



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY – OVERVIEW AND SCRUTINY COMMITTEE

Call In Meeting

DRAFT MINUTES

Date: 16th August 2017

Time: 11am

Present:

Cllr Robin Carter	Huntingdon District Council
Cllr Terry Hayward	Huntingdon District Council
Cllr Alan Sharp	East Cambs District Council
Cllr Alex Riley	South Cambs District Council
Cllr John Batchelor	South Cambs District Council
Cllr Fred Yeulett	Fenland District Council
Cllr David Mason	Fenland District Council
Cllr Dave Baigent	Cambridge City Council
Cllr Rod Cantrill	Cambridge City Council
Cllr Jan French	Cambridgeshire County Council
Cllr Lucy Nethsingha	Cambridgeshire County Council
Cllr Ray Bisby	Peterborough City Council

Officers present – Martin Whiteley	Chief Executive Officer
Paul Smith	HR Director – Peterborough City Council
Debbie Forde	Governance Advisor
Anne Gardiner	Scrutiny Officer

Others in attendance: -

Cllr Robin Howe – Deputy Mayor Combined Authority

1. Apologies

1.1 Apologies received from Cllr Over, substituted by Cllr Bisby.

2. Declaration of Interests

2.1 There were no declarations of interest.

3. Call in of Item 1.7 on the Combined Authority Board agenda for the July meeting – Officer & Support Structure

3.1 Cllr Hayward as spokesperson for the members who requested the call in outlined the reasons in the request as set out in the notice attached to the covering report (Appendix A).

3.2 The Chair invited the Chief Executive Officer for the Combined Authority, Martin Whiteley to present his response to the committee.

The following are a summary of the main points highlighted during the presentation:-

- Combined Authorities were the first new authorities to be created since 1974 so this was very much a learning curve and an important point of context to understand that the authority was starting from a very different point to other local authorities.
- The Combined Authority would be small and strategic with the ability to work flexibly; with only 15 members of staff the structure would not be a bureaucracy and would not operate as a normal local authority in terms of the employment of its staff; it would be more flexible and would employ staff using secondments and on interim contracts where appropriate.
- The Combined Authority must work with its partners recognizing the capacity and the necessary skills that would be required.
- The Combined Authority would develop strategies and policies for the entire Cambridgeshire and Peterborough area and would advise on best investments and commissioning services to ensure effective delivery.
- The Combined Authority for Cambridgeshire and Peterborough has a very large job to do with a remit to grow an economy by £20 billion and therefore the staffing must reflect this.
- The Combined Authority had and would continue to receive its funding straight from central government on agreement of achieving certain goals – this was a contract between the authority and central government and should be reflected in the way relationships with partner organisations were dealt with.
- The Combined Authority budget for the current financial year was £100m and for next year could be £152.5m.

- The Housing Director would have control of a budget amounting to £61m.
- The Skills Director would have control of a budget amounting to over £12m.
- The Transport Director would have control of a budget amounting to £12.5m for this year but projects could run into £100m.

3.3 The Chair invited the HR Director to address the Committee regarding the process carried out for assessing the remunerations for the roles, the following points are a summary of what was presented:-

- The salaries outlined in the report that went to the CA Board meeting in July were indicative.
- The Hays scheme was used to assess the job role; this scheme produced a score based on three factors, knowledge, problem solving and management of resources.
- The score indicated that Band 3 - a range from £104k to £128k would be appropriate.
- In comparison to other councils these roles were similar to third tier directors.

3.4 The Chair invited the Deputy Mayor for the Combined Authority to address the Committee, the following points are a summary of the main points raised:-

- When the order for the Combined Authority was signed the shadow board set up some infrastructure and governance arrangements that had put in place a good structure for going forward but could not put in specifics until the Mayor was elected in May 2017.
- When the Mayor announced his 100 day plan it was a high intensity plan that had kept the Board and staff extremely busy and some communications had been lost – the report of the staffing structure was not circulated as thoroughly as usual.
- The Mayor had agreed to an increase in engagement with Board members in the future.
- The Board members were committed to delivering this staffing structure.

3.5 The Chair asked for Committee members to pose any questions they had to the Chief Executive, HR Director and the Deputy Mayor.

