



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

## **CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY**

**Wednesday, 27 September 2017**

**10:00a.m. – 1:00p.m.**

**Committee Rooms 1 & 2, Cambridge City Council, Guildhall, Cambridge CB2 3QJ**

### **AGENDA**

**Open to Public and Press**

<b>Number</b>	<b>Agenda Item</b>	<b>Mayor/ Lead Member/ Chief Officer</b>	<b>Papers</b>	<b>Pages</b>
	<b>Part 1 – Governance items</b>			
1.1	Apologies and Declarations of Interests	Mayor	oral	-
1.2	Minutes – 26 July 2017 & 4 September 2017	Mayor	yes	4 - 22
1.3	Petitions	Mayor	oral	-
1.4	Public Questions	Mayor	oral	-
1.5	Membership of the Combined Authority - Amendments	Mayor	yes	23 - 25
1.6	Appointment of the Interim Chief Finance Officer and Section 151 Officer	Chief Executive	yes	26 - 28

Number	Agenda Item	Mayor/ Lead Member/ Chief Officer	Papers	Pages
1.7	Employment Committee and Appointment of Mayoral Adviser and Chief of Staff	Chief Executive	yes	29 - 35
1.8	Forward Plan	Mayor	yes	36 - 48
	<b>Part 2 –Decisions</b>			
2.1	Department for Communities and Local Government (DCLG) National Infrastructure Fund	Portfolio Holder for New Homes and Communities	yes	49 – 58
	<b>Part 3 – Date of next meeting</b>			
3.1	Date: Wednesday 25 October 2017 at 10.30am  Venue - East Cambridgeshire District Council, The Grange, Nutholt Lane, Ely, Cambs CB7 4EE	Mayor	oral	-

The Combined Authority currently comprises the following members:

Mayor: J Palmer

Councillors: J Clark, S Count, L Herbert, J Holdich, R Howe, C Roberts and P Topping

LEP Chairman M Reeve

Substitute members: Councillors A Bailey, D Brown, W Fitzgerald, R Hickford, K Price, W Sutton & N Wright; LEP substitute member to be confirmed

Observers: J Ablewhite (Police and Crime Commissioner), J Bawden (Clinical Commissioning Group), and Councillor K Reynolds (Chairman - Cambridgeshire and Peterborough Fire Authority)

The Combined Authority is committed to open government and members of the public are welcome to attend Committee meetings. It supports the principle of transparency and encourages filming, recording and taking photographs at meetings that are open to the public. It also welcomes the use of social networking and micro-blogging websites (such as Twitter and Facebook) to communicate with people about what is happening, as it happens.

Public speaking on the agenda items above is encouraged. Speakers must register their wish to speak by making a request in writing to the Monitoring Officer no later than 12.00 noon three working days before the meeting. The request must include the name, address and contact details of the person wishing to speak, together with the full text of the question to be asked.

For more information about this meeting, please contact Michelle Rowe at the Cambridgeshire County Council's Democratic Services on Cambridge (01223) 699180 or by email at

[michelle.rowe@cambridgeshire.gov.uk](mailto:michelle.rowe@cambridgeshire.gov.uk)



**Agenda Item No: 1.2**

**CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY: MINUTES**

**Date:** Wednesday, 26th July 2017

**Time:** 10.00am - 1.05pm

**Present:** J Palmer (Mayor)

Councillors A Bailey – East Cambridgeshire District Council (substituting for C Roberts), J Clark – Fenland District Council, S Count – Cambridgeshire County Council, J Holdich – Peterborough City Council, R Howe – Huntingdonshire District Council, K Price – Cambridge City Council (substituting for Councillor L Herbert), P Topping – South Cambridgeshire District Council, and M Reeve (Greater Cambridgeshire Greater Peterborough Local Enterprise Partnership (GCGP LEP)).

**Observers:** Councillor J Ablewhite (Police and Crime Commissioner), G Howsam (substituting for J Bawden) (Cambridgeshire and Peterborough Clinical Commissioning Group) and Councillor K Reynolds (Chairman, Cambridgeshire and Peterborough Fire Authority)

**60. APOLOGIES AND DECLARATIONS OF INTERESTS**

Apologies received from Councillors L Herbert and C Roberts. There were no declarations of interest.

**61. MINUTES – 28TH JUNE 2017**

The minutes of the meeting held on 28th June 2017 were agreed as a correct record.

**62. PETITIONS**

No petitions were received.

**63. PUBLIC QUESTIONS**

One question had been received, and together with the response, was published and available at the following link: [Cambridgeshire and Peterborough Combined Authority meeting 26/07/2017](#)

#### **64. AMENDMENT TO MEMBERSHIP OF THE OVERVIEW AND SCRUTINY COMMITTEE**

The Board considered a request to approve amendments to the membership of the Overview and Scrutiny Committee, following recent resignations notified by Fenland District Council and Cambridgeshire County Council.

It was resolved unanimously to approve the following amendments to the Overview and Scrutiny Committee for the municipal year 2017/2018:

- (a) Appoint Councillor David Mason as a Member and Councillor Maureen Davis as substitute member;
- (b) Appoint Councillor Jan French as a Member;
- (c) That the Monitoring Officer be given delegated authority to accept future changes to membership of committees notified by constituent councils during the municipal year to ensure there was a full complement of members or substitute members at committee meetings, and to amend the constitution accordingly.

#### **65. COMMUNITY REPRESENTATIVE TO THE COMBINED AUTHORITY BOARD**

The Board considered a proposal to create a non-voting co-opted community representative on the Board. It was noted that applications were encouraged from female candidates, ethnic minorities or those with a disability as they were under represented. The aim was to allow for some diversity on the Board. Attention was drawn to a revised appendix for this report, which was published on the website.

In discussing the proposal, it was acknowledged that the Board was comprised of a certain section of the community. However, a number of members had reservations about the proposal. The Board recognised that membership was likely to be subject to change as it had in the past. The County Council, for example, had recently had two female leaders who had been leaders in their local community first and then the Council. There was also concern as to how one particular community would be able to represent another on the Board.

It was suggested that an effective way to reach communities was through communication and consultation. A communication plan was therefore required. It was proposed that some work should be undertaken over the summer to address how communities should be represented on the Board. In conclusion, it was felt that community representation should be tackled in a different way with officers investigating the best approach.

Councillor Count proposed an amendment, seconded by Councillor Howe, to delete recommendations (a) and (b) and add a recommendation to examine the best way to reasonably involve the voice of all sections of our community in the decision making process, as early as reasonably possible. On being put to the vote, the amendment was carried.

The Board was informed that the proposed allowance of £1500 for this role would have included all expenses.

It was resolved unanimously to recommend to:

examine the best way to reasonably involve the voice of all sections of our community in the decision making process, as early as reasonably possible.

## **66. OFFICER AND SUPPORT STRUCTURE**

The Board received a report setting out a proposed officer structure for the Combined Authority, and the arrangements for the provision of support services. The Mayor reminded the Board that the Authority had set an incredible pace to deliver his 100 day plan with only six members of staff, which compared to other combined authorities was extremely low. The proposal was for only fifteen officers and two members of staff to support the Mayor's office, which meant the Authority remained small and strategic.

The Chief Executive drew attention to the substantial job the Authority was expected to do in relation to the local economy and public sector reform over the next twenty years. Members were advised of the principles underpinning the proposed officer structure. It was proposed that there should be a framework of staff engaged in a flexible model of interim, secondment and permanent appointments. This included three directors to lead on the following priority programmes: Housing; Skills; and Transport and Infrastructure and other staff roles to support the senior leadership team.

Formal job evaluations had yet to be carried out in respect of these roles but attention was drawn to the salary levels detailed in the report. The indicative costs for the roles including on costs was £1,817.5k per annum in a full year of operation. This was an increase of £354.9k on the existing approved budget. It was important to bear in mind that every £1 in establishment costs would bring in £30 in new funding. The cost of these roles amounted to 1.56% of the turnover of the Combined Authority.

In discussing the report, the Board:

- thanked officers for helping establish the Combined Authority and for the speed of implementation of the Mayor's 100 day plan. It was acknowledged that the current officer staffing structure was unsustainable given the scale of the work and speed required. It was important to note that the Authority would be able to attract more Government funding if it was efficient and had a track record of delivery. It was acknowledged that the formal job evaluations for the new roles had not been carried out before the Authority was being asked to approve the budget. Formal job descriptions were necessary in order to attract the right people at the right price. There was also a need to consider resilience in relation to direct employment. It was therefore important to approve the budget because it was not cost effective for the Authority to slow down.
- highlighted the need to avoid duplicating posts with other organisations. It was noted that the Greater Cambridge Partnership (GCP) was also appointing a lead focussing on education. The Chief Executive reported that the Combined Authority would be linking up with organisations such as the GCP to avoid appointing

duplicate posts. This time limited post provided an opportunity to look at how organisations dealt with skills and rationalise accordingly in order to achieve benefits and efficiencies. One Member suggested appointing someone from outside Cambridgeshire who had no vested interests. The Portfolio Holder for Employment and Skills drew attention to the confusion regarding the delivery of skills at a national level. He acknowledged the importance of avoiding duplication so that more money was targeted at delivery. He asked to be involved in the appointment process.

- suggested that public sector reform would address the issue of duplication and provide savings. It was possible that some of the costs could be cost neutral if the Authority utilised what was already there in other organisations. The Mayor raised the need to bring back proposals for full public sector reform as these savings would dwarf the size of the Authority's budget.
- drew attention to the scale of pay and remuneration proposed for the new roles. One Member expressed concern that the rates proposed for the Directors were higher than for some Chief Executive posts who had larger budgets to manage. The Chief Executive reported that a formal evaluation would be carried out against each job description and pay would be comparable with other benchmarks. One Member reported that the pay and remuneration detailed in the report was comparable to pay scales proposed, in the Municipal Journal, for a skills appointment for the West Midlands Combined Authority.
- noted concern from one Member that the budget set before the mayoral elections would now be increased. Members were informed that the budget set in March had been based on the best available information. The Mayor's 100 day plan had crystallised the need for resource. However, it was important to bear in mind that the Combined Authority was a lean authority and would remain so. The comparison with other Combined Authorities had shown that the Authority was currently so lean that it was impacting on delivery. It was therefore important to mitigate the gap between forecasted budget and costs.
- acknowledged that the Director roles would drive forward the work of the Combined Authority. There needed to be clear outcomes associated with these appointments. One Member expressed a preference for fixed term contracts.
- suggested that the Authority should look to obtain more independent assurance from, for example, the Centre for Public Scrutiny and/or National Audit Office. The Chief Executive reported that in relation to the contract for the University of Peterborough, the Combined Authority was validating reports received from the contractor.
- highlighted the need to appoint to the staffing structure as and when needed. However, it was important to note that the Authority needed to invest to invest as without this officer structure it could not deliver.
- requested clarification of the role of the Communication Manager which was required to work closely with the post of the Mayor's political assistant. The Chief Executive reported that the Communication Manager would be operating on behalf of the Combined Authority and would not be a political appointment.

- requested clarification of the remuneration of the Political Assistant, which was set by law. It was noted that the maximum amount under the Local Government and Housing Act 1989 which could be paid to a Political Assistant was £34,986.
- queried whether the Programme Managers need personal assistants.

It was resolved by a majority to:

- (a) Approve proposals in respect of the officer structure as set out in this report
- (b) Confirm the arrangements for the provision of support services

## **67. FORWARD PLAN**

The Board noted a revised Forward Plan of Executive Decisions dated 24 July 2017, which had been circulated that day. The Mayor stated that the Forward Plan was updated on a regular basis and was available online for public inspection (a copy of the current version is available at the following link

<https://cmis.cambridgeshire.gov.uk/ccclive/Documents/PublicDocuments.aspx>)

It was resolved unanimously to:

approve the Forward Plan of Executive Decisions.

