

To: Members of the Shareholder Committee (Cabinet Committee)

***Notice of a Meeting of the Shareholder Committee  
(Cabinet Committee)***

**Tuesday, 14 July 2026 at 3.00 pm**

**Room 2&3 - County Hall, New Road, Oxford OX1 1ND**

If you wish to view proceedings online, please click on this [Live Stream Link](#).



Martin Reeves  
Chief Executive

July 2026

*Committee Officer: **Democratic Services***  
*email: [committeesdemocraticservices@oxfordshire.gov.uk](mailto:committeesdemocraticservices@oxfordshire.gov.uk)*

**Membership**

*Councillors*

Tim Bearder	Leader of the Council
Laura Gordon	Cabinet Member for Environment and Economy
Judith Edwards	Cabinet Member for Local Government Reorganisation and Human Resources
Gareth Epps	Cabinet Member for Transport
Neil Fawcett	Deputy Leader of the Council and Cabinet Member for Resources
Rebekah Fletcher	Cabinet Member for Adults
Sean Gaul	Cabinet Member for Children and Young People
Kate Gregory	Cabinet Member for Public Health and Inequalities
Liz Leffman	Cabinet Member for Highways Construction and Repair
Dan Levy	Cabinet Member for Finance, Property and Transformation

*The Agenda is attached. Decisions taken at the meeting will become effective at the end of the working day on 17 July unless called in by that date for review by the appropriate Scrutiny Committee. Copies of this Notice, Agenda and supporting papers are circulated to all Members of the County Council.*

## **AGENDA**

- 1. Apologies for Absence**
- 2. Minutes of the previous meeting**
- 3. Declarations of Interest**

See guidance note below.

### **4. Questions from County Councillors**

Any county councillor may, by giving notice to the Proper Officer by 9 am two working days before the meeting, ask a question on any matter in respect of the Shareholder Committee's delegated powers.

The number of questions which may be asked by any councillor at any one meeting is limited to two (or one question with notice and a supplementary question at the meeting) and the time for questions will be limited to 30 minutes in total. As with questions at Council, any questions which remain unanswered at the end of this item will receive a written response.

Questions submitted prior to the agenda being despatched are shown below and will be the subject of a response from the appropriate Committee Member or such other councillor or officer as is determined by the Committee Member, and shall not be the subject of further debate at this meeting.

### **5. Petitions and Public Address**

Members of the public who wish to speak at this meeting can attend the meeting in person or 'virtually' through an online connection.

To facilitate 'hybrid' meetings we are asking that requests to speak or present a petition are submitted by no later than 9am four working days before the meeting. Requests to speak should be sent to [committeesdemocraticservices@oxfordshire.gov.uk](mailto:committeesdemocraticservices@oxfordshire.gov.uk)

If you are speaking 'virtually', you may submit a written statement of your presentation to ensure that your views are taken into account. A written copy of your statement can be provided no later than 9am 2 working days before the meeting. Written submissions should be no longer than 1 A4 sheet.

### **6. Company Membership and Structure (Pages 9 - 24)**

*Cabinet Member: Environment and Economy*  
*Forward Plan Ref: 2026/157*

*Non-Key Decision:*

Contact: Nick Glover, Head of Future Economy and Innovation  
([Nicholas.Glover@oxfordshire.gov.uk](mailto:Nicholas.Glover@oxfordshire.gov.uk))

Report by Director of Economy and Place (**SC6**).

To seek approval for strengthening Enterprise Oxfordshire's governance and membership through new sub-committees and expanded partnership representation .

**The Shareholder Committee is RECOMMENDED to:**

- a) **APPROVE** the establishment of an Enterprise Zone (EZ) Advisory Board (and its scope and purpose) as a formal sub-committee of the Enterprise Oxfordshire Board.
- b) **AGREE** to establish a county-wide Skills Board (and its scope and purpose) as a formal sub-committee of the Enterprise Oxfordshire Board.
- c) **AGREE** in principle the extension of company membership of Enterprise Oxfordshire to local public sector partners.
- d) **AGREE** to receive further proposals on governance and the composition of the EZ Advisory Board, Skills Board, and Enterprise Oxfordshire Board to include members from across the county's public, private and higher education sectors.
- e) **INSTRUCT** officers to develop detailed governance proposals, including recommendations for the establishment of further sub-committees as appropriate.

#### **EXEMPT ITEM**

In the event that any Member or Officer wishes to discuss the information set out in the **annex** to Agenda Item 7, the Committee will be invited to resolve to exclude the public for the consideration of the **annex** by passing a resolution in relation in the following terms:

"that the public be excluded during the consideration of the **annex** since it is likely that if they were present during that discussion there would be a disclosure of "exempt" information as described in Part I of Schedule 12A to the Local Government Act, 1972 and specified below the item in the Agenda".

