

# CAMBRIDGESHIRE COUNTY COUNCIL

## NOTICE OF MEETING

A meeting of the County Council will be held at Shire Hall, Castle Hill, Cambridge on Tuesday, 20th March 2018 at 10.30a.m.

---

### A G E N D A

---

Reflections on the day led by Clare Delderfield, Humanist Celebrant

Apologies for Absence

1. Minutes – 6th February 2018 (previously circulated)
2. Chairman's Announcements (oral)
3. Declarations of Interests (oral)  
*[Guidance for Councillors on declaring interests is available at <http://tinyurl.com/ccc-decoint>]*
4. Public Question Time (oral)  
*To receive and respond to questions from members of the public in accordance with Council Procedure Rule 9.3.*
5. Petitions (oral)  
*To receive petitions from the public in accordance with Council Procedure Rule 9.4.*
6. Pay Policy Statement 2018/19 and Gender Pay Gap Reporting (pages 12 - 22)
7. Shire Hall and CAMBS 2020 (pages 23 - 46)
8. Report of the Constitution and Ethics Committee
  - (a) Changes to the LGSS Scheme of Delegation (pages 47 - 99)
  - (b) County Council – Proposed Changes to the Constitution (pages 100 - 115)

10. Motions submitted under Council Procedure Rule 10

**a) Motion from Councillor Henry Batchelor**

This council recognised that in the 21st century fast and reliable access to the internet is vital. People who do not have access to the internet are not only cut off from many key services, such as banking, looking for work or learning new skills, but also from access to social interaction.

This council recognises that libraries have a key role to play in ensuring everyone has access to the internet, by providing computers and Wi-Fi.

This council believes that this service should be available to all residents and that no one should be excluded from accessing the internet by poverty. For this reason this council believes internet access in libraries should be free to all Cambridgeshire residents.

*[The Monitoring Officer advises that the motion relates to a matter for the Council to determine and that the motion is therefore in order as drafted]*

**b) Motion from Councillor Anna Bailey**

UK Power Networks (UKPN) owns and is exclusively responsible for the maintenance and upgrading of the electricity infrastructure and supply network across London, the South East and the East of England.

This Council relies on the services of UKPN to deliver and connect power to new infrastructure projects across Cambridgeshire. The performance of UKPN in delivering its services is critical to the Council's ability to deliver projects in a timely and efficient manner and can either enhance or damage the Council's reputation.

This Council has concerns about the performance of UKPN, illustrated by the following three examples:

- 1) In early June 2016 the Council sought an estimate from UKPN to divert a major power line which was necessary to deliver the Ely bypass project. UKPN was slow to respond, were reluctant to engage and provide estimates until payment had been made and took until March 2017 to begin to work more collaboratively with the Council. This caused a three month delay to the project schedule, and a consequential increase in costs. This Council believes that if UKPN had engaged with the Council and Network Rail sooner, this delay would have been avoided.

- 2) In August 2016 the Council undertook night time resurfacing of Cambridge Road in Ely, a project which had been deliberately delayed by some 18 months in order to ensure any and all works that would require excavation had been carried out in advance. It was known before the resurfacing works were undertaken that a large developer would soon require a new high capacity power connection from Witchford Road to the Ely prime site at the end of Cambridge Road.

UKPN supplied drawings to the developer confirming that the necessary ducting for the new connection was available beneath the road surface.

Only two months after completion of the resurfacing, the drawings were found to be incorrect, resulting in the new road surface having to be re-excavated along a substantial length to accommodate the additional duct and new connection. This caused unnecessary and substantial cost to the developer, extreme annoyance and inconvenience to local residents and reputational damage to the Council which required considerable management time and resource from the local Councillor, and the Council's management and communications teams.

- 3) A light controlled pedestrian crossing was installed before the end of November 2017 by the Council in Hop Row, Haddenham on the A1123, a facility that had been much anticipated by local residents, being the result of a bid to the Local Highways Initiative scheme. UKPN took until mid-February 2018, some ten weeks later, to connect the power supply allowing the crossing to finally be operational. Despite officers and local Councillors determined efforts to get UKPN to connect the power in a timely fashion, UKPN made false promises and gave apparently unfounded reasons for not carrying out the work.

This Council has concerns about the performance of UKPN, illustrated by the examples above, which are by no means an exhaustive list, and therefore instructs the Chief Executive to write to UKPN requesting investigation of the above examples and confirmation of measures they will take to improve its service to the Council in the future.

*[The Monitoring Officer advises that the motion relates to a matter for the Council to determine and that the motion is therefore in order as drafted]*

#### **c) Motion from Councillor Jocelynn Scutt**

Libraries have suffered disproportionately in cuts and in 2016-2017 a cut of £325k was covered by removal of the Book Fund. The Book Fund is now restored, however, the cut of £325k remains. A Working Party was established by the Chair of the Highways &

Community Infrastructure Committee to devise sources of revenue from library facilities and sources. Originally comprising Conservative members only, it extended its membership to Liberal Democrat, Labour and Independents so that all views could be sought.

Proposals endorsed by a majority of the Highways & Community Infrastructure Committee include some that can be supported generally – not to make up for a shortfall in library services funding (which should come from general County revenue and, if necessary, reserves) but to provide revenue add to a properly resourced library budget:

- A rise in room and facilities' letting fees, with 'different rates for different types of organisations' - commercial and profit organisations should pay commercial rates for room hire;
- Donation boxes – placed prominently to encourage giving;
- Charging groups for use – for example, Language Schools which benefit from facilities (particularly the Central Library) which they do not provide, albeit charging their students and should contribute to the public purse as they run commercial enterprises;
- Rise in fees and charges – all by 2.2% for inflation, with commercial letting rate increased by 25% across all libraries except community or partner lettings will increase by 2.2% only.

Some proposals need careful monitoring:

- Higher charges for events – including author talks and arts events – charges must be set at levels that do not preclude community participation and that accommodate to persons who are unemployed or at financial disadvantage;
- Co-location of public services – creation of 'hubs' generating income and 'meeting people's needs more effectively': co-location should not be endorsed where this means Children's Centres are placed in libraries as was proposed for Cherry Hinton Library (a proposal now it seems reversed) and Central Library, nor where staff are required to take on roles properly filled by professionals qualified in a particular field – for example, elderly medical care such as required by persons suffering from dementia or Alzheimers.