## **68. DEVELOPMENT OF A CENTRE FOR SKILLS AND APPRENTICESHIPS**

The Portfolio Holder for Employment and Skills presented a report detailing a conceptual format to create an ambitious vision to connect all work that was taking place across the Combined Authority area in respect of skills and employment, bringing it under the umbrella of a Centre for Skills, and creating an Apprenticeship Hub over three stages. He drew attention to the flaws in the current centralised national skills system. This proposal would offer greater opportunity to reduce the fragmentation and duplication that currently existed, which would enable maximisation of funding opportunities and have the greatest impact for the local area in terms of developing higher level skills and enabling growth. Attention was drawn to the proposed vehicle, options and governance arrangements.

In welcoming the proposal to simplify the skills system, the LEP representative highlighted the need to avoid overwriting or pausing what was already happening. It was suggested that a review of the end-to-end skills system should be employer-led. It was also important to note that skills access had a wider economic geography than just the combined authority area. The business community therefore required any review to be done with them rather than to them. The Board was informed that the LEP had approved, at a recent meeting, funding for Opportunity Peterborough. Other Members acknowledged the importance of employer-led activity, and the need to incorporate best practice. It was suggested that consultation should take place with existing providers with the sharing of data bases to be encouraged. It was important to bear in mind that this report would drive the growth agenda, which would result in jobs, over the next twenty years.



The CCG representative drew attention to the lack of workforce to deliver social care. He was very keen to transform the current workforce so it was fit for the future. Members acknowledged the importance of providing skills for life to ensure people were fit for work as this would enable them to live their life without support from the public sector. It was suggested that funding should follow the student, and that courses should be based on what was needed rather than popularity; this was a role for the authority's Education Committee. The Mayor acknowledged the importance of the relationship with schools and reported that he would talk to the Secretary of State to upgrade their role and to reward them for getting pupils into apprenticeships. He congratulated officers for generating 524 apprenticeships as part of the Government's Apprenticeship Employer Grant.

It was resolved unanimously to:

In relation to the proposal for a Centre for Skills:

1. Approve a review of the end-to-end skills system,
2. Note that the Chief Executive would work alongside the LEP and other partners to undertake this as a joint review,
3. Note that a proposal would be brought forward for a new skills system alongside a skills strategy by February 2018.

In relation to Apprenticeships:

note the success of generating 524 new apprentices in the last 12 months, and in order to continue that success:

4. Approve £692,000 funding in order to build on the Apprenticeship Employer Grant (AGE) for Small and Medium Enterprises, to deliver a further 575 apprenticeships across the Combined Authority area,
5. Approve the development of a detailed options appraisal for an Apprenticeship Hub to be brought to the September meeting.

## **69. CAREER AND PROGRESSION INNOVATION PILOT**

The Portfolio Holder for Employment and Skills presented a report detailing a new Innovation Pilot to address the shortage of skilled workers in the Health and Care Sector. The Authority had successfully negotiated additional funding of over £5m that would help over 2,100 workers develop their skills and advance their position in order to progress both their pay and career. Attention was drawn to how the pilot would work in practice, the governance model and what was needed of the Local Authorities involved. In conclusion, the Portfolio Holder thanked officers and partners for working hard to achieve this funding.

One Member expressed his excitement at this pilot which went to the heart of the significant issues being experienced in the County. The CCG representative had already commented on the severe staff shortage in this sector, which this pilot would help address. The impact of automation on areas of deprivation could result in higher unemployment. This pilot would tackle the problem of staff shortages by providing employment for those affected by automation. However, there was one significant

caveat. Areas of deprivation such as Wisbech had the poorest infrastructure. If these residents were going to work in the Health and Care Sector, it was important that they had decent transport to enable them to access job opportunities.

It was noted that the pilot was subject to final agreement by Government. The Chief Executive reported that it had been agreed but a date was still awaited for the announcement. The Board commented that the Government had doubled the amount of funding for this pilot, it was suggested that it should be extended to teachers if successful. One Member raised the need for the Combined Authority rather than the Department for Work and Pensions to control the funding for the scheme. It was noted that the Authority would have control over the funding.

In welcoming this pilot, it was reported that it would also help address low productivity across the country. Since the 2008 financial crash, gross domestic productivity was less than 18%. If this pilot was successful, it could be applied to other interventions. The Police and Crime Commissioner highlighted the link between areas of deprivation and criminality. Career progression was key to improving people's lives. The Combined Authority could play a key role in tackling deprivation fundamentally across Cambridgeshire and Peterborough. It was important to note that 150 streets out of 16,500 streets accounted for 60% of crime. The outcomes of this pilot were therefore wider than those outlined in the report. There was a need to identify the benefit to the public purse by capturing the whole system cost.

It was resolved unanimously to:

- a) note that – subject to final agreement by Government – the Combined Authority had been awarded an additional £5.2m funding from Government to deliver a Pay and Progression Pilot for the Health and Care Worker Sector
- b) note that the pilot would create an additional 600 new apprenticeships in the area and provide an additional £20m of net present public value
- c) agree the proposed model of governance and delivery arrangements for the pilot
- d) note the expectations on each of the constituent councils and the LEP in the Combined Authority area
- e) delegate to the Chief Executive authority to take all necessary action, in consultation with the portfolio holders of the Delivery Group, to meet any grant conditions imposed by Department of Works and Pensions (DWP), provided that the action taken does not exceed the funding envelope.

## **70. STRATEGIC TRANSPORT DEVELOPMENT ACROSS THE AREA'S KEY GROWTH CORRIDORS: RAPID, MASS TRANSPORT AND STRATEGIC OPTIONS APPRAISAL**

The Board received a report detailing a proposal for a Strategic Options Appraisal into rapid, mass transport options for Cambridge City and the surrounding travel to work area in conjunction with the Greater Cambridge Partnership (GCP). The Appraisal

would consider both the Inner City and scalable and extendable options for the wider area. Attention was drawn to a map on page 62 illustrating a high-level schematic of both the Inner City and the wider Cambridge area. Consultants would be appointed to provide expert independent advice on the most viable solution for the City and surrounding area. Appendix one set out the study brief for the appraisal.

One Member raised the need to advise the consultants not to rule out transport modes which did not have a track record because it was important not to rule out the optimum solution. There was also a need for the consultants to measure various options against the Authority's strategic priorities rather than options being influenced by cost driven solutions. It was important that the strategic priorities led the options appraisal. Another Member commented that the Board was being asked to agree a total budget allocation of up to £100,000, which meant that the whole budget did not have to be spent. It was noted that the total GCP allocation was £150,000.

In discussing stakeholder engagement, it was important to bear in mind the experience of the people who had been involved in the City Deal. The Authority had to be alive to the views of the people in and around Cambridge. In response to a query, the Mayor reported that this proposal would not impact on the Wyton development. It was noted that the proposal would enhance the market towns as well as connect the radial spokes. In parallel, the Authority should be looking to evaluate objectively the return on its investment in relation to the creation of economic environs.

One Member raised the need to learn lessons from previous contracts such as the Cambridgeshire Guided Busway (CGB), and stressed the importance of using experienced contracts lawyers. In response, the County Council representative reported that the CGB was very successful with over 4 million travellers. The contract had also stood up well to challenge with the contractor offering an out of court settlement. The same contract would be used to pursue funding for repairing defects.

It was resolved unanimously to:

1. Commission a strategic options appraisal study into rapid, mass transport options for Cambridge City and the surrounding travel to work area in conjunction with the Greater Cambridge Partnership Board.
2. Agree a total budget allocation of up to £100,000 in 2017/18 for the delivery of the strategic options appraisal study.
3. Delegate authority to the Chief Executive, in consultation with the Portfolio Holder for Transport & Infrastructure and in conjunction with the Chair of the Greater Cambridge Partnership Board, to award a contract for the study provided that the collective value of the contract does not exceed the approved budget allocation.

## **71. FUTURE LOCAL TRANSPORT PLAN**

The Board received a report setting out the need to draw together into one plan the Local Transport Plans for Cambridgeshire and Peterborough. Attention was drawn to the approach to developing a new Local Transport Plan. There would be a budget allocation of up to £200,000 for 2017/18 and £300,000 in 2018/19 for the delivery of a

new plan. There would also be a 7-10 year rolling programme for major schemes to be developed.

It was resolved unanimously to:

1. Commission the development of a new Local Transport Plan for the Combined Authority.
2. Agree a total budget allocation of up to £500,000 in 2017/18 and 2018/19 for the delivery of the new Local Transport Plan.
3. Delegate authority to the Chief Executive, in consultation with the Portfolio Holder for Transport & Infrastructure, to commission the development of the new Local Transport Plan including requisite third party specialist inputs provided that the value of the commissioned services does not exceed the approved budget allocation.

## **72. HOUSING INVESTMENT FUND PROGRAMME: QUICK WINS**

The Portfolio Holder New Homes and Communities presented a report setting out an initial portfolio that accelerated the delivery of affordable housing. The first phase of schemes would see delivery in each of the constituent council areas targeted by the Government funding of £100m secured to deliver 2,000 affordable homes across Cambridgeshire and Peterborough. Attention was drawn to 11 schemes from six providers which would provide 253 homes. These homes had been selected by applying shortlisting criteria detailed in Section 3.6 of the report. It was noted that these homes would accommodate lower paid key workers who would support the maintenance of key public services in higher value market areas. The Authority grant per unit was £18k, and there would be shared ownership and affordable rent homes. It was noted that the scheme rules to manage investment over the next few years would be presented to the next meeting.

The Board welcomed the report which provided an even handed approach to all areas within the Combined Authority area. Members were reminded that Cambridge City was not included as it had a separate ring-fenced grant of £70m for affordable housing. The Chief Executive reported that this funding had been passported to the City Council to act on behalf of the Combined Authority. However, the Combined Authority was responsible for accounting back to government.

One Member drew attention to the innovative model used by Palace Green Homes. Community Land Trusts were a different way of delivering housing development from within the community. *Councillor Bailey declared a disclosable pecuniary interest under the Code of Conduct as a Director of Palace Green Homes and did not vote on this item. Councillor Holdich also declared a disclosable pecuniary interest under the Code of Conduct as a Director of Cross Key Homes and did not vote on this item.*

Another Member commented that it was not uncommon for there to be slippage on such schemes. However, it was important to note that the Authority was granting money on the basis of schemes being delivered quickly. There was therefore a need to obtain direct assurance as part of the contract that the houses would be delivered within timescale. The Portfolio Holder confirmed that funding would only be released once the

developer had satisfied certain criteria. It was suggested that 50% of the funding should be predicated on completion.

In conclusion, the Mayor thanked Stephen Hills, Director of Housing at South Cambridgeshire District Council, and officers of the Combined Authority for their work on this proposal.

It was resolved unanimously to:

1. Commit grant funding of £4.56m for the initial portfolio of affordable housing schemes
2. Delegate authority to the Chief Executive, in consultation with the Portfolio Holders of the Delivery Group to approve the release of grant funding on application for draw down of the funds by the providers and take all necessary steps to ensure delivery of the affordable housing schemes
3. Note the intention to bring forward detailed proposals for the management of the Housing Investment Fund including the rules, procedures and levels of delegation, to the Combined Authority Board in September 2017.

## **73. HOUSING STRATEGY**

The Portfolio Holder New Homes and Communities presented a report detailing a proposal to develop a Housing Strategy for Cambridgeshire and Peterborough for the next twenty years which would address the current housing challenges facing the area. The principles of the strategy would include an ambitious plan to deliver over 100,000 new homes including 40,000 affordable homes by 2037. The strategy would drive innovation and solution-focused approaches, and explore further opportunities for CLTs. It was also important to improve standards in existing homes and encourage the best use of all homes. The Authority needed to engage in building communities which took account of a wide range of housing needs, and would be working with the Housing Finance Institute to achieve this.

The Police and Crime Commissioner welcomed the inclusion of the vulnerable and excluded such as those leaving care or prison as this would enable them to lead more stable lives. The CCG representative emphasised the importance of focussing on the health and wellbeing of communities in order to avoid storing up problems for the future. One Member highlighted the need to achieve as much as possible within the next ten rather than twenty years in order to buck the historical trend in house building. The Mayor acknowledged that the ability to deliver infrastructure was key in relation to house building.