NOTE: The report does not contain exempt information and is available to the public

THE **ANNEX** TO THE ITEM NAMED HAS NOT BEEN MADE PUBLIC AND SHOULD BE REGARDED AS 'CONFIDENTIAL' BY MEMBERS AND OFFICERS ENTITLED TO RECEIVE THEM.

## **7. Enterprise Oxfordshire - Appointment of Managing Director** (Pages 25 - 34)

*Cabinet Member: Environment and Economy*

*Forward Plan Ref: 2026/124*

*Non-Key Decision*

*Contact: Sadie Patamia, Head of Corporate Services – Enterprise Oxfordshire  
([Sadie.Patamia@oxfordshire.gov.uk](mailto:Sadie.Patamia@oxfordshire.gov.uk))*

Report by Director of Economy and Place (**SC7**).

To recommend the appointment of a Managing Director for Enterprise Oxfordshire, which is a reserved matter for Shareholder Committee.

The information in this case is exempt in that it falls within the following prescribed categories:

1. Information relating to any individual
2. Information which is likely to reveal the identity of an individual

and since it is considered that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

The **annex** containing exempt information under the above paragraph is attached.

**The Committee is RECOMMENDED to:**

- a) **Agree to the appointment of the candidate recommended by the Enterprise Oxfordshire Board to the position of Managing Director of Enterprise Oxfordshire, outlined in Exempt Annex 1.**

## **Councillors declaring interests**

### **General duty**

You must declare any disclosable pecuniary interests when the meeting reaches the item on the agenda headed 'Declarations of Interest' or as soon as it becomes apparent to you.

### **What is a disclosable pecuniary interest?**

Disclosable pecuniary interests relate to your employment; sponsorship (i.e. payment for expenses incurred by you in carrying out your duties as a councillor or towards your election expenses); contracts; land in the Council's area; licenses for land in the Council's area; corporate tenancies; and securities. These declarations must be recorded in each councillor's Register of Interests which is publicly available on the Council's website.

Disclosable pecuniary interests that must be declared are not only those of the member her or himself but also those member's spouse, civil partner or person they are living with as husband or wife or as if they were civil partners.

### **Declaring an interest**

Where any matter disclosed in your Register of Interests is being considered at a meeting, you must declare that you have an interest. You should also disclose the nature as well as the existence of the interest. If you have a disclosable pecuniary interest, after having declared it at the meeting you must not participate in discussion or voting on the item and must withdraw from the meeting whilst the matter is discussed.

### **Members' Code of Conduct and public perception**

Even if you do not have a disclosable pecuniary interest in a matter, the Members' Code of Conduct says that a member 'must serve only the public interest and must never improperly confer an advantage or disadvantage on any person including yourself' and that 'you must not place yourself in situations where your honesty and integrity may be questioned'.

### **Members Code – Other registrable interests**

Where a matter arises at a meeting which directly relates to the financial interest or wellbeing of one of your other registerable interests then you must declare an interest. You must not participate in discussion or voting on the item and you must withdraw from the meeting whilst the matter is discussed.

Wellbeing can be described as a condition of contentedness, healthiness and happiness; anything that could be said to affect a person's quality of life, either positively or negatively, is likely to affect their wellbeing.

Other registrable interests include:

- a) Any unpaid directorships

- b) Any body of which you are a member or are in a position of general control or management and to which you are nominated or appointed by your authority.
- c) Any body (i) exercising functions of a public nature (ii) directed to charitable purposes or (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which you are a member or in a position of general control or management.

### **Members Code – Non-registrable interests**

Where a matter arises at a meeting which directly relates to your financial interest or wellbeing (and does not fall under disclosable pecuniary interests), or the financial interest or wellbeing of a relative or close associate, you must declare the interest.

Where a matter arises at a meeting which affects your own financial interest or wellbeing, a financial interest or wellbeing of a relative or close associate or a financial interest or wellbeing of a body included under other registrable interests, then you must declare the interest.

In order to determine whether you can remain in the meeting after disclosing your interest the following test should be applied:

Where a matter affects the financial interest or well-being:

- a) to a greater extent than it affects the financial interests of the majority of inhabitants of the ward affected by the decision and;
- b) a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest.

You may speak on the matter only if members of the public are also allowed to speak at the meeting. Otherwise you must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation.

## SHAREHOLDER COMMITTEE

14 July 2026

### COMPANY MEMBERSHIP AND STRUCTURE OF ENTERPRISE OXFORDSHIRE

#### Report by Director of Economy and Place

#### RECOMMENDATIONS

The Shareholder Committee is **RECOMMENDED** to

- a) **APPROVE** the establishment of an Enterprise Zone (EZ) Advisory Board (and its scope and purpose) as a formal sub-committee of the Enterprise Oxfordshire Board.
- b) **AGREE** to establish a county-wide Skills Board (and its scope and purpose) as a formal sub-committee of the Enterprise Oxfordshire Board.
- c) **AGREE** in principle the extension of company membership of Enterprise Oxfordshire to local public sector partners
- d) **AGREE** to receive further proposals on governance and the composition of the EZ Advisory Board, Skills Board, and Enterprise Oxfordshire Board to include members from across the county's public, private and higher education sectors
- e) **INSTRUCT** officers to develop detailed governance proposals, including recommendations for the establishment of further sub-committees as appropriate.

