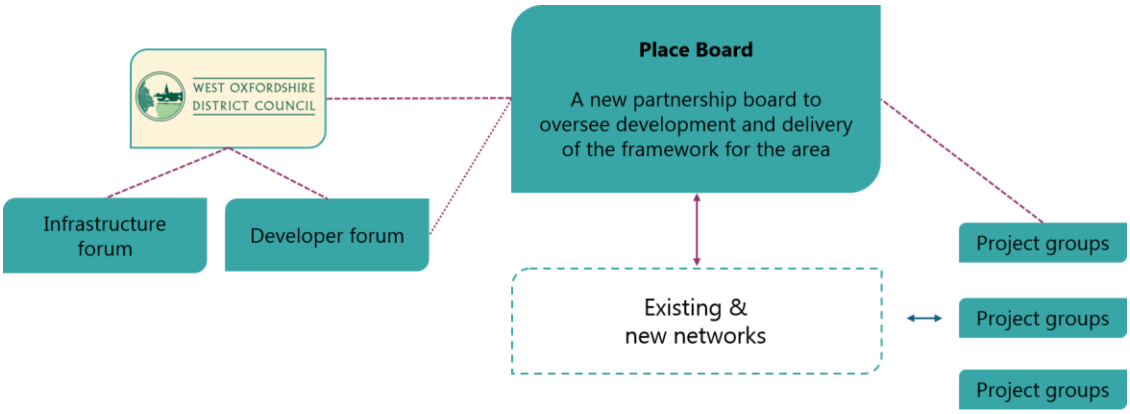
Annex C – Partnership governance proposals for the Carterton area

1. Overview

A more structured approach to a partnership for the area is proposed, as summarised below.



The shape of the governance will undoubtedly evolve over time and will be kept under regular review to ensure that it continues to fulfil its purpose. As set out in the body of the report, it is hoped that this governance will also foster a sense of all partner organisations acting as 'champions' for the area. Building this network and an associated programme of champion events and workstreams forms one of the potential initial projects and would learn from similar successful networks elsewhere in the country.

2. Roles of each group

The **Place Board** – draft terms of reference for this are included in the next section.

An **infrastructure forum** is already in place, primarily set up to support the Local Plan policies for a coordinated approach to the infrastructure required for growth. It will provide the basis to coordinate views on the outline planning applications due to be submitted for growth locations around the town and play a role in prioritisation of infrastructure asks. At present, the forum brings county and district officers together, but over time this will be widened to include representatives from other key infrastructure providers, such as health and utilities.

A new **developer forum** has been set up and meeting since May. This brings together the developers and promoters of sites within the strategic locations for growth identified in the new Local Plan. In time it is hoped that the Defence Infrastructure Organisation (DIO) will also join the group, given the opportunities identified in the new Local Plan for renewal and regeneration of MOD-owned housing areas in the town. The forum has been set up to foster the collaboration that is critical to realise the ambitions of both the regeneration framework and the new Local Plan. The developers would also become key partners within the network of area Champions once established.

There are already a range of **existing networks** active in the area and the Place Board will need to work closely with these and establish strong relationships in order to maximise engagement and increase ownership of the priorities for the programme. This will be particular important with regard to the vibrant and active networks of voluntary and community organisations that contribute to the life of the town and wider area.

In terms of establishing **new networks**, these would only be set up where there is a particular gap. One such area is a strong local business voice and therefore a new **local business network** was launched in July. This will enable businesses to engage with the regeneration programme and wider partner activity, as well as facilitating valuable networking. This network will provide a route to put forward representation onto the Place Board. Further consideration is being given to the best way to engage with young people and provide a youth perspective on the priorities and projects set out within the programme.

The establishment of **project groups** will help to widen the reach of the Board, avoiding too many organisations at the Board level (which would become unwieldy) and increasing the ownership of the activities and priorities within the programme. These will be established either as the Board sets its priorities for initial projects and/or as interested parties seek to come together to bring forward project ideas to contribute to the programme.

It is likely that a **communications and engagement project/sub-group** would be established. This would tap into the expertise in place within partner organisations and have a remit to both communicate what is happening as the programme develops and increase the level of engagement with organisations and individuals to shape priorities and future projects.

3. Terms of reference for the Place Board (version for Executive 9/9)

Carterton Area Place Board

1. Purpose

The Carterton Area Place Board exists to provide strategic leadership and coordination for the development and delivery of the Carterton Area Regeneration Programme.

The Board will bring together key public, private, community and voluntary sector partners to:

- Champion the long-term vision for the Carterton area.
- Coordinate investment and delivery activity.
- Provide oversight of strategic projects and programmes.
- Identify opportunities for collaboration and funding.
- Promote sustainable growth and improved outcomes for residents, businesses and communities.
- Support constructive engagement between partners and stakeholders.

The Board is an informal partnership body and does not hold delegated decision-making powers from participating organisations.

---

2. Vision

To work collaboratively to deliver a thriving, connected and sustainable Carterton area which benefits residents, businesses, visitors and future generations.

---

3. Objectives

The Board will:

1. Support development and delivery of the Carterton Area Regeneration Framework and associated projects.
2. Monitor progress against agreed priorities and outcomes.
3. Coordinate partner activity to maximise impact and avoid duplication.
4. Champion investment opportunities and funding bids.
5. Support infrastructure improvements, housing delivery, economic growth and community development.
6. Ensure that community views and stakeholder feedback inform delivery.