It was resolved unanimously to:

1. Agree the approach to developing the Housing Strategy
2. Agree a budget allocation of up to £150k in 2017/18 for the development of the Housing Strategy

## **74. INVESTMENT STRATEGY AND FUND**

The Portfolio Holder for Fiscal Strategy presented a report setting out the principles which should form the centre of an Investment Strategy for Cambridgeshire and Peterborough. The funding devolved to the Combined Authority totalled around £770m over the next three years. This left a funding gap between the resources available to the Authority and investment needs of the area. It was proposed to establish a Fund that built on the financial package from Government that formed the basis of the Devolution Deal. The purpose of this Fund would be to attract further public and private sector investment, and to target resources into specific programmes and projects. It was proposed to take three projects which set out at a high-level the aspirations of the Combined Authority to market in order to assess the potential for private and public sector investment to unlock them.

Members queried the reasons behind the three projects being selected. It was noted that none of the projects could be achieved unless the Authority aligned itself to test the market. Members were informed that all three projects were capable of being monetised. It was possible to get two levels of measured return relating to economic return or social economic return.

It was resolved unanimously to:

1. Approve the features and principles of the Cambridgeshire and Peterborough Investment Strategy;
2. Approve the establishment of a Fund to attract further public and private sector investment;
3. Agree that the following key strategic projects were in the CPCA pipeline were taken to market to assess their potential for private and public sector investment:
  - a) Dualling of the A47
  - b) Wisbech Garden Town
  - c) Cambridge Rapid Mass Transport
4. Approve a budget of £25,000 to carry out this work.

## **75. THE NON-STATUTORY SPATIAL PLAN FOR CAMBRIDGESHIRE AND PETERBOROUGH**

The Board was informed of the need for a Non Statutory Spatial Plan (NSSP) to enable the Combined Authority to reflect spatially across Cambridgeshire and Peterborough its vision, objectives, and growth and investment priorities. Members were informed that it was not about replacing the local planning process or responsibilities. Instead it provided additional understanding to enable the Authority to have an overview of the supply of land for new homes and jobs. It would connect the Authority's plans with those beyond Cambridgeshire and Peterborough's boundaries. It would also give the Authority the ability to map the totality of new infrastructure requirements.

Members welcomed the report which provided an excellent way forward. It was noted that there was value here to create gross value tax receipts in areas of the county which

were underperforming. The NSSP provided a vision of the future that if the Authority did all these things this was the return it could expect.

One Member queried the powers of the Mayor in relation to publically held land. This was important if the Authority wanted to join up land to maximise the benefits for the community. The Chief Executive reported that these powers were not connected to the NSSP. The Combined Authority had purposely not sought statutory powers and it was noted that it had been decided not to take compulsory purchase powers at this stage. One Member raised the need to ask for these powers as a last resort if development was being held up. The Mayor acknowledged the need to make this request.

It was resolved unanimously to:

1. Note the purpose and value of the Non Statutory Spatial Plan (NSSP) for the achievement of the Combined Authority's vision and objectives;
2. Agree the approach outlined to undertake the development of the Non-Statutory Spatial Plan for the Combined Authority area;
3. Note that work on producing the first part of the NSSP was to be completed by no later than February 2018 in parallel with other key work streams; and
4. Approve a budget of up to £150,000 to support the necessary work to develop the first part of the NSSP, including sufficient officer capacity and external support.

## **76. BUDGET UPDATE**

The Board received an update report to the 'Budget Report 2017/18 to 2018/19' as presented to its last meeting. In response to a query regarding the potential unrecoverable VAT liability, it was noted that VAT was being dealt with via a temporary method.

It was resolved unanimously to:

1. Note the budget updates as requested for approval in other Board reports on this meeting's agenda.
2. Note the updated budget and indicative resources for 2017/18 and 2018/19 as set out in Appendix A.

## **77. APPOINTMENT OF THE INTERIM CHIEF FINANCE OFFICER AND SECTION 151 OFFICER**

The Mayor agreed to take this report based on urgency grounds as the Chief Finance Officer (Section 151 Officer) for the Combined Authority, John Harrison, had resigned. The Authority was statutorily required to have in post a Chief Finance Officer appointed under Section 151 of the Local Government Act 1972. The Authority was asked to appoint an interim statutory Chief Finance Officer for the Combined Authority from amongst the constituent Council's Chief Finance Officers.

The Mayor thanked John Harrison, and wished him well for the future. It was noted that a report would be presented to the next meeting.

It was resolved unanimously to:

- (a) appoint a Chief Finance Officer from amongst the constituent Councils Chief Finance Officers; and
- (b) report the named appointee to the September meeting of the Board.

## **78. REPORT FROM THE OVERVIEW AND SCRUTINY COMMITTEE**

The Mayor agreed to take this report based on urgency grounds as Overview and Scrutiny Committee had only met two days before the Board meeting and would want to put the revised arrangements in place at its next meeting, which was before the next Board meeting in September. Members agreed to allow the Vice-Chair of the Overview and Scrutiny Committee, Councillor Terry Hayward, to speak to the Board.

Attention was drawn to the recommendations from the Overview and Scrutiny Committee, which produced the following responses from the Board:

- the need for any recommendation from the Overview and Scrutiny Committee to be written down and considered at the relevant report rather than as one item.
- the Chair of the Overview and Scrutiny Committee should be in attendance to answer any questions the Board might wish to ask, at the discretion of the Mayor.

Councillor Count proposed an amendment, seconded by Councillor Price, to replace recommendation 1 with the following: consider any written recommendation from the Overview and Scrutiny Committee to the Board at consideration of the relevant report, and that the Chair was available to answer any questions the Board might wish to ask, at the discretion of the Mayor. On being put to the vote, the amendment was carried.

The Mayor reported that the ability of Overview and Scrutiny to provide overview was vital to the development of the Combined Authority. The Committee would be presented with the draft four year plan when available. Other Members commented on the value of the overview function of the Committee. One Member asked that the Committee ensure the two member appointments for one Portfolio Holder did not ask the same questions.

It was resolved unanimously to:

1. consider any written recommendation from the Overview and Scrutiny Committee to the Board at consideration of the relevant report, and that the Chair was available to answer any questions the Board might wish to ask, at the discretion of the Mayor.
2. that should a further Combined Authority Plan be proposed, following the end of the first 100 day plan, that plan was developed in consultation with the Overview



and Scrutiny Committee and that all future similar plans brought forward were also developed in consultation with the Overview and scrutiny Committee.

3. to note that the Committee had agreed to appoint shadow portfolio holders from within the Overview and Scrutiny Committee membership (Appendix 1);
4. to note that the Committee had heard from the Mayor and two portfolio holders at their last two meetings. The Committee welcomed discussions with the portfolio holders and would propose that for future meetings:
  - a) the Portfolio Holders should prepare a 10 minute presentation for the Committee;
  - b) the Committee will send questions to portfolio holders in advance of the meeting but may ask a number of supplementary questions.

## **79. DATE OF NEXT MEETING**

It was resolved unanimously to note the date of the next meeting: Wednesday 27 September 2017 at 10.00am at Cambridge City Council, The Guildhall, Market Hill, Cambridge CB2 3QJ

Mayor



**Agenda Item No: 1.2**

**EXTRAORDINARY MEETING OF CAMBRIDGESHIRE & PETERBOROUGH  
COMBINED AUTHORITY: MINUTES**

**Date:** Monday, 4th September 2017

**Time:** 1.04pm - 2.02pm

**Present:** J Palmer (Mayor)

Councillors A Bailey – East Cambridgeshire District Council (substituting for C Roberts), G Bull – Huntingdonshire District Council (substituting for R Howe), J Clark – Fenland District Council, S Count – Cambridgeshire County Council, W Fitzgerald - Peterborough City Council (substituting for J Holdich), L Herbert – Cambridge City Council, and P Topping – South Cambridgeshire District Council

**Observers:** J Bawden (Cambridgeshire and Peterborough Clinical Commissioning Group) and Councillor K Reynolds (Chairman, Cambridgeshire and Peterborough Fire Authority)

**80. APOLOGIES AND DECLARATIONS OF INTERESTS**

Apologies received from Councillors J Holdich, R Howe and C Roberts; M Reeve (Greater Cambridgeshire Greater Peterborough Local Enterprise Partnership (GCGP LEP)). There were no declarations of interest.

**81. OFFICER AND SUPPORT STRUCTURE – CALL-IN**

The Mayor reported that the extraordinary meeting had been called to consider the response of the Board to the Overview and Scrutiny Committee's call-in of the decision taken by the Board on 26 July 2017 in relation to the officer and support structure. He explained that the Overview and Scrutiny Committee had made a number of recommendations. He invited the Chairman of that Committee, Councillor John Batchelor, to present those recommendations.

The Chairman of the Overview and Scrutiny Committee drew attention to the Committee's recommendations as set out in Section 2.6 of the report. Before detailing the specific reasons for the call-in, he highlighted the 25% increase in the staffing budget and the need to avoid duplication. He explained that the Committee was concerned about the increase in the staffing budget which it felt was a symptom of a wider concern. The concern was that the Combined Authority Board might be making important decisions involving significant sums of public money without the proper information or the level of officer support needed to allow for those decisions to be informed decisions.

He welcomed the Chief Executive's report giving more detail on the staffing proposals. He acknowledged the need for the staffing structure to be in place as soon as possible to make sure that the decision making process was properly supported. However, there were still issues to be addressed. He queried how attractive a nine-month interim appointment of the Director for Skills would be to the quality of the applicant required. There also appeared to be no officer taking responsibility for the reform of local government. Given that it would be some time before Director level support was in place, the Board would need to be confident that it had the support and information it needed to make key decisions before commitments were made.

He reported that it was stated at the call-in meeting that the Committee would have the facility for more involvement in the pre-decision process. He reminded the Board that there were now designated committee members shadowing board functions. He hoped that developing a role for them to work more closely with portfolio holders would be progressed, as it might be productive. Although not part of the recommendations, the Committee was also requesting it received reports at an earlier stage in the process, as this would greatly help its understanding of issues, and effectiveness.

The Mayor then asked the Chief Executive, as Head of Paid Service, to respond to the Committee's recommendations. The Chief Executive reminded the Board that the Cambridgeshire and Peterborough Combined Authority was the first authority established from a standing start since 1974. At the same time as establishing every aspect of its operation, the Authority was also putting in place the most effective delivery mechanism in order to deliver a substantial amount of business. There had been a significant amount of learning over the last three months, he reported that there were now new arrangements in place to support decision making, which were set out in section 3.2 of the report.

The Chief Executive highlighted the fact that the Authority was different from other Local Councils including that it was not accountable for delivering services. The organisation was instead charged with delivering the following: Policy Development; Strategic Programmes; Contracting and strategic client function; and Programme Assurance. The nature of this business meant that the staffing model needed to remain flexible and agile. Staffing would therefore be a mix of interims, secondments and where appropriate permanent positions. The approval of the staffing structure budget would represent the start of a process. It was proposed to present a report to the next meeting of the Board to agree the membership and terms of reference of an Employment Committee.

Members were reminded of the substantial investment of new money in the area and what it was expected to be in the next two years. It was therefore essential that the Combined Authority operated collectively with its partners and specifically local authorities, the Greater Cambridge Partnership (GCP), the Local Enterprise Partnership (LEP) and Opportunity Peterborough. It was important the Authority used the public sector wider network to support skills and capacity. It was noted that in 2017/18, 20% of overall staffing costs reflected support from other authorities. Members were informed that the proposed staffing structure built on these arrangements. The Chief Executive also drew attention to the need for staffing to support the Mayor's Office. These proposals had been developed following the receipt of Legal and HR advice.

In conclusion, the Chief Executive reported that the cost of staffing the Combined Authority was £1,027k, and the cost of the Mayor's Office was £146k, in 2017/18. The total cost was £1,632k. The additional budget provision required was now £349.1k which was less than the figure reported at the previous meeting.