#### Purpose

1. This report seeks Shareholder Committee approval to establish both an Enterprise Zone (EZ) Advisory Board and a Skills Board a sub-committees of the Enterprise Oxfordshire Board. Establishment of sub-committees is a reserved matter, per the company's Articles of Association.
2. It also seeks agreement in principle to extend company membership of Enterprise Oxfordshire to include core partners to be agreed from across the county, subject to their formal agreement.
3. In addition, if these proposals are agreed, the report asks the Committee to instruct officers to undertake the further work required to develop detailed governance arrangements, including processes, amendments to the Articles of Association, Terms of Reference, and membership structures.

## Executive summary

4. Enterprise Oxfordshire plays a key role in delivering economic development priorities across Oxfordshire.
5. Given Local Government Reorganisation and the potential to evolve the company, there is a need to strengthen governance arrangements to ensure appropriate oversight of Enterprise Zone activity, to broaden strategic ownership across the county, and to reflect the partnership nature of local economic development.
6. The proposals set out in this report are intended to support these objectives by establishing a dedicated Enterprise Zone Advisory Board and Skills Board to provide focused oversight and expertise in these areas, and by expanding company membership, thereby aligning governance arrangements with key delivery partners.
7. Taken together, these changes will help ensure that Enterprise Oxfordshire remains fit for purpose, collaborative, and well-positioned to deliver long-term economic outcomes.

## Background

8. Enterprise Oxfordshire is a Teckal company wholly owned by Oxfordshire County Council. It operates as a key delivery vehicle for economic growth and place-based investment.
9. The roles and responsibilities of the various parties regarding the Enterprise Zone are summarised as follows:

Party	Summary of roles and responsibilities
Oxfordshire County Council (OCC)	Owner and sole member of OXLEP Ltd, trading as Enterprise Oxfordshire, second stage of approval, funding agreements, manage prudential borrowing, consolidated forecasting & monitoring of retained funds and expenditure agreed to be funded from those and agreement of principles for the use of retained funds so that there are sufficient funds to manage financial risks including changes to the level of business rates income, recovery of misused funds.
Enterprise Oxfordshire	First stage of approval, make recommendations to OCC for the use of retained business rates, ongoing programme management, co-ordinate reporting
Vale of White Horse District Council	Accountable Body for receipt and correct use of EZ1 & EZ2 funds in line with set economic priorities, billing/collection for sites in Vale of White Horse, liaising with developers and promoting growth in the enterprise zones, forecasting and updates on retained business rates held at the end of each financial year.
South Oxfordshire District	Billing/collection for EZ2 sites in South

Council	Oxfordshire, transfers funds to Vale of White Horse District Council
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10. Enterprise Zones represent a significant long-term investment programme, which have already committed significant sums of money to transformational infrastructure. Ongoing successful delivery requires robust governance, clear strategic alignment, and effective partnership working across local authorities and stakeholders. Moreover, with work now underway to improve transport infrastructure around the Science Vale, there is an opportunity to put the structures, systems, and processes in place to enable both long-term planning, and a focus on prioritising and delivering near-term interventions – both of which will be more impactful with input and support from across the county.
11. More broadly, as Enterprise Oxfordshire continues to mature, it is appropriate to review and strengthen its governance arrangements to ensure they reflect the scale, complexity, and collaborative nature of its work. This means considering both the membership and structure of the company.

### **Re-establishment of an Enterprise Zone Advisory Board**

12. It is proposed that an Enterprise Zone Advisory Board be re-established as a formal sub-committee of the Enterprise Oxfordshire Board.
13. The Advisory Board would provide strategic oversight and advice in relation to Enterprise Zone activity, supporting the development, prioritisation and delivery of investment programmes, and ensuring alignment with wider economic and spatial priorities across Oxfordshire. It would also provide a structured forum through which relevant expertise and stakeholder perspectives can be brought to bear. In these respects, it will operate on a similar basis to OxLEP’s previous Enterprise Zone Advisory Board (terms of reference at Annex A).
14. While the Advisory Board may operate with delegated responsibilities where appropriate, accountability for all decisions would remain with the Enterprise Oxfordshire Board.
15. The re-establishment of the Advisory Board is expected to strengthen governance and transparency, enable more focused scrutiny of Enterprise Zone performance, and support timely, well-informed decision-making.