Some proposals are detrimental to the library service and to the community our libraries serve:

- 'Library Extra' or 'premium membership' scheme providing 'access to a range of value-added special membership benefits, for example 'premium member receptions' - draws invidious distinctions between the 'haves' and the 'have nots': already Cambridge is recognised as the most unequal city in the nation, and Cambridgeshire (as well as Cambridge) has areas of real deprivation;
- Charging for computer access - £1 per hour for computer use by



all 18 and over, after an initial free half hour use albeit Universal Credit applications and Cambridgeshire County Council online transactions will be carried out free of charge – this does not overcome the fact that this is antithetical to the whole purpose of libraries and runs against the County's responsibility to residents.

The County Council therefore:

1. Determines that a sum of £325k be allocated to the Libraries budget from the smoothing reserve or transformation fund to support the Library Service in the 2018-2019 financial year.
2. Requests the Highways & Community Infrastructure Committee to revisit its decision of 13 February with a view to reversing it insofar as it seeks to establish distinctions between library users on the basis of income – in particular the 'premium membership' scheme and charging for computer/internet use, and integration of any services placing burdens upon staff that they are not trained to serve.

*[The Monitoring Officer advises that the motion relates to a matter for the Council to determine and that the motion is therefore in order as drafted]*

#### **d) Motion from Councillor Joan Whitehead**

Council notes with considerable regret that the Schools Forum have endorsed the decision by Primary Schools to cease funding the Cambridgeshire Race, Equality and Diversity Service (CREDS) from the dedicated schools funding block. This is particularly regrettable as the Primary Offer contributed 95% of CREDS funding.

CREDS, however, do far more than provide a service for Primary Schools specifically:-

CREDS works with schools, settings, parents/carers, communities and partners to support the raising of the educational achievement of:

1. Black, Minority Ethnic (BME) children and young people;
2. Gypsy, Roma and Traveller (GRT) children and young people
3. Children with English as an additional language (EAL)
4. Refugee children and young people

CREDS also works to ensure the rights of children and young people who fall within the statutory protected characteristics, including:-

1. Those who identify as lesbian, gay and bisexual (LGB), gender questioning or transgender;
2. Those with special educational needs (SEN) and/or disabilities.

Prejudice-related incidents can occur at any time in any school and the service is frequently requested to support with such cases. So CREDS supports and has a lead role on behalf of the Council in a variety of areas such as Equalities and Diversity Awareness, Prejudice Related Incident Data Entry (PRIDE) and partnership working with other agencies.

Currently the County Council contributes £20,000 to the CREDS budget. The Labour group believe that it is vitally important further funding is found from the Council's budget to allow CREDS to continue to work on behalf of the Council to provide these vital services for vulnerable members of the school community.

The County Council therefore agrees to allocate additional funding from the smoothing reserve to support the CREDS service.

*[The Monitoring Officer advises that the motion relates to a matter for the Council to determine and that the motion is therefore in order as drafted]*

#### **e) Motion from Councillor Lucy Nethsingha**

This Council notes:

- the decision taken by the Commercial and Investment Committee to close the traded service which provides school meals to children across Cambridgeshire.
- that the current system of provision ensures that children in schools across Cambridgeshire have a guarantee that a school meal of good quality is available to any school child across the County for a similar price.
- that given its remit, the Commercial and Investment Committee is interested in the commercial aspects of the school meals business.
- that school meals are particularly important for those children in the lowest income families, as they receive free meals at school.

This Council believes:

- that good quality school meals are important in supporting Cambridgeshire's children to make the best educational progress.
- that the provision of good quality school meals is an important part of promoting good healthy eating habits, an issue which is being given increasing importance by Public Health England, who are expressing growing concern about obesity in young people.
- that the provision of good quality school meals at a fair price is

an important part of ensuring equality of health outcomes across Cambridgeshire.

This Council therefore asks that the decision to close the service providing school meals is reviewed by a task and finish group made up of members of the Children and Young People and Health Committees, as well as members of the Commercial and Investment Committee so that these issues can be taken into account before a decision to close the service is taken.

*[The Monitoring Officer advises that the motion relates to a matter for the Council to determine and that the motion is therefore in order as drafted]*

**f) Motion from Councillor Lorna Dupre**

This Council currently notes the proposals for the future of Cambridge Magistrates Court, including the closure of the building with its work being relocated to existing courts in Cambridge, Huntingdon and Peterborough.

This Council also notes the current consultation being undertaken to find out the public's views on the proposals.

This Council objects to the proposals to close Cambridge Magistrates Court for the following reasons:

- (i) that residents from the Cambridge and South and East Cambridgeshire areas could be forced to travel to Peterborough or Huntingdon to attend a hearing as participants in court proceedings;
- (ii) that the proposals dilute the sense of place and mutual community responsibility which is valuable in underpinning the most local level of the justice system; and
- (iii) that the impact assessment in relation to the proposals is flawed as it fails to monetise the costs to be imposed on court users.

This Council asks the Leader of the Council to write to the responsible minister, Lucy Frazer, MP setting out the Council's objections to the proposals

*[The Monitoring Officer advises that the motion relates to a matter for the Council to determine and that the motion is therefore in order as drafted]*

**g) Motion from Councillor Sandra Crawford**

The Council notes:

- In my ward of Cherry Hinton, the Innovation Trust are planning to

academise the Spinney school along with two others; the Mayfield and the Fulbourn School. The Berwick Bridge School in my ward is also being encouraged to become an academy

- Parents, teachers, school governors and other campaigners have approached me to inform me that most parents do not understand the process and they do not feel that the consultations are either long enough, or that they give a thorough and balanced view of all of the risks, as well as any perceived benefits. People leafleting parents at the schools asking for further consultations have been asked to stop and leave the premises by some staff.
- A meeting was organised in my local ward for individuals who are both concerned about academies and feel that the consultation process does not meet with the Gunning Sedley criteria. Reports have been given that some teachers have felt intimidated into not discussing the process with parents. This creates a poor teacher parent relationship, something that has been of huge value to children in the past in Parent Teacher Associations. Individuals from the Trust did not attend the meeting or send deputies when they were otherwise engaged. The Regional Schools commissioner was invited but did not attend.
- A letter to parents from one school above dated 25th January 2018 only mentioned the consultation evening in a small paragraph, and this was on the 7th February, and the period of time from this event to the end of the consultation period was only until the nineteenth February.

