

**CAMBRIDGESHIRE 2020 GOVERNANCE**

**To:** Commercial and Investment Committee

**Meeting Date:** 27 April 2018

**From:** Deputy Chief Executive & Chief Finance Officer

**Electoral division(s):** All

**Forward Plan ref:** N/a                      **Key decision:** No

**Purpose:** What is the Committee being asked to consider?

**Recommendation:** It is recommended that the Committee:

- a) approves the governance structure as set out in paragraph 2.2.2 of this report;
- b) delegates all decisions that are not deemed as ‘tier 1’ decisions as identified within paragraph 2.2.2 of this report to the Deputy Chief Executive in consultation with the Chairman of the Committee (or Chairman of the Working Group)

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## **1. BACKGROUND**

- 1.1 In December 2017 the Commercial and Investments Committee considered a business case on the future operating model of the Council and the accommodation requirements to support a delivery model that is focussed on locality based service delivery. The Committee agreed that of the three options in the business case the only one that should not be considered further was the 'do nothing option'.
- 1.2 Given the importance of this decision the matter was further considered by Council on 20th March and the resolution of Council was as follows:

*It is recommended that the Council:-*

- a) Endorses the locality and partnership based approach upon which the model is based;*
- b) Endorses the decision of the Commercial and Investments Committee to remove the 'do nothing' option' with regards to the Council's future development of its headquarters and locality model*
- c) Confirms that the Council will retain a presence in Cambridge and that the public access to the site and its ancient monument status will be protected and;*
- d) Authorises the Commercial and Investment Committee to take all decisions necessary, or incidental, to the selection and delivery of a Hub and Spoke configuration model for the County Council.*

These recommendations were approved.

## **2. MAIN ISSUES**

### **2.1 The Working Group**

- 2.1.1 A cross party Member Working Group was established by the Commercial and Investment Committee and the Group oversaw the development and consideration of the business case that was then approved by the Committee in December of last year. The Working Group proved to be a positive element of the governance process as it facilitated the shape and design of the final proposal. The Working Group provided robust challenge outside of the committee process and it is believed this type of approach will continue to add value throughout the project.
- 2.1.2 There was some confusion during the recent phase of the project over whether the Working Group were expected to act as a communication conduit to their respective political groups. This resulted in different approaches being adopted and therefore a feeling that some Groups were less well informed than others. As long as this issue is completely clarified at the commencement of this next phase of the project it is proposed that the Working Group governance continues. The Working Group cannot have any decision making powers but will be engaged in the framing of proposals before they are considered by Commercial and Investments Committee where appropriate.
- 2.1.3 The membership of the Working Group will be broadened to include the local member for the new hub site. Additionally it will have the discretion to set up targeted sub-groups on specific key issues. C&I Committee will receive regular updates on project progress.

## **2.2 Project – Scheme of Delegations**

2.2.1 The Council operates a corporate Scheme of Delegation that is included within the Constitution to govern most governance processes. However given the complexities and inter-relationships of this project it is believed that setting out a project based governance structure and delegation framework will help facilitate the smooth running of this contract. The following proposal is therefore not intended to usurp the Constitution but to add some additional clarity to both officers and Members on what will be a very complicated and cross organisational project.

2.2.2 Although Council has delegated all future decisions regarding the project to the Commercial and Investments Committee it will not be practical for every decision to be taken within the committee democratic process. Therefore the following scheme of delegation sets out a decision making hierarchy specifically for this project. It proposes a three tier approach to decision making which can be summarised as follows:

### **Tier 1**

Key decisions that should be reserved for the committee democratic process.

### **Tier 2**

Decisions that flow directly from the overarching decisions made by the Committee. It is proposed that decisions of this nature are to be delegated to the Deputy Chief Executive in consultation with the Chairman of the Committee. In practice such matters will be considered by the Working Group even if this is electronically.

### **Tier 3**

Decisions of an operational matter that do not require political engagement as they are delivery decisions of those already made through tier 1 and 2 elements of the framework.

2.2.3 It is not possible to set out every decision that may be required over the lifetime of this project but the following is intended to illustrate the type of decisions that will be taken at the three different tiers of decision making.

### **Tier 1**

- Overall project budget – revenue and capital
- Location of new headquarters
- Commercial arrangements with partner organisations (spokes and hub)
- Formal disposal of Shire Hall campus or parts thereof
- Sale of the Old Police Station/Registration Office if not part of sale
- Communications Strategy
- Long term use of 42 Castle Street
- Design principles for new HQ and spokes
- Location of data centre

### **Tier 2**

- Appointment of consultants/additional professional capacity to support the delivery of the project
- Market brief for sale of Shire Hall

- Press statements/external communications
- Commercial negotiations with partner organisations
- Business transformation (post room/records digitisation)

#### Tier 3

- Construction of sale of Shire Hall data room
- Staff/Member engagement (including Union engagement)
- Development of detailed project plans and management reporting
- Project Board governance
- Support to Shire Hall Working Group
- Transport plan
- Operational guidelines
- Operating model
- Landlord/tenant SLA

### 3. ALIGNMENT WITH CORPORATE PRIORITIES

Report authors should evaluate the proposal(s) in light of their alignment with the following three Corporate Priorities.

#### 3.1 Developing the local economy for the benefit of all

There are no significant implications for this priority.

#### 3.2 Helping people live healthy and independent lives

There are no significant implications for this priority.

#### 3.3 Supporting and protecting vulnerable people

There are no significant implications for this priority.

### 4. SIGNIFICANT IMPLICATIONS

#### 4.1 Resource Implications

There are no significant implications within this category.

#### 4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications within this category.

#### 4.3 Statutory, Legal and Risk Implications

There are no significant implications within this category.

#### 4.4 Equality and Diversity Implications

There are no significant implications within this category.

#### 4.5 Engagement and Communications Implications

There are no significant implications within this category.

#### 4.6 Localism and Local Member Involvement

The local Member for the new hub will be included in the Working Group, thus strengthening involvement.

#### 4.7 Public Health Implications

There are no significant implications within this category.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Financial Officer: Chris Malyon
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?	No Name of Officer:
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	Yes Name of Legal Officer: Fiona Macmillan
Have the equality and diversity implications been cleared by your Service Contact?	Yes Name of Officer: Chris Malyon
Have any engagement and communication implications been cleared by Communications?	No Name of Officer:
Have any localism and Local Member involvement issues been cleared by your Service Contact?	Yes Name of Officer: Chris Malyon
Have any Public Health implications been cleared by Public Health	No Name of Officer:

#### 5. SOURCE DOCUMENTS

Source Documents	Location
C&I Committee December 2017 Council March 2018	<a href="#">Link</a> <a href="#">Link</a>