### **Re-establishment of a county-wide Skills Board**

16. As *Oxfordshire Works* and the recent work on economic strategy has demonstrated, there is a clear need for stronger coordination, strategic oversight, and partnership working across the skills and employment system in Oxfordshire.
17. It is therefore proposed that a county-wide Skills Board be re-established as a formal sub-committee of the Enterprise Oxfordshire Board.
18. The Skills Board would provide strategic leadership to support the development of a cohesive, future-focused skills system. Its role would include aligning skills provision with current and future labour market needs, supporting inclusive access to employment opportunities, and ensuring that investment in skills is targeted to maximise economic and social impact across the county. In doing so, the Skills

Board is expected to strengthen coordination across the skills system, improve responsiveness to employer demand, and support the delivery of sustainable and inclusive economic growth across Oxfordshire. In this way, it is expected to operate on a similar basis to OxLEP's previous Skills Board (terms of reference at Annex B).

## **Extension of Company Membership**

19. Reflecting the shared role of partners in economic development and recognising the importance of aligning governance arrangements with the delivery partnerships that underpin Enterprise Oxfordshire's work, it is proposed that membership of Enterprise Oxfordshire is extended to include core partners to be agreed from across the county, subject to their formal agreement.
20. This would strengthen collective ownership and accountability and support closer collaboration between strategic and local priorities.
21. Any such extension would be subject to formal agreement by partners, as well as agreement on appropriate governance arrangements and representation which will be a reserved matter for the Shareholder Committee.

## **Next Steps**

22. Should the Shareholder Committee agree to the proposals set out in this report, further detailed work will be required to enable implementation.
23. This will include formal ratification of new members, should local public sector partners confirm their desire to join as company members.
24. It will also include the development and agreement of Terms of Reference for the Enterprise Zone Advisory Board and Skills Board; the definition of membership and appointment arrangements to the Board, and consideration of its composition to include representation from across the county's public, private and higher education sectors; the establishment of appropriate governance and reporting processes; and the preparation of any necessary amendments to the Articles of Association. All changes will need to be developed in line with legal and governance requirements.
25. It is anticipated that appointments to the Enterprise Oxfordshire Board will ultimately be approved by the Shareholder Committee, while appointments to the sub-committees will be made by the Enterprise Oxfordshire Board.
26. Detailed proposals will be brought back through the appropriate governance channels for approval as required.

## **Financial Implications**

27. There are no financial implications arising directly from the proposals in this report. Any future financial implications arising from a change to the company membership will need to be considered once those are developed.
28. Any resource requirements associated with implementing governance changes will be managed within existing budgets where possible or brought forward for consideration

through future reports if necessary.

Comments checked by:

Kathy Wilcox, Head of Corporate Finance and Deputy Section 151 Officer

[Kathy.Wilcox@oxfordshire.gov.uk](mailto:Kathy.Wilcox@oxfordshire.gov.uk)

## **Legal Implications**

29. As a “Teckal” company, Oxfordshire Local Enterprise Partnership Limited (Enterprise Oxfordshire) is wholly owned by the Council. To retain its Teckal status, company membership can only be extended to include other public sector bodies. The public sector members must have the power of decisive influence over both the strategic objectives and significant decisions of the company. The proposed changes to company membership and governance arrangements will require legal review and may necessitate amendments to the Articles of Association.

30. The creation of formal sub-committees of the Board, and changes to company membership, are reserved matters for decision by Shareholder Committee per the company’s Articles of Association.

31. All changes will be implemented in accordance with the company’s Articles of Association, relevant company law, and local authority governance requirements.

Comments checked by: Jayne Pringle, Principal Solicitor (Contracts)

[Jayne.Pringle@oxfordshire.gov.uk](mailto:Jayne.Pringle@oxfordshire.gov.uk)

## **Staff Implications**

32. There are no further staffing implications arising from this report.

## **Equality & Inclusion Implications**

33. There are no further implications arising from this report.

**Robin Rogers**  
**Director of Economy and Place**

June 2026

Contact Officer – Nick Glover (Interim Managing Director – Enterprise Oxfordshire)

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## Terms of Reference for the Enterprise Zone Sub Group of the Oxfordshire Local Enterprise Partnership Board