The Council believes:

- That fair consultations must be carried out. In the case of academisation, there are several precedents in the national and local news which must be taken into consideration when considering the risks of becoming an academy, which I reference below. Parents, teachers and councillors must be made aware of these risks, and given much longer consultation meetings, and given the full facts, and all of the known risks, and encouraged to be involved in the decision making process.
- These precedents and risks include:
  - The 21 schools in Wakefield asset stripped by the trust, to the tune of several million, and left as “orphan schools,” and the 40,000 children in other orphan schools around the country. Guardian, 6th Dec 2017
  - The school in the Isle of Wight that failed and was returned to the Local Education Authority (LEA). Guardian 14th November, 2017 Fiona Millar
  - Cuts to school budgets in LEA schools are not more damaging than the financial crisis faced by the Multi-Academy Trusts (MATs), as LEA schools are protected by the fact that Councils are responsible for the schools. MATs face similar cuts but

have huge bureaucratic costs; the huge salary costs of the Chief Executive Officers regarding the Harris trust (£500,000) is just one example.

- The Regional Schools Commissioner, Sue Baldwin, has raised concerns with the St Neots Learning Partnership over the lack of progress with improving standards of performance at Ernulf Academy. Any school in this situation can be moved to another MAT unknown to the parents.
- Failure of an academy in Felixstowe 21st February - East Anglian Daily Times, and two failures in Manchester – “millions squandered” Manchester Evening News 30th January.
- Report in the Guardian of the financial crises which faces MAT schools in general, 27th January 2018.
- The loss of democratic accountability in terms of local authority, teacher and parent governance which is so important to the education and wellbeing of our children to a board of directors who are business driven.
- The loss of the original terms and conditions of teachers, and the wastage of teaching staff increasing in MATs. National Union of Teachers (NUT) report.

The Council is recommended to:-

- 1) use its good offices to urge the governing bodies to engage parents, teachers and councillors at the earliest stages and have a better range of opinions present at the consultations to ensure that the informed consent of parents, councillors and teachers is obtained.
- 2) encourage the schools mentioned here to extend their consultation periods.
- 3) ensure a genuine choice to remain in LEA control is offered to parents.
- 4) actively provide support and advice to school governing bodies with the aim of raising awareness of their statutory legal obligation to consult in line with the Sedley and Gunning principals.
- 5) make available to all school governing bodies, as well as trust bodies seeking to set up or take on academies in Cambridgeshire, accurate information highlighting the increased costs and legal obligations associated with taking a school out of local authority control.

*[The Monitoring Officer advises that the motion relates to a matter for the Council to determine and that the motion is therefore in order as drafted]*

## **h) Motion from Councillor David Jenkins**

Council notes that:

- Both revenue and capital spend on highways maintenance has declined in recent years;
- Capital spend on 'infrastructure management and operations' is largely funded from a loan which will reduce to zero in 2022/23; and
- Revenue spend on 'local infrastructure maintenance and improvement' is significantly grant funded with no guarantee of continuing availability.

It furthermore notes that:

- Highway conditions as measured by annual surveys have slowly but steadily declined in recent years; and
- There's a general impression that pothole incidence is increasing.

Council recognises that roads in poor condition:

- can be unsafe and can cause vehicle damage; and
- are a poor advertisement for a county which is supposed to be an national economic driver.

Council therefore call upon the Highways & Community Infrastructure Committee to:

- determine what investment would be needed in order to improve road conditions to a level whereby ongoing repairs are reduced
- secure such investment and associated resources to be able to carry it though
- budget for a level of revenue spend which ensures that the investment can be supported.

*[The Monitoring Officer advises that the motion relates to a matter for the Council to determine and that the motion is therefore in order as drafted]*

11. Questions:

(a) **Cambridgeshire and Peterborough Combined Authority and Overview and Scrutiny Committee** (pages 117-139)  
(Council Procedure Rule 9.1)

(b) **Questions on Fire Authority Issues** (pages 140 - 142)  
Report of the Cambridgeshire and Peterborough Fire Authority

(c) **Written Questions** (Council Procedure Rule 9.2) (oral)

To note responses to written questions from Councillors submitted under Council Procedure Rule 9.2.

Dated 12th March 2018



Quentin Baker  
Director of LGSS Law  
and Governance  
& Monitoring Officer

*The County Council is committed to open government and members of the public are welcome to attend this meeting. 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. These arrangements operate in accordance with a protocol agreed by the Chairman of the Council and political Group Leaders which can be accessed via the following link or made available on request:*  
<http://tinyurl.com/ccc-film-record>

*The Council cannot provide car parking on the Shire Hall site so you will need to use nearby public car parks. Details of other transport options are available on the Council's website at: <http://tinyurl.com/ccc-carpark>*

*For more information about this meeting, including access arrangements and facilities for people with disabilities, please contact Michelle Rowe at the County Council's Democratic Services on Cambridge (01223) 699180 or by email at: [michelle.rowe@cambridgeshire.gov.uk](mailto:michelle.rowe@cambridgeshire.gov.uk)*

**PAY POLICY STATEMENT 2018/19 AND GENDER PAY GAP REPORTING**

*To:* Full Council

*Date:* 20th March 2018

*From:* Chief Executive

*Purpose:* The purpose of this report is to review the data due to be published on senior employee remuneration and the gender pay gap to ensure compliance with:

- The Local Government Transparency Code 2015
- Chapter 8 of the Localism Act 2011
- Equality Act 2010 (Gender Pay Gap Information) Regulations 2017

*Recommendations:* Council is asked to approve the Chief Officer Pay Policy Statement 2018/19 (Appendix 1) including the pay multiple and the Gender Pay Gap Report 2018 (Appendix 3).

<b><i>Officer contact:</i></b>		<b><i>Member contact</i></b>	
Name:	Martin Cox	Name:	Councillor Joshua Schumann
Post:	HR Director (LGSS)	Portfolio:	Chairman of Staffing and Appeals Committee
e-mail:	MCox@northamptonshire.gov.uk	e-mail:	Joshua.Schumann@hotmail.co.uk
Tel:	07921 092743	Tel:	01223 706398



## 1.0 BACKGROUND

- 1.1 In February 2015, the Secretary of State for Communities and Local Government issued The Local Government Transparency Code 2015. The code sets out the key principles in making local authorities more transparent and accountable to local people. The Council has been proactive in its compliance with this code.
- 1.2 In addition, under the Localism Act 2011, Local Authorities are required to prepare a Chief Officer Pay Policy Statement for each financial year. This policy statement must be approved by a resolution of the authority, i.e. full Council, and is required to be published by 31 March.
- 1.3 The Equality Act 2010 was recently updated to include new regulations on the reporting of gender pay gap. The new legislation means we are required by law to publish a number of calculations that show the difference between the average earnings of men and women in our Council; it does not involve publishing individual employees' data. The data used for the calculations is the Council's pay data as of 31st March 2017.