The Mayor invited the Board to ask any questions of the Chairman of the Overview and Scrutiny Committee and the Chief Executive. As no questions were received, he then invited Members to debate the recommendations contained in the report. In discussing the report, individual members of the Board raised the following:

- acknowledged that the Combined Authority, assisted by the leadership of the Mayor, had made an energetic start to deliver a large programme with a limited number of staff resulting in considerable achievements.
- acknowledged the need for a significant uplift in staffing particularly when reflecting back on earlier discussions in March regarding the deferral of the Chief Executive post. Other Members reminded the Board that it would not have been appropriate to appoint to this post before the election of the Mayor. As a result, it had been a joint decision to defer the appointment to ensure that the new Mayor was involved in the appointment of the successful applicant.
- expressed concern that there had been no consultation with the Combined Authority before the report had been presented to its July meeting. These concerns were acknowledged by a number of Members. It was agreed that more discussion would be helpful in the future.
- welcomed the valuable contribution of the Overview and Scrutiny Committee, which had delivered a helpful overview.
- welcomed the explanation from the Chief Executive in particular the reflection and areas for improvement. A number of Members acknowledged the importance of learning lessons in order to improve. One Member reiterated the importance of how the Authority worked with other authorities, the GCP and the LEP in relation to staffing. The proposal for more time for Overview and Scrutiny to digest and respond to reports was also welcomed.
- acknowledged that the Chief Executive had given greater clarity regarding the approach to commissioning. However, there was still a need to understand the risk of delivering certain aspects.
- expressed concern that there had still not been adequate discussion about the staff roles. One Member commented that several elements of the proposed staff structure did not meet the brief. He also added that it had not been defined how commissioning would work.
- stressed the need for the Mayor and the Combined Authority to work as a team. The Authority and the Mayor needed to work together to shape the structure. One Member highlighted the importance of working with local authorities on staffing in relation to spatial planning and housing. He hoped that the Combined Authority could still tweak the overall budget. He asked to assist with secondments and

interim arrangements particularly as appointments were not due to be made until January - March.

- acknowledged that all Members were unlikely to agree on the minutiae of issues.
- supported the need for an Interim Director of Skills. It was noted that it would be a tough job which might strain existing relationships. A different person would then need to take forward this agenda when a new operating model had been determined.
- expressed concern about the role of the political advisor. Whilst respecting the right of the Mayor to appoint to such a post, one Member asked for it to be advertised and for there to be an open process. Another Member commented that the legislation allowed the Mayor to make his own appointment. Given the political make-up of the Board, it was inevitable the appointment would be from the Mayor's own political party.
- acknowledged that given the speed the Authority was working, it was effectively learning as it went along. However, it was important that the speed was maintained in order to get things done. The Authority was different to local authorities, it needed to be fleet of foot and agile. It was therefore important to identify the best way to operate.
- highlighted the quantum of funding which was around £600m of new money with £100m already in the Authority's account. It was a significant amount of money when compared to District/City budgets. Members were reminded that the Authority had a limited number of staff working to commission services. However, it also needed staff to speak to Government about other pots of funding. It was acknowledged that members had not been aware pre-election of how much the Authority would actually cost to run.
- welcomed the contribution of officers to date to the operation of the Combined Authority. However, whilst borrowing officers had worked in the short-term it was not sustainable in the future.
- acknowledged that the approach of setting the Combined Authority with the responsibility for major strategic programmes was correct. However, front loading expertise and professionalism created a cost and risk.]
- highlighted the need to consider staffing costs as a percentage of the amount of Government grant. It was suggested that programmes should reflect the cost of salaries by ratio. It was also suggested using a metric to identify how much staff costs compared with other Combined Authorities.
- highlighted the impact on the effectiveness of the GCP, under the leadership of Councillor Herbert, of a new professional team to drive work forward. It was suggested that this could be applied to the Combined Authority.
- highlighted the need to appoint people with the right skills to deliver projects quickly. If these skills existed in partner authorities, they should, if possible, be utilised.

The Mayor thanked the Chairman of Overview and Scrutiny Committee. He drew attention to what the new Authority had achieved but recognised the need to learn from experience in order to improve processes. He would therefore be having regular and open discussions with leaders. He acknowledged that he had been instrumental in making sure the Authority moved at pace as he expected things to happen quickly but clearly there were risks associated with this approach.

He thanked the Chief Executive and his team for their hard work but stressed that it was unreasonable to ask them to continue to work at this pace without the right staff. The Authority needed the right people to bid for money in order to achieve improvements in the county otherwise it would lose out. He reminded the Board that he had been clear that the officer establishment would number fewer than 20 employees based on current responsibilities. The proposed staffing structure, including the Mayoral office, would be only 18. He added that it was possible for a small structure to deliver if it had the right people.

The Mayor stressed the need for the Combined Authority to change the way Cambridgeshire went about its business. This meant providing good quality housing and an acceptable time to commute to and from work. A lean Authority would deliver projects efficiently using the right processes. He apologised that the process had not been perfect but mistakes were understandable and should be learnt from.

The Mayor drew attention to his office. He reported that these proposals were no different to other combined authorities but considerably less compared to the Mayor of London. He stressed the importance of a chief of staff and personal assistant to enable him to spend fulfilling his responsibilities including more time talking to leaders. The Combined Authority was a living and breathing organism which had to be adaptive and reactive. It was therefore important to appoint the right people when a decision was required.

It was resolved by a majority to:

- (a) consider the recommendations of the Overview and Scrutiny Committee;
- (b) note the additional information provided by the Chief Executive in relation to the request of the Overview and Scrutiny Committee;
- (c) approve the revised proposals in respect of the officer structure as set out in the report;
- (d) approve the following posts on the basis of the additional information set out in the report:
  - 1) Director of Transport and Infrastructure
  - 2) Interim Director of Skills
  - 3) Housing Director
  - 4) Assistant Director
- (e) approve an additional budget allocation for staffing for 2017/18 as set out in the report.

Mayor



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

<b>CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD</b>	<b>AGENDA ITEM No: 1.5</b>
<b>27 SEPTEMBER 2017</b>	<b>PUBLIC REPORT</b>

## **MEMBERSHIP OF THE COMBINED AUTHORITY - AMENDMENTS**

### **1.0 PURPOSE**

- 1.1. The purpose of this report is to advise the Board of an amendment to the substitute member of the Board notified by Huntingdon District Council.

<b><u>DECISION REQUIRED</u></b>	
<b>Lead Member:</b>	<b>James Palmer, Mayor</b>
<b>Lead Officer:</b>	<b>Kim Sawyer, Monitoring Officer</b>
<b>Forward Plan Ref: N/A</b>	<b>Key Decision: No</b>
<p>The Combined Authority Board is recommended to:</p> <p>(a) note that Huntingdon District Council appointed Councillor Graham Bull to replace Councillor Daryl Brown as Councillor Robin Howe's substitute to the Combined Authority for the remainder of the municipal year 2017/2018;</p> <p>(b) approve the nomination of Councillor John Peach as the substitute member for the Cambridgeshire and Peterborough Fire Authority.</p>	<p><b>Voting arrangements</b></p> <p>No vote is required.</p> <p>Appointment is made by the constituent council.</p> <p>Simple majority of all Members</p>

### **2.0 BACKGROUND**

- 2.1. In accordance with the Cambridgeshire and Peterborough Combined Authority Order 2017, each constituent council must appoint one of its elected members and a substitute member to the Combined Authority

- 2.2. The Combined Authority has been advised that Huntingdon District Council, at its special meeting on 26 July, appointed Councillor Graham Bull to replace Councillor Daryl Brown as Councillor Robin Howe's substitute for the remainder of the 2017/18 municipal year.
- 2.3. The revised membership is set out in the table below.

Nominating Body	Member	Substitute Member
Constituent Authorities	Leader	
Cambridge City Council	Cllr Lewis Herbert	Cllr Kevin Price
Cambridgeshire County Council	Cllr Steve Count	Cllr Roger Hickford
East Cambridgeshire District Council	Cllr Charles Roberts	Cllr Anna Bailey
Fenland District Council	Cllr John Clark	Cllr Will Sutton
Huntingdonshire District Council	Cllr Robin Howe	Cllr Graham Bull
Peterborough City Council	Cllr John Holdich	<del>Cllr Daryl Brown</del> Cllr Wayne Fitzgerald
South Cambridgeshire District Council	Cllr Peter Topping	Cllr Nick Wright
GCGP LEP	Mark Reeve	To be advised

- 2.4. The Cambridgeshire and Peterborough Fire Authority has also advised us that they wish to nominate Councillor John Peach as their substitute member. Councillor Peach is the Vice Chairman of the Fire Authority. In accordance with the Constitution, the Board is asked to approve the nomination. This is a non-voting position.

### 3.0 FINANCIAL IMPLICATIONS

- 3.1. In accordance with the Cambridgeshire and Peterborough Combined Authority Order 2017 no remuneration is to be payable by the Combined Authority to its members or substitute members.

### 4.0 LEGAL IMPLICATIONS

- 4.1. These are dealt with in the report.

### 5.0 OTHER IMPLICATIONS

N/A

### 6.0 APPENDICES

- 6.1. None



<b><u>Source Documents</u></b>	<b><u>Location</u></b>
Report and decision of Council meeting	Huntingdon Council website



<b>CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD</b>	<b>AGENDA ITEM No: 1.6</b>
<b>27 SEPTEMBER 2017</b>	<b>PUBLIC REPORT</b>

## **APPOINTMENT OF THE INTERIM CHIEF FINANCE OFFICER AND SECTION 151 OFFICER**

### **1.0 PURPOSE**

- 1.1 The purpose of this report is to confirm the appointment of Alex Colyer as interim statutory Chief Finance Officer and Section 151 Officer for the Combined Authority.

<b><u>DECISION REQUIRED</u></b>	
<b>Lead Member:</b>	<b>Mayor</b>
<b>Lead Officer:</b>	<b>Martin Whiteley, Chief Executive</b>
<b>Forward Plan Ref:</b> N/A	<b>Key Decision: No</b>
It is recommended that the Board confirms the appointment of Alex Colyer as interim statutory Chief Finance Officer and S151 Officer to the Combined Authority	<b>Voting arrangements</b>  Simple majority of the Members (or their Substitute Members)

### **2.0 BACKGROUND**

- 2.1 Chapter 4 paragraph 1.5 of the Constitution states that the appointment of statutory officers is reserved to the Board. The Chief Finance Officer is a statutory officer of the Combined Authority and a 'proper officer' for this purpose.
- 2.2 The Board was advised at its last meeting that Mr Harrison, the former interim Chief Finance Officer of the Combined Authority, had resigned from Peterborough City Council to pursue other opportunities. As a result a new appointment to the post of interim Chief Finance Officer for the Combined Authority was required immediately.

- 2.3 As there was insufficient time to consult Constituent Councils on whether their Chief Finance Officers could take on this role until a permanent appointment was made, the Board agreed that the Chief Executive should appoint an interim Chief Finance Officer from one of the Constituent Councils as soon as possible and that the name of the Chief Finance Officer should be reported to this September meeting of the Board.
- 2.4 Alex Colyer, Executive Director at South Cambridgeshire District Council, was appointed by the Chief Executive as the interim S151 Officer and Chief Finance Officer from 31 August for 3 days a week until 30 September and from 1 October for 4 days a week until 31 March 2018. This appointment is now subject to confirmation by this Board.
- 2.5 Alex has held the post of Executive Director and Chief Finance Officer (CFO) at South Cambridgeshire District (SCDC) since 2009. He is a qualified accountant and is a Fellow of the Association of Chartered Certified Accountants (FCCA).
- 2.6 During this period Alex also held two interim roles in addition to his primary role:
- (a) March 2014 – July 2014 Interim CFO at Cambridge City Council (Shared post with SCDC)
  - (b) October 2016 – June 2017 Interim Chief Executive and CFO at South Cambridgeshire District Council.
- 2.7 Previous to that Alex was Chief Finance Officer at East Cambridgeshire District Council for 8 years and was Deputy Chief Finance Officer at Milton Keynes (Unitary) Council for 4 years.