<p>Purpose</p>	<p>The Enterprise Zone Sub Group (the Group) is charged with the oversight of the two Oxfordshire Enterprise Zones, Science Vale Oxford and the Didcot Growth Accelerator.</p> <p>The responsibilities of the Group are to:</p> <ul style="list-style-type: none"> <li>• Monitor and review the performance of the Enterprise Zones, including updates on reporting to the OxLEP Board, local government and central government.</li> <li>• Monitor and review the core work streams of Enterprise Zone infrastructure projects, infrastructure development, inward investment delivery and Enterprise Zone marketing.</li> <li>• In conjunction with other OxLEP sub-groups, develop additional time bound, discrete projects for approval by the OxLEP Board.</li> <li>• Support delivery of the Oxfordshire Local Industrial Strategy ambitions and aspirations</li> <li>• Deliver, through its work plans and actions, OxLEP’s commitment to sustainable development, social equality and diversity.</li> </ul>
<p>Membership</p>	<p>The Group does not have any delegated decision-making powers, rather it is an advisory group that makes recommendations to the main Board.</p> <p>The Group shall elect from its membership a Chair, which will be subject to ratification by the Nominations and Personnel Committee on behalf of OxLEP board.</p> <p>Members of the group are acting in their capacity as individuals, and therefore deputies are not permitted to attend in the absence of a Group member other than the Councillor representatives who can deputise to a named Cabinet member from their Council.</p> <p>Membership will be made up as follows:</p> <ul style="list-style-type: none"> <li>- 3 x OxLEP Board Members</li> <li>- 1 x Councillor representative from South Oxfordshire District Council</li> <li>- 1 x Councillor representative from Vale of White Horse District Council</li> <li>- Up to 4 and no less than 2 x independent business representatives</li> </ul>
<p>Frequency of Meetings</p>	<p>The Group will meet quarterly, or more frequently as required at the discretion of the Chair. The Group’s meeting’s will be scheduled at least two weeks in advance of OxLEP Board meetings. The minutes of meetings shall be reported to the OxLEP Board on a quarterly basis and will be published on the OxLEP website.</p>

<p>Quorum and voting</p>	<p>A quorum shall be four members for any meeting at least one of which must be from the District Councils and one from the OxLEP Board (where a representative of a Council is also an OxLEP Board Member they will be counted only as a representative of a Council).</p> <p>If the Chair is unable to attend a meeting, then a Chair for the meeting will be chosen by the members of the Group present.</p> <p>Only Members will have voting rights.</p> <p>All decisions required by the Group will be decided by a majority vote. If votes are equal, the Chair will have the casting vote.</p>
<p>Administration</p>	<p>Administrative and secretariat support to the Group will be provided by OxLEP.</p> <p>Officers supporting the work of the EZ from OxLEP and partner organisations will be invited by the Chair to attend meetings to report to the Group.</p> <p>Agendas will be set in advance by the Chair (based on, but not limited to, a pre-agreed annual schedule of activity) and papers will be circulated to members and attendees at least 5 working days in advance of the meeting where possible.</p> <p>Any member can ask for items to be added to the agenda subject to the Chair’s approval</p> <p>Action points arising from the meetings will be noted and where appropriate added to the work programme and reported at subsequent meetings.</p> <p>The Group will review these terms of reference including membership and self-assess its performance on an annual basis prior to any changes to be submitted to the OxLEP Board for approval.</p>
<p>Conduct</p>	<p>All members of the group will need to complete a declaration of interest which will be published on the website.</p> <p>If any member of the group, through personal interests or through employment or through relatives, or close personal friendship, have an interest in matters discussed by the group this should be declared through the Chair.</p> <p>All sub-group members will be expected to comply at all times with the seven Nolan Principles of public life.</p> <ol style="list-style-type: none"> <li>1. Selflessness Holders of public office should act solely in terms of the public interest.</li> <li>2. Integrity</li> </ol>

	<p>Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.</p> <p>3. Objectivity Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.</p> <p>4. Accountability Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.</p> <p>5. Openness Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.</p> <p>6. Honesty Holders of public office should be truthful.</p> <p>7. Leadership Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.</p>
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Version control:

ToR revised and approved at OxLEP Board meeting held on 13<sup>th</sup> December 2022

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## Terms of Reference for Skills Sub Group of the Oxfordshire Local Enterprise Partnership Board

<p>Purpose</p>	<p>The OxLEP skills agenda is supported and delivered by the Oxfordshire Skills Board (OSB) operating as sub group of, and under the rules of governance of OxLEP. The Skills Sub Group (OSB) is charged with developing a strategic &amp; coordinated approach to skills support activities aligned to Oxfordshire’s economic growth ambitions, as articulated in the <a href="#">Oxfordshire Local Industrial Strategy (OIS)</a>, and the extant <a href="#">skills strategy</a>.</p> <p>It will promote OxLEP skills activities and will provide strategic oversight of the following activities;</p> <ol style="list-style-type: none"> <li>I. OxLEP’s Education Business Links &amp; Career Education Information Advice &amp; Guidance; and Apprenticeships, labour market intelligence, post 16 and skills strategy functions – and any other skills programmes OxLEP may manage in the future</li> <li>II. The OSB will provide thought leadership and act aligned to the principals of a ‘select committee’ for skills support locally</li> </ol> <p>Further OSB will fulfil the functions of a Skills Advisory Panel as set out in <a href="#">HMG’s December guidance</a></p>
<p>Responsibilities and Remit</p>	<p>The OSB does not have any delegated decision-making powers; rather it is an advisory group that makes recommendations to the OxLEP Board</p> <p>The OSB will maintain strategic oversight of all skills programmes including those funded through core, Growth Deal, Careers &amp; Enterprise Company and European Union Structural Investment Fund (ESIF) programmes. The role extends to light touch oversight of financial and operational performance, project development and any other skills activities relevant to its remit.</p> <p>The OSB is free to consider and debate any other skills issues not linked nor directly related to any OxLEP programs and to lobby relevant stakeholders as appropriate.</p> <p>The OSB will;</p> <ul style="list-style-type: none"> <li>• Produce robust evidence-based skills and labour market analysis which clearly identifies existing local skills and employment challenges, and identifies key areas of future needs relating to projected local employment growth areas that support Oxfordshire’s economic growth ambitions</li> <li>• Oversee the development of the process for/and fulfil the role of co-commissioning of further education skills funding into Oxfordshire</li> </ul>