## 2.0 CURRENT POSITION

- 2.1 In accordance with the Local Government Transparency Code 2015, we publish on the Council's website:
  - The names of employees paid £150,000 and above.
  - The post title, team, grade, salary range, (in £5000 brackets) and salary ceiling point for the top 3 tiers of the organisation, along with details of whether the appointments are permanent or temporary.
  - The post title, team, grade and salary range of employees earning £50,000 and above.
  - The 'pay multiple' – the ratio between the highest paid salary and the median salary of the authority's workforce.
  - Details of vacancies via the jobs portal.
- 2.2 There is no current data on our website about our gender pay gap, this year will be the first year we are required to publish this data on the Government portal. In addition to this, we propose to publish a summary of the data on the Council's website.

## 3.0 SENIOR OFFICER PAY DATA

- 3.1 The senior manager pay data is provided in **Appendix 2**.
- 3.2 There is currently one post in the organisation that is paid more than £150,000. This is the Chief Executive Gillian Beasley with a salary for 2018/2019 of £173,596. This post is shared with Peterborough City Council on a 50/50 basis therefore Cambridgeshire pay 50% of this salary.
- 3.3 There are 24 posts in Tier 1 to 3 of the organisation (excluding posts paid below £50,000).
- 3.4 There are currently 82 officers earning £50,000 or above (in addition to employees in Tier 1 to 3). This compares to 90 officers that were earning

£50,000 or above in 2017/2018. There are 5 posts, in addition to the Chief Executive, that are shared with Peterborough City Council. Costs are shared on a 50/50 basis.

3.5 The current mean salary for the organisation is £26,762 this compares to a mean salary of £25,683 in 2017/2018.

3.6 The ratio of the Chief Executive's full salary to the median salary in the organisation is 1:7 based on a median salary of £24,964. The ratio in the previous year was also 1:7. The Fair Pay Review 2010 recommended that the pay ratio should be not more than 1:20. The Council falls well within this range.

#### **4.0 CHIEF OFFICER PAY POLICY STATEMENT**

4.1 A copy of the Chief Officer Pay Policy Statement is provided in **Appendix 1**.

4.2 The Chief Officer Pay Policy Statement has been updated to reflect changes in job titles and responsibilities.

#### **5.0 GENDER PAY GAP REPORT**

5.1 A copy of the Gender Pay Gap Report is provided in **Appendix 3**.

5.2 Gender pay reporting is used to assess the levels of gender equality in the workplace and the balance of male and female employees at different levels of the Council.

5.3 The data shows the Council's mean gender pay gap is 13% against a national public sector picture of 17.7%.

5.4 The Council's median gender pay gap is 18% against a national public sector median pay gap of 19.4%.

5.5 The Council's recruitment practices already have mechanisms in place to ensure that fair selection takes place without gender-bias, for example, shortlisting takes place prior to the recruiting manager knowing the gender of candidates.

5.6 All job roles are benchmarked or evaluated using established job evaluation tools such as HAY, which through the process of considering accountability and skills requirements for roles, ensures fair and equitable grades are given to all roles, free from any gender-bias.

5.7 A number of the Council's HR policies and procedures help to reduce the gender pay gap, these include shared parental leave and a wide range of flexible working patterns and contractual arrangements.

5.8 The Council promote training and development opportunities and offer a wide range of learning initiatives from webinars to e-learning and formal classroom based activities. This ensures that learning and development activity is available to all, irrespective of working hours and location.

5.9 The Chief Executive has in February commissioned a full review of the drivers, decisions, assumptions and policies that will impact the pay gap and

Strategic Management Team will consider in the coming months actions and options to meet this challenge.

Source Documents	Location
The Local Government Transparency Code 2015  Chief Officer Pay Policy Statement  Gender Pay Gap Report	Martin Cox HR Director, LGSS Cambridgeshire County Council Box No: OCT 1106 Shire Hall Cambridge CB3 0AP  MCox@Northamptonshire.gov.uk

## Chief Officer Pay Policy Statement – 2018/2019

Effective from 1st April 2018

### 1. Introduction

Cambridgeshire County Council is committed to operating consistent, transparent and equitable pay arrangements for employees and are committed to ensuring equal pay in employment.

This Chief Officer Pay Policy Statement fulfils the Council's statutory requirements under Chapter 8 of the Localism Act 2011 ("the Act") and was agreed by full Council on 20<sup>th</sup> March 2018. The Chief Officer Pay Policy applies to all Statutory and Non-Statutory Chief Officers, (including Deputies), of Cambridgeshire County Council.

In accordance with the Government's Code of Recommended Practice for Local Authorities on Data Transparency, the Council publishes information on all employees earning £50,000 or above.

### 2. Scope

This Statement details the pay policy and practice in relation to all Statutory and Non-Statutory Chief Officers, (including Deputies) as defined under our constitution.

### 3. Basic Pay Determination

The pay grade and the terms and conditions that are applied to each post are determined through the process of HAY job evaluation. This is an analytical scheme, which measures the relative size of jobs across the organisation. The key principles underlying our application of job evaluation are:

- Consistently applied across the authority to ensure fairness.
- Applied by appropriately trained and experienced employees.
- Quality assured to ensure that standards are maintained.
- Open and transparent and accessible for employees and their representatives.
- Considers the relative size of jobs and not the postholders or pay grades.
- Wholly dependent on job role, function and accountability.

### 4. Chief Officer Pay (Corporate Leadership Team)

#### Pay Scale

The pay scale for the Corporate Leadership Team is available on our website.

#### Staffing and Appeals Committee

The Staffing and Appeals Committee determines, on behalf of full Council, application of the pay policy regarding the remuneration of Statutory and Non Statutory Chief Officers (including Deputies), of the organisation. The Staffing and Appeals Committee comprises 11 members of the Council.

When determining application of the pay policy, the Committee is advised by the Head of Paid Service and LGSS HR Director (or his/her nominees). The Committee may, having

sought the advice of the above, choose to be advised by an external independent advisor as appropriate.

### Pay Award

There is no automatic cost of living increase. The Chief Executive, in consultation with the Staffing and Appeals Committee determines the level of increase if any, to be applied to the published pay rates for Chief Officers, by reference to our performance against Key Measurable Targets and overall affordability given the prevailing budget decision. In addition, the national award is used as a benchmark for the cost of living award. Any such recommendation is reported to the Staffing and Appeals Committee.

### Flexibility for Non-Consolidated Payments

The Staffing and Appeals Committee has the flexibility to award one off non-consolidated performance awards. These are applied in exceptional circumstances only, where individuals have performed above and beyond their job role. Again this will be dependent on clear performance criteria and evidenced outcomes as well as affordability.