### **3.0 FINANCIAL IMPLICATIONS**

- 3.1 The funding for the role is within the existing budget. The annual salary would be £119k per annum on a full time basis. The pro-rated costs including any expenses is £91,000 for 2017/18.

### **4.0 LEGAL IMPLICATIONS**

- 4.1 It is a legal requirement under the 1972 Local Government Act that the Combined Authority appoints a Chief Finance Officer (known as the s151 officer). The role of Chief Finance Officer is a statutory requirement.

### **5.0 OTHER IMPLICATIONS**

- 5.1 There are no equalities or other implications arising from this report.

### **6.0 APPENDICES**

None

<b><u>Source Documents</u></b>	<b><u>Location</u></b>
Constitution Local Government Act 1972 Local Government and Housing Act 1989	Combined Authority website  Legislation can be found on Government websites



<b>CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD</b>	<b>AGENDA ITEM No: 1.7</b>
<b>27 SEPTEMBER 2017</b>	<b>PUBLIC REPORT</b>

## **EMPLOYMENT COMMITTEE AND APPOINTMENT OF MAYORAL ADVISER AND CHIEF OF STAFF**

### **1.0 PURPOSE**

- 1.1. This report asks the Board to agree the size, membership and the Chair and Vice Chair of the Employment Committee. The terms of reference of the Committee is attached.
- 1.2. It also asks the Board to note the appointment of Tom Hunt as Mayoral Adviser and Chief of Staff to the Mayor on the terms and conditions set out in the report.

<b><u>DECISION REQUIRED</u></b>	
<b>Lead Member:</b>	<b>James Palmer, Mayor</b>
<b>Lead Officer:</b>	<b>Kim Sawyer, Monitoring Officer</b>
<b>Forward Plan Ref: N/A</b>	<b>Key Decision: No</b>
<p>The Combined Authority Board is recommended to agree the Employment Committee consists of six members to include:</p> <ul style="list-style-type: none"> <li>(a) The Mayor as Chair</li> <li>(b) The Statutory Deputy Mayor as Vice-Chair</li> <li>(c) The Constitutional Deputy Mayor,</li> <li>(d) Councillor Lewis Herbert (to maintain political balance)</li> <li>(e) Two other Board members taken in rotation which must include the relevant Portfolio Holder when interviewing for to a particular Chief Officer post.</li> </ul>	<p><b>Voting arrangements</b></p> <p>At least two-thirds of all Members (or their Substitute Members)</p>

Board members and their substitutes may also substitute for the core membership.	
<b><u>MATTERS FOR NOTING</u></b>	
The Board notes the appointment made by the Mayor of Tom Hunt as Mayoral Adviser and Chief of Staff on the terms and conditions set out in the report.	No vote required. This is a decision of the Mayor

## **2.0 BACKGROUND**

### **EMPLOYMENT COMMITTEE**

- 2.1. At its meetings on 26 July and 4 September 2017, the Board considered and approved an officer structure for the Combined Authority. Now approval has been given by the Board, the process can begin to recruit to the structure and the Employment Committee plays an essential role in that process.
- 2.2. In accordance with the Constitution, appointments to most Director and Assistant Director roles would need to be made by the Employment Committee.
- 2.3. Furthermore, once the Combined Authority is in a position to employ staff directly, terms and conditions of appointment and key Human Resources policies, including certain pension discretions will need to be approved by the Employment Committee.
- 2.4. Therefore, the Board is now requested to decide the size and membership of the Employment Committee, which should be politically balanced, and to appoint the Chair and Vice Chair of the Committee. The terms of reference of the Committee was agreed when the Constitution was approved and is attached at Appendix 1 for ease of reference.

### **Appointment of Chief Officers and Deputy Chief Officers**

- 2.5. In law, only the Combined Authority Board or the Employment Committee can be responsible for the appointment of Chief and Deputy Chief Officers. These terms are defined in the Officer Employment Procedure Rules in Chapter 14 of the Constitution, as follows:
  - (a) A Chief Officer means a statutory Chief Officer or a non-statutory Chief Officer who reports directly to the Head of Paid Service for most or all of the duties carried out by them.
  - (b) A Deputy Chief Officer means a person who reports directly or is directly accountable to one or more of the Chief Officers for all or most of the duties carried out by them.

- (c) Even though they may report directly to a Chief Officer or the Head of Paid Service, any administrative position does not have to be appointed by the Employment Committee by virtue of the less senior nature of their role.

2.6. The Committee will therefore be responsible for the following appointments within the proposed officer structure:

<b>Post</b>	<b>Officer Status</b>	<b>Process</b>
Finance and Commercial Director	Statutory Chief Officer (Chief Finance Officer or section 151 officer)	Employment Committees makes recommendation to Board. The Board decides the appointment.  The Committee must include Mayor or Deputy Mayor in his place.  The Board may also make this appointment.
Legal Counsel (Monitoring Officer)	Statutory Chief Officer (Monitoring Officer)	Employment Committees makes recommendation to Board. The Board decides the appointment.  The Committee must include Mayor or Deputy Mayor in his place.  The Board may also make this appointment
Housing Director	Chief Officer	Appointed by Employment Committee
Director of Transport and Infrastructure	Chief Officer	Appointed by Employment Committee
Assistant Director	Chief Officer	Appointed by Employment Committee

2.7. The Chief Executive will appoint to the following interim position:

<b>Post</b>	<b>Officer Status</b>	<b>Process</b>
Interim Director of Skills	Chief Officer	Chief Executive to appoint to interim positions.

- 2.8. The Chief Executive, as Head of Paid Service, will appoint to Chief and Deputy Chief Officer roles, in consultation with the Mayor and the relevant Portfolio holder, where these roles are to be filled on an interim or secondment basis.
- 2.9. All other posts within the structure are regarded as administrative posts. Even though they report to a Chief Officer or Deputy Chief Officer, their purpose is to assist the Chief Officers in the administration of their statutory or strategic roles and are therefore regarded as administrative posts. Officers below Chief Officer and Deputy Chief Officer level can only be appointed by relevant Chief Officers.
- 2.10. The Committee will also make decisions about the terms and conditions of employees' contracts as set out in the terms of reference.

### **Size and Membership of Committee**

- 2.11. It is recommended that the committee consists of six members to include:

- (a) The Mayor (as required by the procedure rules) as Chair
- (b) The Statutory Deputy Mayor as Vice-Chair
- (c) The Constitutional Deputy Mayor
- (d) Councillor Lewis Herbert (to maintain political balance)
- (e) Two other Board members taken in rotation which must include the relevant Portfolio Holder when interviewing for a particular Chief Officer post.

Board members and their substitutes may also substitute for the core membership.

- 2.12. When the Employment Committee is sitting to recruit a Chief Officer or Deputy Chief Officer, the relevant portfolio holder must be part of the Committee. This member would replace one of the "two other members" appointed.

- 2.13. In accordance with the procedure under the Constitution,

- (a) the Chair has no casting vote.
- (b) The appointment may only be approved where no material or well-founded objection has been made by the Mayor (or the Deputy mayor acting in his place) to the employment.
- (c) The statutory Deputy Mayor, as vice chair, will preside over meetings in the absence of the Mayor. The non-statutory Deputy Mayor presides over meetings in the absence of both.

- 2.14. If agreed by the Board, the terms of reference of the Committee would be amended to incorporate the membership requirements. The quorum is two thirds of the committee (4 members).



## **APPOINTMENT OF MAYORAL ADVISER AND CHIEF OF STAFF**

- 2.15. The Board was advised at its meeting on 26 July that the Mayor required two officers to support his role and these officers were included within the structure approved by the Board. Tom Hunt had been selected in accordance with the Mayor's wishes to act as his political assistant and Mr Hunt took up that post with effect from 17 July 2017.
- 2.16. Subsequent to this appointment, the Mayor increased the level of responsibility for this role including a requirement to assist the Mayor in his dealings with Central Government to promote the interests of Cambridgeshire and Peterborough. This is in common with the practice being adopted by other Mayoral Combined Authorities, Elected Mayors of local authorities and follows the structure of the London Mayoral office.
- 2.17. The Mayor has subsequently informed the Members of the Combined Authority that Tom Hunt's role is akin to a Chief of Staff role within other elected Mayoral offices and his post is therefore to become Mayoral Adviser and Chief of Staff.
- 2.18. Similar to a political advisor, the Mayoral Adviser and Chief of Staff works exclusively to the direction of the Mayor. Although the role sits within the management framework of the Combined Authority, the post-holder does not represent the Combined Authority. The Mayoral Adviser and Chief of Staff forms part of the Mayor's office and is directed day to day by the Mayor. The post-holder may issue press releases and media briefings, but does so on a clear understanding that this is on behalf of the Mayor.
- 2.19. The salary scale has been set from £41,025 - £44,765pa following evaluation of the responsibilities of the role. The post-holder will be employed on a National Joint Council (NJC) contract of employment and will receive pay and benefits, for example pension contributions and holiday entitlement, in line with this.
- 2.20. In accordance with the legislation the term of employment will end when the Mayor's term of office ends. The post is classed as politically restricted in accordance with the Local Government and Housing Act 1989.
- 2.21. The Board is asked to note the appointment.

## **3.0 FINANCIAL IMPLICATIONS**

- 3.1. The additional budget allocation for staffing for 2017/18 was approved by the Board at its meeting on 4 September.

## **4.0 LEGAL IMPLICATIONS**

- 4.1. Constitutional arrangements and legal implications are set out in the report.

## 5.0 SIGNIFICANT IMPLICATIONS

- 5.1. The roles within the structure to be appointed by the Combined Authority will be advertised in accordance with the Officer Employment Procedure Rules and the process with comply with equalities legislation

## 6.0 APPENDICES

- 6.1. Appendix 1 – Employment Committee Terms of Reference

<u>Source Documents</u>	<u>Location</u>
Previous agendas, reports and decisions are available on the Combined Authority website.	Combined Authority website <a href="http://cambridgeshirepeterborough-ca.gov.uk/meetings/show/2017-07-26">http://cambridgeshirepeterborough-ca.gov.uk/meetings/show/2017-07-26</a>

## **Chapter 10 –Employment Committee**

### **1. Terms of Reference**

- 1.1. To appoint and dismiss Chief & Deputy Chief Officers as defined in the Officer Employment Procedure Rules, and determine terms and conditions of employment.
- 1.2. To make recommendations to Combined Authority on the appointment and dismissal of the Monitoring Officer, S151 Officer and the Chief Executive
- 1.3. To determine employment procedures, including dismissal procedures.
- 1.4. To determine local terms and conditions of employment for employees.
- 1.5. To consider, and recommend appropriate actions where necessary in response to proposals relating to changes within a Department's/Division's structure which involve substantial changes in the responsibilities of first and second tier posts;
- 1.6. To promote and pursue a policy of equal opportunities in employment.
- 1.7. To determine pension policies.

### **2. Membership**

- 2.1. The Combined Authority shall decide the size and membership of the Employment Committee.

### **3. Chair and Vice-Chair**

- 3.1. The Combined Authority Board shall appoint the Chair and Vice-Chair.

### **4. Quorum**

- 4.1. No business is to be transacted at a meeting of the Committee unless at least two-thirds of the total number of Members on the Committee are present.

# **CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY'S FORWARD PLAN OF EXECUTIVE DECISIONS**

PUBLISHED: 15 SEPTEMBER 2017

## FORWARD PLAN

### **KEY DECISIONS**

In the period commencing 28 clear days after the date of publication of this Plan, the Cambridgeshire and Peterborough Combined Authority intends to take 'key decisions' where indicated in the table below. Key decisions means a decision of a decision maker, which in the view of the overview and scrutiny committee for a combined authority is likely—

- (i) to result in the combined authority or the mayor incurring significant expenditure, or the making of significant savings, having regard to the combined authority's budget for the service or function to which the decision relates; or
- (ii) to be significant in terms of its effects on persons living or working in an area comprising two or more wards or electoral divisions in the area of the combined authority.

This Plan should be seen as an outline of the proposed decisions for the forthcoming month. Any questions on specific issues included on the Plan should be included on the form which appears at the back of the Plan and submitted to Kim Sawyer, the interim Monitoring Officer for the Combined Authority. For each decision a public report will be available one week before the decision is taken.