- Develop skills needs priorities statement covering the short-term and longer-term priorities necessary to support economic growth
- Lobby and promote Oxfordshire’s skills ambitions and challenges to various audiences including national and local government and training providers
- Develop regular labour market intelligence briefings for dissemination to schools, colleges, employers and parents to ensure greater awareness of the direction of travel for the local economy
- Develop, support, influence and co-ordinate a series of interventions that support Oxfordshire’s economic growth
- OSB will ensure, through its chair, or nominated deputy, skills input and direction to the OxLEP board
- Strengthen existing relationships and knowledge of the range of both local, regional and national skills, training and employment provision that exists or are planned
- Provide assistance to the accountable body to support its assurance and financial management role, including providing a clear audit trail of all progress, spend and performance
- Communicate with other LEP sub groups and stakeholder groups to ensure there is alignment between programmes and work-streams wherever possible to a) avoid duplication of effort, and b) to enhance and increase the impacts of a particular programme.

Membership

The OSB draws representatives from relevant local key stakeholder groups, including (but not limited to); public and private sector employers, further education, higher education, local authorities, schools, private training providers, and other key stakeholders appropriate to the remit.

Members will be visionary independent thinkers who have the determination to be objective and non-partisan, and who will be focussed on initiatives that will benefit Oxfordshire.

Membership will be limited to 20 members, to reflect the increased responsibilities of a Skills Advisory Panel. Private sector members will be largest group by sector.

New members will be appointed by a majority decision of current members.  
All members must submit themselves for re-appointment no longer than every 3 years.

Current membership is as below:

NAME	POSITION AND ORGANISATION	STATUS	SECTOR
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Adrian Lockwood	Managing Director, Integration Technology	CHAIR	PRIVATE
Sean Wellington	Associate Dean, Strategy and Development, Oxford Brookes	DEPUTY CHAIR	HIGHER EDUCATION
Sally Dicketts	CEO, Activate Learning	MEMBER	FURTHER EDUCATION
Kate Berman	Operations Director, Olamalu	MEMBER	PRIVATE
Jon Wood	Senior Partnership Manager, DWP	MEMBER	PUBLIC
David Clarke	Deputy Director for Education, Oxfordshire County Council – Schools engagement	MEMBER	SECONDARY EDUCATION
Richard Kennell	Managing Director, SOFEA	MEMBER	VCS
David Martin	Operations Director, UK Atomic Energy Authority	MEMBER	PRIVATE
Simon Farrall	Head of Adult and Apprentice Training	MEMBER	PRIVATE
Prof Ewart Keep	Director - Centre for Skills Knowledge & Organisational Performance, Oxford University	MEMBER	HIGHER EDUCATION
Iain Littlejohn	Director of Organisation Design and Change Management at Change Audit Ltd	MEMBER	PRIVATE
Bob Price	Independent	MEMBER	INDEPENDENT
Richard Byard	Director of Business Development, OxLEP	MEMBER	PRIVATE
Matt Peachey	Economic Development Manager, Oxford City Council	ASSOCIATE	PUBLIC

In order to fulfil its SAP functions it is recommended OSB invite the following organisations to join from summer 2019.