Any non-consolidated performance award will be a one-off temporary award for a maximum of one year and based on the development points within each Director Pay grade boundaries and will not exceed the "Absolute Ceiling" of these pay and grade boundaries.

### Individual Salary Progression

There is no automatic progression through the development points. Personal development in role may be recognised by the award of discretionary consolidated pay movements each year, in accordance with the locally agreed step values, through the pay/development points.

Application of individual development points will be determined each year by the Chief Executive, taking into consideration the individual's performance, as evidenced by the Performance Appraisal and Development Programme (PADP) rating and overall affordability given our prevailing budget position.

Awards may be considered only on completion of Personal Development Plans and where contribution and competence have been suitably evidenced and assessed via the appraisal scheme. Progression will not go beyond the "Absolute Ceiling" set for each grade.

### Acting Up / Partial Acting Up and Honorarium Payments

Where an officer is required to Act-Up into a higher level Chief Officer/Deputy Chief Officer post he/she will normally be remunerated at the bottom of the higher graded post's development point range.

The decision to Act an officer up into a Chief Officer/Deputy Chief Officer post will be within the remit of the Staffing and Appeals Committee. Where a Chief Officer/Deputy Chief Officer is required to take on temporary additional responsibilities the Staffing and Appeals Committee may consider awarding an honorarium payment based on the difference of his/her current salary and the additional partial role he/she is required to carry out. There will be no flexibility to award above the "Absolute Ceiling" for the role.

Any honorarium payments made to the Chief Executive will be subject to Full Council approval as would any payment made to the Returning Officer. In election years, full Council will be asked to agree any payment to be made to the Returning Officer at the same time as agreeing the Pay Policy.

### Market Supplement Payments

Where a business case is put forward to pay a Market supplements, this will be presented to the Staffing and Appeals Committee advised by the HR Director (or his/her nominees) and Chief Executive for consideration. Any Market supplement would be based on a detailed business case that demonstrates some or all of the following:

- Evidence of unsuccessful recruitment campaigns
- Evidence of comparable roles paid at higher levels in benchmark authorities
- Significant evidence of higher than normal turn over/attrition rates

- Significant business continuity/service delivery risks

Any Market premium rate would be temporary for a maximum period of 12 months. Market premiums would be made only in exceptional circumstances and subject to affordability.

Any proposed Market premiums payments made to the Chief Executive would be subject to the above and Full Council approval.

## **5. Pay Equity – The Pay Multiple**

The Council monitors the relationship between the remuneration of its Chief Officers and Deputies and the remuneration of its lowest paid employees.

The Council will define its 'lowest paid employees' as those paid on spinal column point 6 (SCP 6) of the National Joint Council (NJC) pay spine for Local Government Services employees.

The rate of pay applied to employees on SCP 6 is currently £15,014.

The current ratio of the Chief Executive's full salary to the median salary in the organisation is 1:7 based on a median salary of £24,964.

The Fair Pay Review 2010 recommended that the pay ratio should not be more than 1:20 - the Council falls well within this range.

## **6. Termination of Employment**

On ceasing to be employed by the Council, employees will be paid contractual payments due under their contract of employment. Our Redundancy Policy details the conditions under which redundancy payments can be made. We calculate redundancy payments based on an individual's actual pay, length of continuous service and age.

## **7. Review**

This pay policy statement will be reviewed annually and recommended to Full Council for approval. We may by resolution of the Full Council, amend this Pay Policy Statement during the course of the year to which it relates.

