> Include community representatives particularly in terms of long term stewardship and delivery Setting up/changing into future delivery body/vehicle Potential to include landowner/developer representative(s) once delivery roles and responsibilities defined Overall membership likely to be around 10 to 12 people
<p>AGT PROGRAMME DELIVERY TEAM Forum to monitor, manage and co-ordinate delivery and progress</p>	<ul style="list-style-type: none"> Monitoring and managing the programme and resources to co-ordinate delivery and achieve the required outcomes and milestones (including master planning, policy and spatial outcomes) Identifying any potential showstoppers/risks as they arise and reporting to the Project Board on potential solutions Formulating, monitoring and keeping up to date an overall project plan, including key tasks and milestones Reporting and making recommendations to the Project Board Co-ordinating consultation with other parties and stakeholders, including the public, statutory agencies and Govt depts Consider and agree the emerging Master Plan SPD and Future 2050 MP and ensure the outputs from the required Technical Working Groups are integrated to support a robust, comprehensive, sustainable and deliverable master plan (eg issues on vision, delivery, viability, funding, housing, transport, employment, etc) Identify potential funding opportunities and develop proposals to help secure progress at AGT Identify, consider and decide on potential delivery mechanisms/vehicles for AGT delivery Identify and secure engagement from landowners and developers and other key stakeholders not regularly attending the meetings. To consider the best organisations to engage and appoint where required, eg consultants, advisors, developers alongside additional project team resources Exploring how things can be done differently the achieve the identified levels of growth through innovation and approaches to leveraging investment, opening-up sites and exploring collaborative funding. 	<ul style="list-style-type: none"> Lead officer(s) at AVDC and BCC in terms of Planning and Transport and related advisors Other Technical Leads for aspects of the project as they evolve and are defined – initially likely to be focussed on master planning 	<ul style="list-style-type: none"> Reports to Delivery Board Draws from Developer, Community and Stakeholder Forums and wider Aylesbury/Bucks bodies 	<ul style="list-style-type: none"> Potentially to receive direct input/updates from landowner/developer team(s) on particular delivery areas or projects in the programme (eg master planning approach, RAF Halton)

<p>AGT COMMUNITY FORUM Specific forum for community views</p>	<ul style="list-style-type: none"> Leading on and engagement with communities including involvement in vision, design principles and exploring the possibilities for community ownership (i.e. longer term stewardship of assets). 	<ul style="list-style-type: none"> Lead officers/advisors from AVDC and BCC Community reps including Town Council and any NP Groups 	<ul style="list-style-type: none"> Informs and draws from AGT Delivery Team, Board and wider Aylesbury/ Bucks bodies 	<ul style="list-style-type: none"> Further proposals to be provided via stakeholder and engagement strategy work
<p>AGT STAKEHOLDER / DEVELOPER FORUM Specific forum given multiple stakeholders</p>	<ul style="list-style-type: none"> Leading on engagement with developers, landowners and stakeholders (including infrastructure and utility providers). 	<ul style="list-style-type: none"> Lead officers/advisors from AVDC and BCC Landowner / developer and key stakeholder reps 	<ul style="list-style-type: none"> Informs and draws from AGT Project Team, AVA Board and wider Aylesbury/ Bucks bodies 	<ul style="list-style-type: none"> Further proposals to be provided via stakeholder and engagement strategy work
<p>SUB REGIONAL GROWTH/INFRASTRUCTURE BODIES Existing and emerging forums for wider discussion esp. infrastructure needs</p>	<ul style="list-style-type: none"> Will vary depending on the arrangements for existing bodies 	<ul style="list-style-type: none"> Will vary depending on the arrangements for existing bodies 	<ul style="list-style-type: none"> Will vary depending on the arrangements for existing bodies 	<ul style="list-style-type: none"> Will vary depending on the arrangements for existing bodies
<p>WIDER AYLESBURY/BUCKS BODIES Eg forums related to town centre plans, neighbourhood plans etc</p>	<ul style="list-style-type: none"> Will vary depending on the arrangements for existing bodies 	<ul style="list-style-type: none"> Will vary depending on the arrangements for existing bodies 	<ul style="list-style-type: none"> Will vary depending on the arrangements for existing bodies 	<ul style="list-style-type: none"> Will vary depending on the arrangements for existing bodies