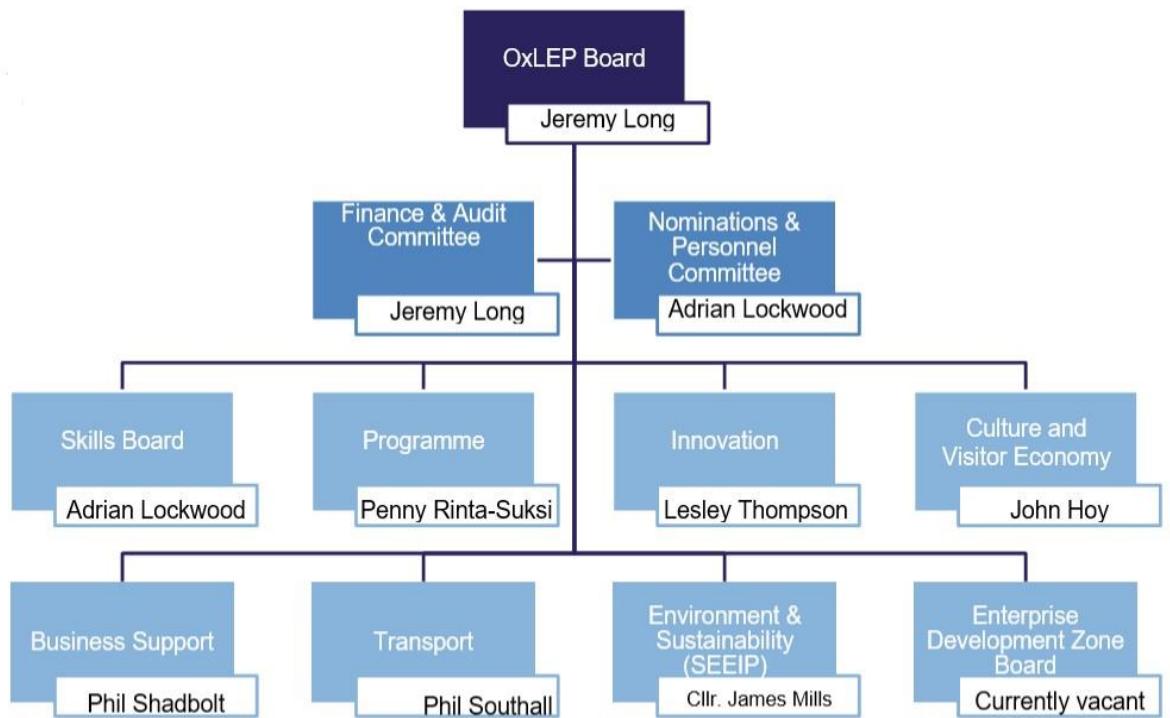
Director level	Oxfordshire Skills Network (Private provider)	FURTHER EDUCATION
Portfolio Holder education/skills	Local Authority	PUBLIC

Chair

OSB will elect a Chair and Vice Chair from its membership, which will be subject to ratification by the Nominations & Personnel Committee. These positions will be subject to re-election every 3 years. The Chair and Vice Chair must be from within the private sector (note - Universities are classed as private sector). The Chair will represent the Group at board meetings of the Oxfordshire Local Enterprise Partnership subject to approval of OxLEP board.

<p>Frequency of Meetings</p>	<p>The OSB will meet quarterly, or more frequently as required at the discretion of the Chair in advance of OxLEP Board meetings.</p> <p>The minutes of meetings and supporting papers shall be reported to the OxLEP Board on a quarterly basis and will be published on the OxLEP website.</p> <p>OSB will report on progress against its work plan to the Board at least annually. This report will be facilitated by the Chair or deputy chair.</p> <p>Sub group chairs and deputy chairs will meet as a group at least annually to provide feedback to the Board on operations and effectiveness of sub-groups.</p> <p>A quorum shall be five members including the chair or deputy chair, and an OxLEP senior officer.</p> <p>All decisions required by the meeting will be decided by a majority vote. If votes are equal, the Chair will have the casting vote.</p> <p>Meetings can be held via electronic means where a matter requires urgent attention.</p> <p>Members may attend the meeting via electronic means subject to the prior approval of the chair.</p> <p>If for any reason quorum is not achieved any decisions reached at the meeting will be ratified by OSB at the next quorate meeting, or electronically by majority as necessary.</p> <p>Invited guests or observers may attend meetings subject to the prior approval of the chair.</p>
<p>Administration</p>	<p>Administrative support will be provided by the OxLEP team.</p> <p>Agendas will be set in advance by the Chair (based on, but not limited to, a pre-agreed annual schedule of activity) and papers will be circulated to members 5 working days in advance of the meeting. All papers will be available on the OxLEP website.</p> <p>Any member can ask for items to be added to the agenda subject to the chairs approval.</p> <p>Action points arising from the meetings will be noted and where appropriate added to the work programme and reported at subsequent meetings.</p> <p>The OSB will review these terms of reference and self-assess it's performance on an annual basis prior to any changes to be submitted to the OxLEP Board for approval.</p>

Board and Sub-Group relationships



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## SHAREHOLDER COMMITTEE

14 JULY 2026

### APPOINTMENT OF MANAGING DIRECTOR OF ENTERPRISE OXFORDSHIRE

#### Report by Director of Economy and Place

#### RECOMMENDATION

The Committee is **RECOMMENDED** to:

- a) **Agree to the appointment of the candidate recommended by the Enterprise Oxfordshire Board to the position of Managing Director of Enterprise Oxfordshire, outlined in Exempt Annex 1.**

#### Executive Summary

1. This report sets out the recruitment process for the Managing Director of Enterprise Oxfordshire, leading to the recommendation of the interview panel and Enterprise Oxfordshire Board.
2. Appointment of senior staff is a Reserved Matter per the company's articles of association and therefore must be approved by the Shareholder Committee. This report, therefore, enables the Shareholder Committee to decide whether to accept the recommendation of the Enterprise Oxfordshire Board.
3. The final interviews were scheduled for 29 June 2026 so, at the time the report was submitted, the final recommendation was not yet known. In line with Schedule 12A of the Local Government Act 1972, it is proposed that the identity of – and information concerning – the preferred candidate and the terms and conditions of their contract is provided in an exempt annex at the conclusion of the interview process.