				Employees current salary range (in £5,000 increments unless over £150,000)	
Position Name	Employment Term	Bottom of the Pay Scale	Top of the Pay Scale		Notes
Principal Child and Family Social Worker	Permanent	47,350	52,400	50,000 - 54,999	Part of LGSS Shared Service
Deputy Head of Internal Audit	Permanent	47,350	52,400	50,000 - 54,999	
Head of Service 0-19 Place Planning and Organisation Service	Permanent	67,300	74,500	65,000 - 69,999	
Primary Adviser	Permanent	56,600	62,600	55,000 - 59,999	
Head of Service Early Years	Permanent	67,300	74,500	65,000 - 69,999	
Assistant Director Adults and Safeguarding	Permanent	92,474	103,699	95,000 - 99,999	
Education ICT Manager	Permanent	56,600	62,600	55,000 - 59,999	
Educational Psychologist	Permanent	35,731	52,903	50,000 - 54,999	
Primary Adviser	Permanent	56,600	62,600	55,000 - 59,999	
SEND Manager SEMH	Permanent	47,350	52,400	50,000 - 54,999	
Head of Mental Health	Permanent	67,300	74,500	70,000 - 74,999	Part of LGSS Shared Service
Head of IT Services in Norwich	Permanent	84,051	95,277	90,000 - 94,999	
Adult Safeguarding and Social Work Practice Manager	Permanent	56,600	62,600	55,000 - 59,999	
Adults and Children's Manager	Permanent	56,600	62,600	60,000 - 64,999	
Educational Psychologist	Permanent	35,731	52,903	50,000 - 54,999	
Head of Operations	Permanent	56,665	69,168	65,000 - 69,999	
Area Senior Adviser	Permanent	56,600	62,600	55,000 - 59,999	
CID Service Manager	Permanent	56,600	62,600	55,000 - 59,999	
Head of Cambridgeshire Music	Permanent	47,350	52,400	50,000 - 54,999	
Head of Adult Learning & Skills	Permanent	56,600	62,600	60,000 - 64,999	
Service Manager	Permanent	47,350	52,400	50,000 - 54,999	Part of LGSS Shared Service
Strategic Finance Manager	Permanent	56,600	62,600	60,000 - 64,999	
Lead Service Manager Integration and Practice	Permanent	56,600	62,600	55,000 - 59,999	
Head of Service Safeguarding North	Permanent	67,300	74,500	65,000 - 69,999	
Lead Social Care Manager	Permanent	56,600	62,600	55,000 - 59,999	
Head of Service Countywide and LAC	Permanent	67,300	74,500	70,000 - 74,999	
Group Asset Manager	Permanent	56,600	62,600	55,000 - 59,999	
Head of Service Operations	Permanent	67,300	74,500	70,000 - 74,999	
Area Manager Rural	Permanent	47,350	52,400	50,000 - 54,999	
Senior Adviser Curriculum Teaching and Leadership	Permanent	56,600	62,600	55,000 - 59,999	
Head of HR Advisory Services East	Permanent	67,300	74,500	65,000 - 69,999	Part of LGSS Shared Service
Education Adviser	Permanent	56,600	62,600	55,000 - 59,999	
Senior Adviser Quality Assurance Team	Permanent	56,600	62,600	55,000 - 59,999	
Education ICT Professional Services Manager	Permanent	47,350	52,400	50,000 - 54,999	
Head of Adults DTOC Performance	Permanent	67,300	74,500	70,000 - 74,999	
Head of Service SEND	Permanent	67,300	74,500	65,000 - 69,999	
Primary Adviser	Permanent	56,600	62,600	55,000 - 59,999	
Head of Service Early Help South	Permanent	67,300	74,500	65,000 - 69,999	
Head of Catering and Cleaning Service	Fixed Term	56,600	62,600	55,000 - 59,999	
Head of Service Schools Intervention	Permanent	67,300	74,500	70,000 - 74,999	
Strategic Finance Business Partner	Permanent	56,600	62,600	55,000 - 59,999	Part of LGSS Shared Service
Assistant Director Children	Permanent	92,474	103,699	90,000 - 94,999	
Oracle ERP Manager	Permanent	47,350	52,400	50,000 - 54,999	Part of LGSS Shared Service
Partnerships and Developing Practice Officer	Permanent	47,350	52,400	50,000 - 54,999	
Head of IT Strategy Architecture Development	Permanent	84,051	95,277	85,000 - 89,999	Part of LGSS Shared Service
Educational Psychologist	Permanent	35,731	52,903	50,000 - 54,999	
Educational Psychologist	Permanent	35,731	52,903	50,000 - 54,999	Part of LGSS Shared Service
District Manager Safeguarding	Permanent	47,350	52,400	50,000 - 54,999	
Education Adviser	Permanent	47,350	52,400	50,000 - 54,999	Part of LGSS Shared Service
Educational Psychologist	Permanent	35,731	52,903	50,000 - 54,999	
Education Capital Strategy Manager	Permanent	47,350	52,400	50,000 - 54,999	Part of LGSS Shared Service
Head of Service Safeguarding South	Permanent	67,300	74,500	65,000 - 69,999	
Strategic Finance Manager	Permanent	56,600	62,600	55,000 - 59,999	Part of LGSS Shared Service
County Alternative Education Manager	Permanent	47,350	52,400	50,000 - 54,999	
Chief Finance Officer (s151) Norwich CC	Permanent	67,300	74,500	70,000 - 74,999	Part of LGSS Shared Service
Facilities Manager	Permanent	47,350	52,400	50,000 - 54,999	
Improvement Adviser	Permanent	49,199	55,600	55,000 - 59,999	Part of LGSS Shared Service
Head of Virtual School	Permanent	54,250	62,863	60,000 - 64,999	
Manager Sensory Support Team 0-25 years	Permanent	49,199	54,250	50,000 - 54,999	Part of LGSS Shared Service
Head of Pilgrim PRU	Permanent	46,799	54,250	50,000 - 54,999	
Assistant Director Housing Communities and Youth	Permanent	92,474	103,699	95,000 - 99,999	Part of LGSS Shared Service
Head of LGSS Business Planning and Finance	Permanent	67,300	74,500	70,000 - 74,999	
Head of Youth Support	Permanent	56,600	62,600	55,000 - 59,999	Part of LGSS Shared Service
NtG CREDS Manager	Permanent	56,600	62,600	55,000 - 59,999	
Head of Service Early Help North	Permanent	67,300	74,500	65,000 - 69,999	Part of LGSS Shared Service
Assistant Principal Educational Psychologist	Permanent	44,797	66,276	55,000 - 59,999	
Educational Psychologist	Permanent	35,731	52,903	50,000 - 54,999	Part of LGSS Shared Service
Group Manager	Permanent	47,350	52,400	50,000 - 54,999	
Manager PSHE	Permanent	47,350	52,400	50,000 - 54,999	Part of LGSS Shared Service
CID Service Manager	Permanent	56,600	62,600	55,000 - 59,999	
Primary Adviser	Permanent	56,600	62,600	55,000 - 59,999	Part of LGSS Shared Service
Educational Psychologist	Permanent	35,731	52,903	50,000 - 54,999	
Primary Adviser	Permanent	56,600	62,600	55,000 - 59,999	Part of LGSS Shared Service
Area Senior Adviser	Permanent	56,600	62,600	55,000 - 59,999	
Educational Psychologist	Permanent	35,731	52,903	50,000 - 54,999	Part of LGSS Shared Service
Specialist Clinician	Permanent	35,731	52,903	50,000 - 54,999	
Primary Adviser	Permanent	56,600	62,600	55,000 - 59,999	Part of LGSS Shared Service
Educational Psychologist	Permanent	35,731	52,903	50,000 - 54,999	
Primary Adviser	Permanent	56,600	62,600	55,000 - 59,999	Part of LGSS Shared Service
Educational Psychologist	Permanent	35,731	52,903	50,000 - 54,999	
Senior Educational Psychologist ASC, SLCN	Permanent	35,731	52,903	50,000 - 54,999	Part of LGSS Shared Service
County Inclusion Manager	Permanent	47,350	52,400	50,000 - 54,999	
Employees paid over 50K in Tier 1-3 of the organisation					
Chief Executive	Permanent	156,075	190,759	Actual salary 173,596	The cost of this post is shared with Peterborough City Council
Executive Director, Place and Economy	Permanent	123,271	145,697	130,000-134,999	
Director of People and Communities	Permanent	129,567	158,360	140,000 - 144,999	The cost of this post is shared with Peterborough City Council
Director of Corporate and Customer Services	Permanent	92,474	103,699	95,000 - 99,999	
Director of Public Health	Permanent	82,151	114,282	100,000 - 104,999	The cost of this post is shared with Peterborough City Council
Deputy Chief Executive and Chief Finance Officer	Permanent	115,986	132,800	125,000 - 129,999	
Programme Director Connecting Cambridgeshire	Permanent	67,300	74,500	70,000 - 74,999	The cost of this post is shared with Peterborough City Council
Service Director for Strategy and Development	Permanent	92,474	103,699	95,000 - 99,999	
Service Director Adults and Safeguarding	Permanent	115,986	132,800	115,000 - 119,999	The cost of this post is shared with Peterborough City Council
Service Director Community and Safety	Permanent	105,897	129,430	115,000 - 119,999	
Service Director Childrens and Safeguarding	Permanent	105,897	129,430	115,000 - 119,999	The cost of this post is shared with Peterborough City Council
Service Director Commissioning	Permanent	115,986	132,800	115,000 - 119,999	
Service Director Education	Permanent	115,986	132,800	115,000 - 119,999	The cost of this post is shared with Peterborough City Council
Head of Business Intelligence	Permanent	67,300	74,500	65,000 - 69,999	
Head of Communications and Information	Permanent	67,300	74,500	65,000 - 69,999	Part of LGSS Shared Service
Head of IT & Digital Service	Permanent	67,300	74,500	65,000 - 69,999	
Head of Finance	Permanent	67,300	74,500	65,000 - 69,999	Part of LGSS Shared Service
Head of Transformation	Permanent	67,300	74,500	70,000 - 74,999	
Assistant Director Adults and Safeguarding	Permanent	92,474	103,699	95,000 - 99,999	Part of LGSS Shared Service
Assistant Director Public Health Intelligence	Permanent	47,092	58,217	55,000 - 59,999	
Public Health Specialist	Permanent	76,761	103,490	85,000 - 89,999	Part of LGSS Shared Service
Public Health Specialist	Permanent	67,247	83,258	80,000 - 84,999	
Public Health Specialist	Fixed	76,761	103,490	85,000 - 89,999	Part of LGSS Shared Service
Public Health Specialist	Permanent	76,761	103,490	95,000 - 99,999	