### **NOTIFICATION OF NON-KEY DECISIONS**

For complete transparency relating to the work of the Combined Authority, this Plan also includes an overview of non-key decisions to be taken by the Combined Authority

You are entitled to view any documents listed on the Plan, or obtain extracts from any documents listed or subsequently submitted to the decision maker prior to the decision being made, subject to any restrictions on disclosure. There is no charge for viewing the documents, although charges may be made for photocopying or postage. Documents listed on the notice and relevant documents subsequently being submitted can be requested from Kim Sawyer, the interim Monitoring Officer for the Combined Authority.

All decisions will be posted on Cambridgeshire County Council website, or the Combined Authority website, once established. If you wish to make comments or representations regarding the decisions outlined in this Plan, please submit them to Kim Sawyer, the interim Monitoring Officer for the Combined Authority using the form attached.

<b>DECISION REQUIRED</b>		<b>DECISION MAKER</b>	<b>DATE DECISION EXPECTED</b>	<b>KEY DECISION / DECISION</b>	<b>CONSULTATION</b>	<b>CONTACT DETAILS / REPORT AUTHORS</b>	<b>LEAD MEMBER</b>	<b>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER (INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION)</b>
1.	Minutes of the Meeting on 26 July 2017	Cambridgeshire and Peterborough Combined Authority	27 September 2017	Decision	Relevant internal and external stakeholders	Michelle Rowe, Democratic Services Manager		It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
2.	Budget Update	Cambridgeshire and Peterborough Combined Authority	27 September 2017	Decision	Relevant internal and external stakeholders	Interim Chief Finance Officer for Combined Authority	Councillor Steve Count, Portfolio Holder for Fiscal	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
3.	DCLG Housing Infrastructure Fund	Cambridgeshire and Peterborough Combined Authority	27 September 2017	Decision	Relevant internal and external stakeholders	Martin Whiteley, Chief Executive	Councillor Peter Topping, Portfolio Holder for New Homes and Communities	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
4.	Employment Committee and Appointment of Mayoral Adviser and Chief of Staff Adviser	Cambridgeshire and Peterborough Combined Authority	27 September 2017	Decision	Relevant internal and external stakeholders	Paul Smith Human Resources Peterborough City Council	Not applicable	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
5.	Forward Plan	Cambridgeshire and Peterborough Combined Authority	27 September 2017	Decision	Relevant internal and external stakeholders	Michelle Rowe, Democratic Services Manager	James Palmer, Mayor	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

6.	<b>Appointment of Interim Chief Finance Officer</b>	<b>Cambridgeshire and Peterborough Combined Authority</b>	<b>27 September 2017</b>	<b>Decision</b>	Relevant internal and external stakeholders	Martin Whiteley, Chief Executive	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
7.	<b>Membership of the Combined Authority – Amendments -</b>	<b>Cambridgeshire and Peterborough Combined Authority</b>	<b>27 September 2017</b>	<b>Decision</b>	Relevant internal and external stakeholders	Kim Sawyer, Interim Monitoring Officer	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
8.	<b>Minutes of the Meeting on 27 September 2017</b>	<b>Cambridgeshire and Peterborough Combined Authority</b>	<b>25 October 2017</b>	<b>Decision</b>	Relevant internal and external stakeholders	Michelle Rowe, Democratic Services Manager		It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
9.	<b>Forward Plan</b>	<b>Cambridgeshire and Peterborough Combined Authority</b>	<b>25 October 2017</b>	<b>Decision</b>	Relevant internal and external stakeholders	Michelle Rowe, Democratic Services Manager	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
10.	<b>St Neots Masterplan</b>	<b>Cambridgeshire and Peterborough Combined Authority</b>	<b>25 October 2017</b>	<b>Key Decision 2017/018</b>	Relevant internal and external stakeholders	Dan Thorp Programme Manager	Councillor Robin Howe Deputy Mayor & Portfolio Holder for Economic Strategy	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
11.	<b>Priority Transport and Infrastructure Schemes</b>	<b>Cambridgeshire and Peterborough Combined Authority</b>	<b>25 October 2017</b>	<b>Key Decision 2017/019</b>	Relevant internal and external stakeholders	Martin Whiteley, Chief Executive,	Mayor James Palmer/ Councillor Charles Roberts Portfolio Holder for Transport and Infrastructure,	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

12..	<b>Land Commission Governance</b>	<b>Cambridgeshire and Peterborough Combined Authority</b>	<b>25 October 2017</b>	<b>Decision</b>	Relevant internal and external stakeholders	Martin Whiteley, Chief Executive	Councillor Lewis Herbert, Portfolio Holder for Strategic Planning	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
13.	<b>Budget Preparation and Consultation Proposals, and Budget Update</b>	<b>Cambridgeshire and Peterborough Combined Authority</b>	<b>25 October 2017</b>	<b>Decision</b>	Relevant internal and external stakeholders	Interim Chief Finance Officer for Combined Authority/Lead for Finance Work Stream	Councillor Steve Count, Portfolio Holder for Fiscal	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
14.	<b>Housing Delivery</b>	<b>Cambridgeshire and Peterborough Combined Authority</b>	<b>25 October 2017</b>	<b>Key Decision</b>  <b>2017/020</b>	Relevant internal and external stakeholders	Martin Whiteley, Chief Executive	Councillor Peter Topping, Portfolio Holder for New Homes and Communities	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
15.	<b>Housing Programme – Modular Housing</b>	<b>Cambridgeshire and Peterborough Combined Authority</b>	<b>25 October 2017</b>	<b>Key Decision</b>	Relevant internal and external stakeholders	Martin Whiteley, Chief Executive	Councillor Peter Topping, Portfolio Holder for New Homes and Communities	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
16.	<b>Minutes of the Meeting on 25 October 2017</b>	<b>Cambridgeshire and Peterborough Combined Authority</b>	<b>29 November 2017</b>	<b>Decision</b>	Relevant internal and external stakeholders	Michelle Rowe, Democratic Services Manager		It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
17.	<b>Budget Update</b>	<b>Cambridgeshire and Peterborough Combined Authority</b>	<b>29 November 2017</b>	<b>Decision</b>	Relevant internal and external stakeholders	Interim Chief Finance Officer for Combined Authority/Lead for Finance Work Stream	Councillor Steve Count, Portfolio Holder for Fiscal	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.



18.	<b>East/West Connectivity - Update</b>	<b>Cambridgeshire and Peterborough Combined Authority</b>	<b>29 November 2017</b>	<b>For Information</b>	Relevant internal and external stakeholders	Martin Whiteley, Chief Executive,	Mayor James Palmer/ Councillor Charles Roberts Portfolio Holder for Transport and Infrastructure,	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
19.	<b>Bus Review</b>	<b>Cambridgeshire and Peterborough Combined Authority</b>	<b>29 November 2017</b>	<b>Key Decision</b>	Relevant internal and external stakeholders	Martin Whiteley, Chief Executive	Mayor James Palmer/ Councillor Charles Roberts Portfolio Holder for Transport and Infrastructure,	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
20.	<b>Peterborough University Centre, Phase 2 - Business Case Update</b>	<b>Cambridgeshire and Peterborough Combined Authority</b>	<b>29 November 2017</b>	<b>Key Decision</b>	Relevant internal and external stakeholders	Jo Lancaster, Chief Executive Huntingdonshire District Council	Councillor John Clark Portfolio Holder for Employment and Skills,	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
21.	<b>Forward Plan</b>	<b>Cambridgeshire and Peterborough Combined Authority</b>	<b>29 November 2017</b>	<b>Decision</b>	Relevant internal and external stakeholders	Michelle Rowe, Democratic Services Manager	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
22.	<b>Minutes of the Meeting on 29 November 2017</b>	<b>Cambridgeshire and Peterborough Combined Authority</b>	<b>20 December 2017</b>	<b>Decision</b>	Relevant internal and external stakeholders	Michelle Rowe, Democratic Services Manager		It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

23.	<b>New Combined Authority Visioning and Strategic Priorities</b>	<b>Cambridgeshire and Peterborough Combined Authority</b>	<b>20 December 2017</b>	<b>Key Decision</b>	Relevant internal and external stakeholders	Martin Whiteley, Chief Executive	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
24.	<b>Public Sector Reform</b>	<b>Cambridgeshire and Peterborough Combined Authority</b>	<b>20 December 2017</b>	<b>Key Decision</b>	Relevant internal and external stakeholders	Martin Whiteley, Chief Executive	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
25.	<b>Wisbech Garden Town Feasibility Study Update</b>	<b>Cambridgeshire and Peterborough Combined Authority</b>	<b>20 December 2017</b>	<b>For Information</b>	Relevant internal and external stakeholders	Martin Whiteley, Chief Executive	Mayor James Palmer/ Councillor Charles Roberts Portfolio Holder for Transport and Infrastructure,	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
26.	<b>Major Road Business Case Development (A10, A47 M11 Update)</b>	<b>Cambridgeshire and Peterborough Combined Authority</b>	<b>20 December 2017</b>	<b>Decision</b>	Relevant internal and external stakeholders	Martin Whiteley, Chief Executive	Mayor James Palmer/ Councillor Charles Roberts Portfolio Holder for Transport and Infrastructure,	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
27.	<b>Investment Strategy</b>	<b>Cambridgeshire and Peterborough Combined Authority</b>	<b>20 December 2017</b>	<b>Key Decision</b>	Relevant internal and external stakeholders	Martin Whiteley, Chief Executive	Councillor Robin Howe Deputy Mayor & Portfolio Holder for Economic Strategy	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

28.	<b>Budget Update</b>	<b>Cambridgeshire and Peterborough Combined Authority</b>	<b>20 December 2017</b>	<b>Decision</b>	Relevant internal and external stakeholders	Interim Chief Finance Officer for Combined Authority/Lead for Finance Work Stream	Councillor Steve Count, Portfolio Holder for Fiscal,	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
29.	<b>Forward Plan</b>	<b>Cambridgeshire and Peterborough Combined Authority</b>	<b>20 December 2017</b>	<b>Decision</b>	Relevant internal and external stakeholders	Michelle Rowe, Democratic Services Manager	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
30.	<b>Minutes of the Meeting on 20 December 2017</b>	<b>Cambridgeshire and Peterborough Combined Authority</b>	<b>31 January 2018</b>	<b>Decision</b>	Relevant internal and external stakeholders	Michelle Rowe, Democratic Services Manager		It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
31.	<b>Rail Projects Update</b>	<b>Cambridgeshire and Peterborough Combined Authority</b>	<b>31 January 2018</b>	<b>For Information</b>	Relevant internal and external stakeholders	Martin Whiteley, Chief Executive	Mayor James Palmer/ Councillor Charles Roberts Portfolio Holder for Transport and Infrastructure,	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
32.	<b>Economic Commission - Progress</b>	<b>Cambridgeshire and Peterborough Combined Authority</b>	<b>31 January 2018</b>	<b>Decision</b>	Relevant internal and external stakeholders	Martin Whiteley, Chief Executive	Councillor Robin Howe Deputy Mayor & Portfolio Holder for Economic Strategy	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