7. Act as a forum for discussion of strategic issues affecting the Carterton area.

---

4. Scope

The Board's work may include:

- Economic development
- Regeneration and placemaking
- Culture, heritage and leisure
- Housing and infrastructure
- Transport and connectivity
- Environment and sustainability
- Health and wellbeing
- Skills and employment
- Community development

The Board will not:

- Override the governance arrangements of any partner organisation.
- Make decisions that commit partner organisations to expenditure or policy changes.
- Undertake statutory functions belonging to individual organisations.

---

5. Membership

Membership shall comprise senior representatives from organisations with a significant role in the future development of the Carterton area.

Indicative membership:

Organisation	Representation
Independent Chair	To be appointed following an appropriate process
West Oxfordshire District Council	Executive lead member Director of Place

Organisation	Representation
Oxfordshire County Council	Senior Representative
Carterton Town Council	Town Clerk
Parish councils	Chair of one parish council as representative of the surrounding parishes
RAF Brize Norton	Station Commander or nominated deputy
Oxford Growth Commission	Chair or nominated deputy
Enterprise Oxfordshire	Chair or nominated deputy
Member of Parliament	Charlie Maynard
Business Community	Representative from local business network
Community and voluntary sector	Representative from wider network
Health Sector	ICB / PCN representative
Abingdon and Witney College	Principal
Schools	Head of Carterton Community College, representing Carterton Schools Alliance.

Additional members may be invited by agreement of the Board.

The Board may also set up project and/or sector-specific sub-groups with terms of reference and membership agreed by the Board.

---

6. Roles and Responsibilities

Chair

The Chair will:

- Lead meetings.

- Agree agendas with the Secretariat.
- Encourage effective participation.
- Facilitate consensus.
- Represent the Partnership where appropriate.

Vice-Chair

The Vice-Chair will:

- Support the Chair.
- Chair meetings in the absence of the Chair.
- Assist with stakeholder engagement activities.

Members

Members will:

- Act in accordance with the Nolan principles for ethical conduct in public life.
- Attend and actively contribute to meetings.
- (Where appropriate) provide views from across the wider network/s they represent
- Share information and expertise.
- Champion agreed priorities within their organisations.
- Report back to their organisations and wider networks where appropriate.
- Support delivery of agreed actions.

---

7. Meeting Arrangements

- The Board shall meet quarterly.
- Extraordinary meetings may be convened by the Chair where necessary.
- Meetings may be held in person, online or in hybrid format.
- Agendas and papers will normally be issued five working days in advance.
- Draft notes and action logs will be circulated within ten working days following meetings.

---

8. Decision-Making

As an informal partnership:

- Decisions will be reached through discussion and consensus wherever possible.
- Recommendations will be recorded in meeting notes.
- Individual organisations remain responsible for securing approvals through their own governance arrangements.

Where consensus cannot be reached, differing views will be recorded.

---

9. Quorum

The Board will normally seek to operate collaboratively without formal voting.

For the purpose of conducting business, a meeting will be considered quorate where:

- The Chair or Vice-Chair is present; and
- At least five partner organisations are represented.

---

10. Programme Oversight

The Board will receive regular reports on:

- Delivery of the Carterton Area Regeneration Framework.
- Progress against milestones.
- Funding and investment opportunities.
- Risks and issues.
- Emerging policy and strategic developments.

A programme dashboard may be maintained to support monitoring.

---

11. Stakeholder Engagement

The Partnership will seek to ensure:

- Residents have opportunities to provide input.
- Businesses are engaged in relevant initiatives.
- Community groups and voluntary organisations are represented.

- Key stakeholders are kept informed of progress.

Engagement activities may include:

- Public briefings.
- Workshops.
- Consultation events.
- Digital engagement.

---

12. Communications

The Board will promote openness and transparency.

Unless otherwise agreed:

- Meeting notes will be publicly available.
- Public statements regarding Board activities will be agreed by the Chair.
- Partners may communicate Board activities through their own channels in line with an agreed communications protocol.

---

13. Conflicts of Interest

Members must declare any actual or perceived conflict of interest relating to agenda items.

The Chair may request that a member:

- Refrain from participating in discussion; or
- Withdraw from consideration of a particular item.

Declarations will be recorded in meeting notes.

---

14. Information Governance

Partners will:

- Comply with relevant data protection legislation.
- Treat confidential information appropriately.
- Share information only for legitimate partnership purposes.

---

15. Secretariat

West Oxfordshire District Council will provide secretariat support, including:

- Meeting administration.
- Agenda preparation.
- Distribution of papers.
- Recording actions and meeting notes.
- Maintaining the forward work programme.

---

16. Review

The Board will review:

- Its effectiveness annually.
- Membership annually.
- The Terms of Reference annually or sooner if required.

The Seven Nolan Principles

1. **Selflessness** – Public office holders should act solely in the public interest, not for personal gain or benefit to family and friends
2. **Integrity** – They must avoid obligations or influences that could compromise their impartiality and must declare any conflicts of interest
3. **Objectivity** – Decisions should be made fairly, on merit, and based on the best available evidence, without discrimination or bias
4. **Accountability** – Public office holders are accountable to the public for their actions and decisions and must submit to appropriate scrutiny
5. **Openness** – Decisions and actions should be transparent, with information shared unless there are lawful reasons to withhold it
6. **Honesty** – They should be truthful and promote honesty in public life
7. **Leadership** – Public office holders should exemplify these principles, actively promoting them and challenging poor behaviour when observed