Please note that each line refers to an individual in a role with a full time equivalent salary exceeding £50,000. The salary shown does not pro-rata for part time. There is no overlap between the salary points on the pay spine. The employees' current range above illustrates the £5,000 range that their current salary falls within and does not take account of the grade starting point or ceiling.

Tier	Post	Bottom of Scale	Top of scale	Employees current salary range (in £5,000 increments unless over £150,000)	Employment term	Notes
<b>Tier 1</b>	Chief Executive	156,075	190,759	Actual salary 173,596	Permanent	The cost of this post is shared with Peterborough City Council
<b>Tier 2</b>	Executive Director, Place and Economy	123,271	145,697	130,000-134,999	Permanent	
	Director of People and Communities	129,567	158,360	140,000 - 144,999	Permanent	The cost of this post is shared with Peterborough City Council
	Director of Corporate and Customer Services	92,474	103,699	95,000 - 99,999	Permanent	
	Director of Public Health	82,151	114,282	100,000 - 104,999	Permanent	The cost of this post is shared with Peterborough City Council
	Deputy Chief Executive and Chief Finance Officer	115,986	132,800	125,000 - 129,999	Permanent	
<b>Tier 3</b>	Programme Director Connecting Cambridgeshire	67,300	74,500	70,000 - 74,999	Permanent	
	Service Director for Strategy and Development	92,474	103,699	95,000 - 99,999	Permanent	
	Service Director Adults and Safeguarding	115,986	132,800	115,000 - 119,999	Permanent	The cost of this post is shared with Peterborough City Council
	Service Director Community and Safety	105,897	129,430	115,000 - 119,1000	Permanent	The cost of this post is shared with Peterborough City Council
	Service Director Childrens and Safeguarding	105,897	129,430	115,000 - 119,1001	Permanent	The cost of this post is shared with Peterborough City Council
	Service Director Commissioning	115,986	132,800	115,000 - 119,999	Permanent	The cost of this post is shared with Peterborough City Council
	Service Director of Education	115,986	132,800	115,000 - 119,999	Permanent	The cost of this post is shared with Peterborough City Council
	Head of Business Intelligence	67,300	74,500	65,000 - 69,999	Permanent	
	Head of Communications and Information	67,300	74,500	65,000 - 69,999	Permanent	
	Head of IT & Digital Service	67,300	74,500	65,000 - 69,999	Permanent	
	Assistant Director Public Health Intelligence	47,092	58,217	55,000 - 59,999	Permanent	
	Assistant Director Adults and Safeguarding	92,474	103,699	95,000 - 99,999	Permanent	
	Public Health Specialist	76,761	103,490	85,000 - 89,999	Permanent	
	Public Health Specialist	76,761	103,490	80,000 - 84,999	Permanent	
	Public Health Specialist	67,247	83,258	80,000 - 84,999	Permanent	
	Public Health Specialist	76,761	103,490	85,000 - 89,999	Fixed Term	
	Head of Finance	67,300	74,500	65,000 - 79,999	Permanent	Part of LGSS Shared Service
	Head of Transformation	67,300	74,500	70,000 - 74,999	Permanent	

Please note that each line refers to an individual in a role with a full time equivalent salary exceeding £50,000. The salary shown does not pro-rata for part time.

There is no overlap between the salary points on the pay spine. The employees' current range above illustrates the £5,000 range that their current salary falls within and does not take account of the grade starting point or ceiling.



## Gender Pay Gap Report **in Draft**

Published March 2018

Cambridgeshire County Council is required by law to carry out Gender Pay Reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. This involves carrying out calculations that show the difference between the average earnings of men and women in our Council; it does not involve publishing individual employees' data. The data used for the calculations is the Council's pay data as of 31<sup>st</sup> March 2017.

We are required to publish the results on a government gender pay gap [website](#), and in addition it is advisable to publish the high level results on the Cambridgeshire County Council website alongside our pay and transparency data.

Gender pay reporting is used to assess:

- the levels of gender equality in the workplace
- the balance of male and female employees at different levels

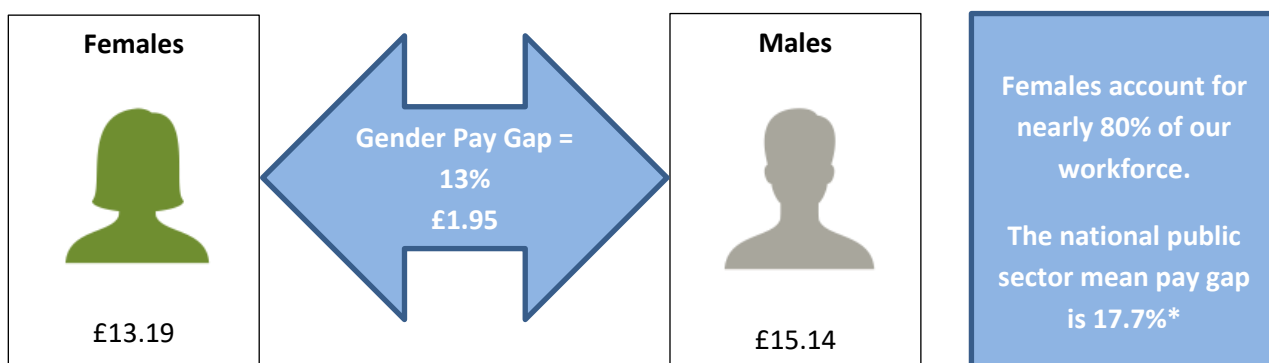
Few employers in Cambridgeshire can boast the breadth and variety of roles we enjoy at Cambridgeshire County Council. With over 5000 employees, we are one of the biggest employers in the County with a diverse workforce to be proud of. We are committed to equality within our workforce and our flexibility, working practices and wide range of roles ensure that we encourage and support employees to come to work for us, and develop their long-term career to stay with us.