33.	<b>Budget Update</b>	<b>Cambridgeshire and Peterborough Combined Authority</b>	<b>31 January 2018</b>	<b>Decision</b>	Relevant internal and external stakeholders	Interim Chief Finance Officer for Combined Authority/Lead for Finance Work Stream	Councillor Steve Count, Portfolio Holder for Fiscal	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
34.	<b>Forward Plan</b>	<b>Cambridgeshire and Peterborough Combined Authority</b>	<b>31 January 2018</b>	<b>Decision</b>	Relevant internal and external stakeholders	Michelle Rowe, Democratic Services Manager	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
35.	<b>Budget 2018/19</b>	<b>Cambridgeshire and Peterborough Combined Authority</b>	<b>14 February 2018</b>	<b>Key Decision</b>	Relevant internal and external stakeholders	Interim Chief Finance Officer for Combined Authority	Councillor Steve Count, Portfolio Holder for Fiscal	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
36.	<b>Minutes of the Meeting on 31 January 2018</b>	<b>Cambridgeshire and Peterborough Combined Authority</b>	<b>28 February 2018</b>	<b>Decision</b>	Relevant internal and external stakeholders	Michelle Rowe, Democratic Services Manager		It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
37.	<b>Forward Plan</b>	<b>Cambridgeshire and Peterborough Combined Authority</b>	<b>28 February 2018</b>	<b>Decision</b>	Relevant internal and external stakeholders	Michelle Rowe, Democratic Services Manager	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
38.	<b>Skills Strategy</b>	<b>Cambridgeshire and Peterborough Combined Authority</b>	<b>28 February 2018</b>	<b>Key Decision</b>  <b>2018/002</b>	Relevant internal and external stakeholders	Jo Lancaster, Lead Officer for Learning Skills Work Stream	Councillor John Clark, Portfolio Holder for Employment and Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

39.	<b>Centre for Skills Progress Report</b>	<b>Cambridgeshire and Peterborough Combined Authority</b>	<b>28 February 2018</b>	<b>Key Decision 2018/012</b>	Relevant internal and external stakeholders	Jo Lancaster, Chief Executive Huntingdonshire District Council	Councillor John Clark Portfolio Holder for Employment and Skills,	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
40.	<b>Rapid Transport</b>	<b>Cambridgeshire and Peterborough Combined Authority</b>	<b>28 February 2018</b>	<b>Key Decision</b>	Relevant internal and external stakeholders	Martin Whiteley, Chief Executive	Mayor James Palmer/ Councillor Charles Roberts Portfolio Holder for Transport and Infrastructure,	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
41.	<b>Local Transport Plan Update</b>	<b>Cambridgeshire and Peterborough Combined Authority</b>	<b>28 February 2018</b>	<b>For Information</b>	Relevant internal and external stakeholders	Martin Whiteley, Chief Executive	Mayor James Palmer/ Councillor Charles Roberts Portfolio Holder for Transport and Infrastructure,	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
42.	<b>Non-Statutory Spatial Plan</b>	<b>Cambridgeshire and Peterborough Combined Authority</b>	<b>28 February 2018</b>	<b>Key Decision</b>	Relevant internal and external stakeholders	Martin Whiteley, Chief Executive	Councillor Lewis Herbert, Portfolio Holder for Strategic Planning	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
43.	<b>Budget Update</b>	<b>Cambridgeshire and Peterborough Combined Authority</b>	<b>28 February 2018</b>	<b>Decision</b>	Relevant internal and external stakeholders	Interim Chief Finance Officer for Combined Authority/Lead for Finance Work Stream	Councillor Steve Count Portfolio Holder for Fiscal,	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

44.	<b>Budget Report 2018/19 to 2021/22 including Mayors Budget</b>	<b>Cambridgeshire and Peterborough Combined Authority</b>	<b>28 February 2018</b>	<b>Key Decision</b>  <b>2018/001</b>	Relevant internal and external stakeholders	Interim Chief Finance Officer for Combined Authority/Lead for Finance Work Stream	Councillor Steve Count Portfolio Holder for Fiscal	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
45.	<b>Minutes of the Meeting on 28 February 2018</b>	<b>Cambridgeshire and Peterborough Combined Authority</b>	<b>28 March 2018</b>	<b>Decision</b>	Relevant internal and external stakeholders	Michelle Rowe, Democratic Services Manager		It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
46.	<b>Forward Plan</b>	<b>Cambridgeshire and Peterborough Combined Authority</b>	<b>28 March 2018</b>	<b>Decision</b>	Relevant internal and external stakeholders	Michelle Rowe, Democratic Services Manager	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
47.	<b>Budget Update</b>	<b>Cambridgeshire and Peterborough Combined Authority</b>	<b>28 March 2018</b>	<b>Decision</b>	Relevant internal and external stakeholders	Interim Chief Finance Officer for Combined Authority/Lead for Finance Work Stream	Councillor Steve Count, Portfolio Holder for Fiscal	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
48.	<b>Housing Strategy and Action Plan</b>	<b>Cambridgeshire and Peterborough Combined Authority</b>	<b>28 March 2018</b>	<b>Key Decision</b>  <b>2018/003</b>	Relevant internal and external stakeholders	Antoinette Jackson Lead for New Homes Work Stream	Councillor Peter Topping, Portfolio Holder for New Homes and Communities	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
49.	<b>Minutes of the Meeting on 28 March 2018</b>	<b>Cambridgeshire and Peterborough Combined Authority</b>	<b>25 April 2018</b>	<b>Decision</b>	Relevant internal and external stakeholders	Michelle Rowe, Democratic Services Manager		It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

50.	<b>Forward Plan</b>	<b>Cambridgeshire and Peterborough Combined Authority</b>	<b>25 April 2018</b>	<b>Decision</b>	Relevant internal and external stakeholders	Michelle Rowe, Democratic Services Manager	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
51.	<b>Budget Update</b>	<b>Cambridgeshire and Peterborough Combined Authority</b>	<b>25 April 2018</b>	<b>Decision</b>	Relevant internal and external stakeholders	Interim Chief Finance Officer for Combined Authority/Lead for Finance Work Stream	Councillor Steve Count, Portfolio Holder for Fiscal	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
52.	<b>Annual Meeting:– To consider actions detailed in Section 3.2 of the Combined Authority’s Constitution</b>	<b>Cambridgeshire and Peterborough Combined Authority</b>	<b>Annual Meeting 30 May 2018</b>	<b>Decision</b>	Relevant internal and external stakeholders	Kim Sawyer, Interim Monitoring Officer for Combined Authority	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
53.	<b>Minutes of the Meeting on 25 April 2018</b>	<b>Cambridgeshire and Peterborough Combined Authority</b>	<b>Annual Meeting 30 May 2018</b>	<b>Decision</b>	Relevant internal and external stakeholders	Michelle Rowe, Democratic Services Manager		It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
54.	<b>Forward Plan</b>	<b>Cambridgeshire and Peterborough Combined Authority</b>	<b>Annual Meeting 30 May 2018</b>	<b>Decision</b>	Relevant internal and external stakeholders	Michelle Rowe, Democratic Services Manager	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
55.	<b>Budget Update</b>	<b>Cambridgeshire and Peterborough Combined Authority</b>	<b>Annual Meeting 30 May 2018</b>	<b>Decision</b>	Relevant internal and external stakeholders	Interim Chief Finance Officer for Combined Authority/Lead for Finance Work Stream	Councillor Steve Count Portfolio Holder for Fiscal,	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

**SUBMIT YOUR COMMENTS OR QUERIES TO  
CAMBRIDGESHIRE AND PETERBOROUGH COMBINED  
AUTHORITY**

Your comment or query:

How can we contact you with a response?  
(please include a telephone number, postal and/or e-mail address)

Name .....

Address .....

.....

Tel: .....

Email: .....

Who would you like to respond?





**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

<b>CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD</b>	<b>AGENDA ITEM No: 2.1</b>
<b>27 September 2017</b>	<b>PUBLIC REPORT</b>

**DEPARTMENT FOR COMMUNITIES AND LOCAL GOVERNMENT (DCLG)  
NATIONAL INFRASTRUCTURE FUND**

**1.0 PURPOSE**

- 1.1 A key function of the Combined Authority is to attract additional investment into the area to support economic growth, provide essential infrastructure and deliver new homes.
- 1.2 The Government's Housing Infrastructure Fund represents a major capital grant programme of £2.3 billion for new physical infrastructure which will help unlock sites in the areas of greatest housing demand and help to deliver 100,000 new homes in England. Funding will be awarded to local authorities on a highly competitive basis. Combined Authorities can bid for schemes up to £250m under the Forward Funding Pot.
- 1.3 One exceptional bid has arisen as a result of rigorous and independent evaluation by one of the Country's leading property investment companies, CBRE, and the Board is asked to endorse the submission of the Cambridge Northern Fringe East bid to the Forward Funding Pot.
- 1.4 The process identified two additional strong candidate schemes which could make a significant contribution to unlocking new homes and social and economic growth in the area. The Board is also asked to support further development of these schemes to target future investment proposals:
- Huntingdon Third River Crossing
  - Wisbech Garden Town

<b><u>DECISION REQUIRED</u></b>	
<b>Date:</b>	27 September 2017
<b>Lead Member:</b>	Mayor James Palmer

<b>Lead Officer:</b>	Martin Whiteley, Chief Executive	
<b>Forward Plan Ref:</b>	<b>N/A</b>	<b>Key Decision: No</b>
<p>The Combined Authority Board is recommended to:</p> <ol style="list-style-type: none"> <li>1. Submit the Cambridge Northern Fringe East bid to the Housing Infrastructure Fund Forward Funding Pot in the sum of £193m which will unlock the potential for 7,600 new homes which will in turn support new jobs in the Cambridge Science Park and in Greater Cambridge more generally.</li> <li>2. Note the endorsement of this bid by the Greater Cambridge Greater Peterborough LEP (Appendix 1) – this will be noted by Government as a strength.</li> <li>3. Commit to deliver the two additional schemes of strategic importance identified through this process by developing business cases to target future investment at: <ul style="list-style-type: none"> <li>• Huntingdon Third River Crossing</li> <li>• Wisbech Garden Town.</li> </ul> </li> <li>4. Note and endorse the Marginal Viability Funding bids to be submitted by the District Councils.</li> </ol>		<p><b><i>Voting arrangements</i></b></p> <p>Simple majority of voting members</p>

## 2.0 BACKGROUND

### Department for Communities and Local Government (DCLG) Housing Infrastructure Fund

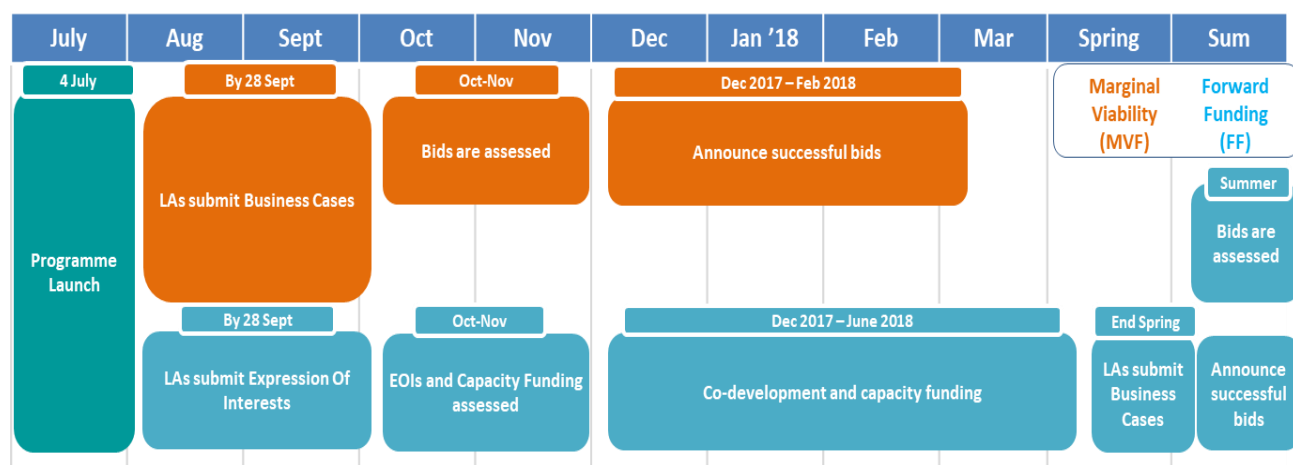
- 2.1 DCLG launched the Housing Infrastructure Fund in July 2017. The Fund is making £2.3bn grant funding available to deliver 100,000 new homes. DCLG is seeking competitive bids, to be spent on land or infrastructure, linked to areas of greatest housing demand. The DCLG documentation can be found at: <https://www.gov.uk/government/publications/housing-infrastructure-fund>
- 2.3 Two funding pots are available. The Forward Funding Pot is aimed at Combined Authorities. The Marginal Viability Pot is aimed at single and lower tier authorities and the Combined Authority to asked to endorse the bids. The core characteristics and the bidding process for each funding pot are summarised in the table below:

<b>Marginal Viability Funding Pot</b>	<b>Forward Funding Pot</b>
For single & lower tier local authorities	For the upper most tier of local government
Unlock stalled sites for quick delivery	Strategic high impact schemes
Final piece of funding needed	First part of funding needed
Up to £10m per scheme	Up to £250m per scheme

Marginal Viability Funding Pot	Forward Funding Pot
<p>Bidding process:</p> <ul style="list-style-type: none"> <li>• Business cases to be submitted by 28th September 2017</li> <li>• Funding awarded in early 2018</li> <li>• Money must be committed by March 2021 (35 months)</li> </ul>	<p>Bidding process:</p> <ul style="list-style-type: none"> <li>• Expression of interest needed by 28th September 2017</li> <li>• If selected, business cases to be submitted by Spring 2018</li> <li>• Funding awarded in Summer 2018</li> <li>• Money must be committed by March 2021 (32 months)</li> </ul>
Bids Assessed: Oct – Nov 2017	Bids Assessed: Oct-Nov 2017
Results announced Dec 2017 – Feb 2018	Co-development period & capacity funding to develop business cases Dec 2017 – June 2018
	Results announced Summer 2018

2.5 In this DCLG competition, although not compulsory, endorsement by the relevant LEP or LEPs for both Funding Pots will also be taken into account in the bid assessment.