The following points are a summary of the issues discussed:-

- Although the report on the officer structure was not circulated as well as usual all Portfolio Holders were involved in previous discussions around the provision of resources for the Combined Authority.
- To ensure the lack of communication did not occur again members of the Board would be involved in an extended debating process and more

informal meetings and the shadow portfolio holders of the Overview & Scrutiny Committee would be involved.

- The suggested staffing appointments would need further work and the figure suggested in the report would be the maximum remuneration for those roles; the final appointments would be decided by the Employment Committee.
- The Combined Authority's suggested staffing structure was smaller than every other Combined Authority.
- The funding for the Mayor's staff would come from the Combined Authority budget this year. The salary for the post of Political Assistant was set by central government and was not externally advertised as the Mayor can appoint his own staff.
- The staffing structure proposed was the full staffing structure; no further proposals would come forward.
- There were no plans for the Combined Authority to have new offices and staff would work flexibly where they can.
- The Combined Authority may contract out certain projects to constituent authorities but the Combined Authority would remain the accountable body and would therefore need to ensure that the assurance framework was in place.
- The Combined Authority would utilise existing resources.
- The use of officers from the constituent councils would be decided on a case by case basis and most constituent councils felt that the resource utilised would be returned by the success of the Combined Authority schemes.
- Currently the Combined Authority was using the services from constituent councils and partners as follows:-
 - HR, Finance and Legal services from Peterborough City Council
 - Housing from South Cambs District Council
 - Skills development – LEP
 - Transport – The Greater Cambridge Partnership.
 - Accommodation from East Cambs District Council
- The differences between what was originally envisioned by the Shadow Board when first setting up the infrastructure was that central government had invited the Combined Authority to invest in new bids and the Mayor's priorities were known. All new items on the Combined Authorities agenda should attract new money being invested into the area.
- The Chief Executive Officer outlined the process taken to decide on these roles; firstly an assessment of necessary staff was undertaken by the Chief Executive officer, these suggested roles were then assessed

through the Hays scheme with the HR Director – these were then benchmarked through discussions with the CEO's of other Combined Authorities across the country and then with constituent authority CEO's and other partner organisations.

- The Chief Executive had spoken with the Greater Cambridgeshire Partnership to see if the Transport Officer could take on the role for the Combined Authority and had been advised the officer was fully employed and could not take on a further remit.
- The statutory responsibility for transport delivery would now sit with the Combined Authority and a new Transport Plan would need to be written which would involve the Transport Directors at Cambridgeshire County Council and Peterborough City Council working together; an officer at the Combined Authority would need to oversee this work.
- The Housing Director would need to liaise with partners across the constituent councils to ensure there was coordination and that all partners were working together.
- Public Service reform would be something that the Combined Authority would look into but no strategy had been formed yet.

3.6 The Committee debated the Call In with the following points discussed:-

- Concerns were raised regarding the amount of work expected of the Board Portfolio Holders.
- Concerns were raised around the quality of debate at the Board meeting.
- One councilor felt that the impact on the recruitment process was minimal in regards to time and that the committee could therefore ask for more detail around these roles and their relationships with the other constituent councils to be provided.
- Although this was an important issue it should not have led to a call in – it was important for the Combined Authority to get the staff in place.
- It was important to have had this discussion as it had highlighted some issues around lack of information and information being provided at the appropriate time for members to scrutinise; a better procedure was needed and better communications.
- Some members stated that the report should have come to the Overview & Scrutiny Committee earlier in the process for feedback.
- Members raised concerns around how the Combined Authority was operating and suggested it should operate with more transparency.
- There was a concern raised by members that important decisions were being taken without sufficient information, support or debate.

3.7 The Chair called for a vote on the request to Call In the decision of the Board to approve the Officer and Support Structure for the Combined Authority.

The Committee **RESOLVED** to uphold the call in request with 7 votes for and 6 votes against.

3.8 The Committee **RESOLVED** that the Overview and Scrutiny Committee recommend that the Combined Authority Board reconsider their decision to approve the proposals in respect of the officer structure as set out in the report that went to the July Board meeting until:-

- a) A higher level of detail is provided around the roles set out in the report and it is clearly defined how these roles will differ to those already carried out by similar officers at the constituent councils and how these officers will work together.
- b) A report of the process that has been undertaken to create these roles to be provided to ensure that there has been a thorough consultation with constituent councils and that there will be no duplication of existing roles.

Meeting Closed 1pm.