#### Exempt Information

4. In line with Schedule 12A of the Local Government Act 1972, Sections 1 & 2, the identity of – and information concerning – the preferred candidate and the terms and conditions of their contract is provided in an exempt annex following the conclusion of the interview process.

#### Background

5. In September 2025, the then Chief Executive of Enterprise Oxfordshire resigned. The Head of Future Economy and Innovation at the County Council was appointed as Interim Managing Director, in parallel with his role at the County Council, by the Shareholder Committee in November 2025 and has continued in that role to date, with a view to an open selection process to recruit a Managing Director for an initial two-year term.
6. A benchmarking exercise was carried out by Turning Point HR, a company specialising in pay and rewards, to ensure an appropriate salary was agreed, on behalf of both Enterprise Oxfordshire and the County Council.
7. Enterprise Oxfordshire subsequently retained Penna to lead the executive search and Penna took responsibility for the recruitment campaign and for providing the list of candidates.

## **Process**

8. Over 60 individuals applied with 22 candidates being identified as high quality candidates. Of these 22 candidates, 8 were selected for first stage interview based on the suitability of their application against the job description and person specification.
9. These 8 candidates were interviewed during the week commencing 8<sup>th</sup> June 2026. The interview panel consisted of the Enterprise Oxfordshire Leadership Team: Nick Glover (Interim Managing Director); Helen Ryan-Wallis (Director of Strategic Development & Programmes) and Helen Brind (Director of Business and Skills).
10. At their first stage interview, candidates were assessed on their strategic leadership; understanding of Oxfordshire's economy; ability to lead across complex partnerships; their track record of delivery and impact; and leadership and cultural fit. The process was highly competitive and resulted in the three highest-scoring candidates being recommended for final stage interview.
11. The final stage interview was held on 29 June 2026. The panel was comprised of:
  - Alex Reip (Chair of Enterprise Oxfordshire Board)
  - Cllr Laura Gordon (Cabinet Member for Environment and Economy)
  - Helen Brind (Director of Business and Skills – Enterprise Oxfordshire)
  - Kim Sawyer (Programme Director – Devolution, County Council & Non-Executive Director, Enterprise Oxfordshire)
  - Robin Rogers (Director of Economy and Place – County Council)
12. Candidates delivered a presentation setting out their vision for Oxfordshire and the role of Enterprise Oxfordshire in delivering it, answering questions on their leadership, experience, partnership working style and cultural fit.

13. As the interview panel met after the deadline of submission for this report, the outcome was not yet known. Should a preferred candidate be identified, details will be shared with the Enterprise Oxfordshire Board first to secure their approval and subsequently with the Shareholder Committee at the earliest opportunity.

## **Financial Implications**

14. The salary has been proposed following a benchmarking exercise undertaken by TPP. The salary costs are provided for within Enterprise Oxfordshire's budget. There are no financial implications for Oxfordshire County Council associated with the appointment of the Managing Director.

Comments checked by:

Rob Finlayson, Strategic Finance Business Partner  
([Rob.Finlayson@oxfordshire.gov.uk](mailto:Rob.Finlayson@oxfordshire.gov.uk))

## **Legal Implications**

15. The recruitment process was in accordance with applicable legislation, the Enterprise Oxfordshire's Constitution, its policies and procedures and good practice. Withholding the identity of the preferred candidate is concurrent with Schedule 12A of the Local Government Act 1972, which provides that information relating to an individual (or that is likely to reveal their identity), and information relating to negotiations in connection with labour relations, should be withheld from publication.

Comments checked by:

Busola Akande, Solicitor, ([Busola.Akande@oxfordshire.gov.uk](mailto:Busola.Akande@oxfordshire.gov.uk) )

## **Staff Implications**

16. This post is independent and the successful candidate is not an employee of the County Council. Therefore, there are no staffing implications.

## **Equality & Inclusion Implications**

17. The recruitment process was designed and delivered in line with Enterprise Oxfordshire's commitment to equal opportunities. A thorough, fair and transparent selection process was undertaken, ensuring all candidates were assessed objectively against the role requirements. The role specification and candidate brief were designed with a clear emphasis on inclusive leadership and community impact, and the search strategy was intentionally broad and intersectional, leveraging national and regional networks. This resulted in 60



By virtue of paragraph(s) 1, 2 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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