2.6 The closing date for submission of bids is 28 September 2017. The timing and bidding process is summarised in the figure below:



2.7 At a meeting with HCA on 2 August 2017 it was confirmed that:

- DCLG and HCA are expecting the competition to be over-subscribed. The Combined Authority will be in competing with others to secure funding.
- The review of submissions will be conducted by DCLG and Homes and Communities Agency (HCA).
- DCLG has indicated that they want local authorities to submit their most ambitious bids so that they can fund the best proposals available. Local authorities are asked to rank the bids they submit in order of priority. When ranking bids, local authorities need to consider the degree of ambition in the bid, primarily in terms of:

- the value for money and the number of additional homes;
  - the strategic approach;
  - the deliverability of the infrastructure and homes;
  - meeting the spend timetable (funds to be committed up to March 2021).
- The review of submissions will consider in the first instance all 'rank 1' Expressions of Interest; DCLG and HCA may then assess lower priority bids in ranked order.

2.8 DCLG published ranking process guidance on its website on 13 September 2017. DCLG have indicated that when ranking bids, local authorities need to consider the degree of ambition in the bid, primarily in terms of the value for money and the number of additional homes; the strategic approach; and the deliverability of the infrastructure and homes. As a guide, value for money will count for half of our assessment with a broadly equal split between strategic approach and deliverability.

### 3.0 MAIN ISSUES

#### Developing submissions for the Forward Funding Pot

- 3.1 A list of potential schemes that would be suitable for the Forward Funding Pot was identified by housing and planning colleagues from local authorities across the Combined Authority area at the end of July 2017.
- 3.2 A first high-level appraisal of these schemes was conducted against the criteria for eligible bids. CBRE consultants were also asked to provide a high level independent view using the same criteria. Alongside informal feedback from the HCA, the three strongest schemes were identified. A high level description of the three schemes is provided in the table below:

Scheme	Description
Cambridge Northern Fringe East	<p>A large-scale brownfield regeneration opportunity in Greater Cambridge, extending across both Cambridge City and South Cambridgeshire District Councils.</p> <p>Redevelopment could create a new mixed-use neighbourhood including circa 7,600 new homes, business space, jobs and cultural and community infrastructure.</p> <p>Infrastructure - to deliver the project requires the relocation of Anglian Water's Cambridge Water Recycling Centre (WRC) which occupies circa 40 hectares of land within the CNFE boundary.</p> <p>Cambridge City Council, Anglian Water and Grosvenor have been working jointly to deliver the scheme and have assessed that £193m of HIF funding is required to enable CNFE to be delivered.</p>

Scheme	Description
Huntingdon Third River Crossing	<p>The provision of a third river crossing would help facilitate development of sites such as;</p> <ul style="list-style-type: none"> <li>• Wyton Airfield - 4,500 dwellings</li> <li>• Giffords Park - 2,200 dwellings</li> <li>• Sapley Park - 1,300 dwellings</li> <li>• Lodge Farm - 3,820 dwellings</li> </ul> <p>Infrastructure - transport modelling undertaken in support of the Emerging Local Plan to 2036 indicated that the existing road network would not be able to accommodate any large-scale development north of the river and the A1123 without a third river crossing to the A14. The sites outlined above are unlikely to come forward without a third river crossing.</p> <p>Work undertaken in relation to the Local Plan indicated that the scheme would cost £136m for a dual carriageway river crossing.</p>
Wisbech Garden Town	<p>The Wisbech Garden Town proposal will see 10,000 to 12,000 new homes built in Wisbech creating 11,000 new jobs for the town over a 30 to 40-year period.</p> <p>The site sits predominantly within the jurisdiction of Fenland District Council however it also extends into the boundary of the Borough of Kings Lynn and West Norfolk.</p> <p>Infrastructure – considered on basis of two scenarios, £250m of HIF and £40m of HIF. (i) £250m - on and off-site infrastructure costs, flood mitigation measures, community and social facilities and as a contribution towards connectivity projects. (ii) £40m - improvements to the A47, new roundabout junction, construction of site access and land acquisitions required to deliver the project.</p>

3.3 The second part of the appraisal exercise involved CBRE undertaking a review and assessment of the three schemes. CBRE considered a number of different scenarios based on applying different weighting to the key criteria (value for money; strategic approach; deliverability of the infrastructure and homes and meeting the spend timetable).

3.4 Cambridge Northern Fringe East has been assessed as the exceptional scheme for submission to DCLG. It meets all of the criteria as published by DCLG:

- Strategic Fit - Cambridge Fringe North East is included in the Local Plan and is the last, urban large-scale brownfield regeneration and currently blocked opportunity in Cambridge/South Cambridgeshire. Cambridge City Council, Anglia Water and Grosvenor have been working together for several years to unlock the delivery of the scheme through investment in new infrastructure to unlock strategic land. The scheme will optimize the investment made in the Cambridge North station to unlock maximum growth in jobs, infrastructure and homes and is consistent with the

Government's objective to bring forward schemes that would not progress without the Fund.

- Number of homes – The scheme will unlock the delivery of 7,600 homes in an area of high demand and affordability challenge. It will support new jobs and sustain existing jobs within the Cambridge Science Park and in Greater Cambridge more generally. Detailed feasibility work and financial modelling has been undertaken to support the delivery plans.
- Deliverability and Spend Timetable – The Scheme goes a substantial way to meeting the Government's spend timetable including an evidenced spend profile and known buildability of the housing. A key delivery issue, which will be assessed in more detail in the development of the full business case, is the speed with which Anglian Water can progress the relocation of the Water Recycling Centre.
- Value for money – Evaluated according to the DCLG Economic Ready Reckoner, the scheme was ranked in the top category of estimated economic benefits.

3.5 In light of the powerful case for Government investment in the Cambridge Fringe North East scheme, it is proposed that the Combined Authority Chief Executive is charged with submitting this bid to DCLG by the deadline date of 28 September 2017.

3.6 This process identified two other exceptional schemes which were not currently in a state of readiness to meet all of the DCLG criteria. Given the contribution these sites will make to the economic growth of the area it is proposed to take forward work to develop business cases in relation to these sites which would support future Forward Funding Pot applications or attract alternative investment.

#### **Marginal viability funding pot**

3.7 Bids to the Marginal Viability Funding Pot are being managed by CA member local housing authorities. Where more than one bid is being submitted by the local housing authorities they will be required to rank the bids in priority order. A summary is provided at Appendix 2. The Board is asked to endorse those proposals.

#### **4.0 FINANCIAL IMPLICATIONS**

4.1 The detailed Expressions of Interest submitted to DCLG will outline the required financial information.

#### **5.0 LEGAL IMPLICATIONS**

5.1 In accordance with the DCLG Housing Infrastructure Fund competition requirements, the Combined Authority is coordinating and ranking the forward funding bids for submission to DCLG.

- 5.2 The process requires a business case to be developed should an expression of interest be called forward by DCLG.
- 5.3 At this stage in the funding bid, submitting of an expression of interest is not a key decision.

## **6.0 EQUALITIES IMPLICATION**

- 6.1 There are no matters to bring to the Board's attention.

<b><u>Source Documents</u></b>	<b><u>Location</u></b>
<b><i>Not Applicable</i></b>	

Fiona Bryant  
Strategic Director  
Cambridge City Council  
Guildhall  
Market Square  
Cambridge  
CB2 3QJ

15 September 2017

Dear Fiona,

**Re: Housing Infrastructure Fund (HIF) – Cambridge Northern Fringe East**

Thank you for your letter of 1<sup>st</sup> September regarding the City Council's application for Housing Infrastructure Fund (HIF) to support the Cambridge Northern Fringe East (CNFE) development site.

As a brownfield site of 48 hectares GCGP is already aware of the potential at CNFE and has been involved in discussions for some time regarding infrastructure requirements to bring its development forward. The LEP recognises the unique opportunity in Greater Cambridge to deliver circa 5,200 new homes on the core site plus a potential for 2,400 additional new homes in the wider CNFE area.

During 2017 the Local Enterprise Partnership has carried out a review of the Strategic Economic Plan for Cambridgeshire and Peterborough, as well as an Area Review of Skills. This research has highlighted the forecasts for continued strong growth in the Greater Cambridge area. From 2003 to 2016, despite the financial crisis and recession, Cambridge and South Cambridgeshire delivered 20% job growth and more than 29,000 net new jobs. Projected to 2022 a further 6% jobs growth is expected representing an additional 10,000 net new jobs. Together with replacement, there are an expected 50,000 job openings over that time. Given current developments around the Biomedical Campus, this may be an underestimate. The CNFE site will itself provide substantial opportunity for circa 1.7m square feet of commercial development.

However, the success of the Greater Cambridge economy has had direct effects in terms of house price inflation. The unaffordability of housing acts a brake on further commercial investment and continued growth and businesses are reporting difficulties in recruiting enough staff with the right skills. Increasing the rate at which the area delivers new housing, as well as the range of tenures, is essential to ensuring businesses can relocate existing staff and attract new. The ability to unlock major brownfield sites within this area of growth is critical to continuing Cambridge's role as a centre for inward investment, innovation and business start-up.



GCGP has already invested significantly to improve infrastructure and transport in Greater Cambridge, allocating £50 million of its Enterprise Zone receipts to the upgrade of the A14, and £9 million of Growth Deal funds to transport infrastructure along the A428 corridor as part of the City Deal programme. The Cambridge Compass Enterprise Zone, awarded EZ status in April 2016, provides continued growth opportunities in five locations surrounding the city, including at Northstowe, to deliver a pipeline of quality commercial sites outside the centre of Cambridge.

Having reviewed the proposals for Cambridge Northern Fringe East, GCGP strongly supports the scheme and looks forward to working with the City Council and its partners to deliver new homes and jobs in this location.

If you have any further questions please do not hesitate to contact myself or Alex Francis, Growth Deal Programme Manager via [alex.francis@gcgp.co.uk](mailto:alex.francis@gcgp.co.uk) at the earliest opportunity.

Your sincerely

Adrian Cannard

Adrian Cannard  
**Director of Strategy & Planning**

**DCLG Housing Infrastructure Fund: Marginal Viability Schemes**

<b>Council</b>	<b>Scheme location</b>	<b>Nº homes (all tenure)</b>	<b>Grant request £</b>
Cambridge City	None	n/a	n/a
East Cambs	None	n/a	n/a
Fenland	Nene Waterfront	300	c. £7m
Huntingdonshire	St Neots East	4000	c. £1.1m
	Minaars, Earith	140	tbc
Peterborough	None	n/a	n/a
South Cambs	Cambourne High Street	120	£2.2m