### Our Workforce Profile

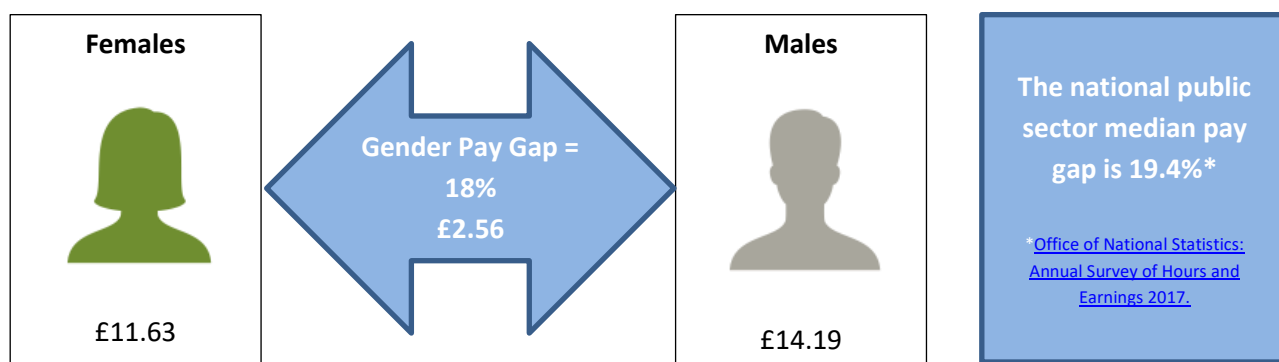
On 31<sup>st</sup> March 2017 we had 5251 employees, of which 80% were female, and 20% male.



### Mean Gender Pay Gap in Hourly Pay: average hourly rate of pay and percentage difference



## Median Gender Pay Gap in Hourly Pay: middle hourly rate of pay and percentage difference



Cambridgeshire County Council's mean and median gender pay gaps are below the national public sector figures.

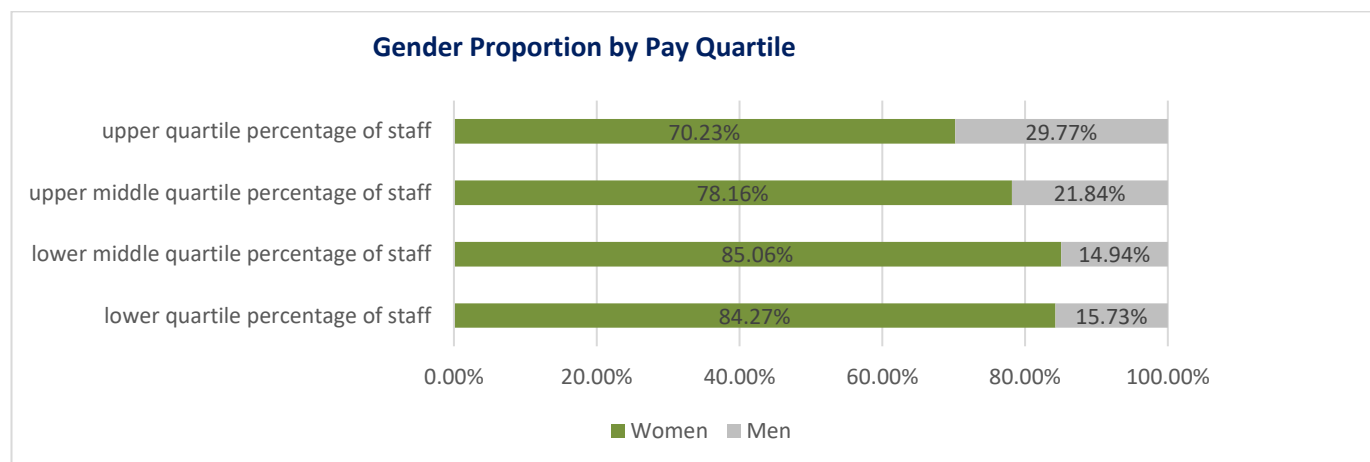
Further analysis shows that a high proportion of our frontline employees are females. 96% of our front line care roles, and 90% of our catering and cleaning roles are being carried out by females. The evaluated pay rate for these roles tend to be in the lower quartiles and this has a big influence on our overall figures.

## Mean, Median and Proportion of Males and Females Receiving a Bonus Payment

Cambridgeshire County Council does not operate a bonus payment scheme so has, no bonus payment pay gap.

## Proportion of Males and Females in Each Pay Quartile

The graph below outlines the gender split by pay quartile. The lower quartile range relates to hourly rates of up to £8.88. The lower middle quartile is hourly rates of £8.89 - £12.00. The upper middle quartile is hourly rates of £12.01 – £16.83. The upper quartile relates to hourly rates of £16.84 and above.



Further analysis of the data demonstrates that females are fairly evenly spread across the pay quartiles, whereas males are more highly represented in the upper two quartiles. This distribution explains the higher median hourly rate for males.

## Next Steps

The challenge in our Council, as it is nationally, is to eliminate any gender pay gap. The Chief Executive has in February commissioned a full review of the drivers, decisions, assumptions and policies that will impact the pay gap and SMT will consider in the coming months actions and options to meet this challenge.

**SHIRE HALL AND CAMBS 2020**

*To:* **Full Council**

*Meeting Date:* **20th March 2018**

*From:* **Deputy Chief Executive**

*Electoral division(s):* **AMH**

*Purpose:* **This report sets out the circumstances underpinning the decision of the Commercial and Investment Committee, on the 15th December 2017, to progress to the next phase of the project to evaluate and select an option for the council's physical presence to be re-configured in to a Hub and Spoke model. The report highlights how this approach will support the on-going transformation of the Council by acting as a step change to support service deliver based on localities.**

**The report recommends that full Council considers and supports the decision to progress the two options of moving the County Council headquarters from Shire Hall and to remove the 'do nothing' option. The report also recommends that Full Council authorises the Commercial and Investment Committee to take all decisions, including key decisions, necessary or incidental to the selection and delivery of a Hub and Spoke configuration for the County Council.**

*Recommendation:* **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.**

<b><i>Officer contact:</i></b>		<b><i>Member contact:</i></b>	
Name:	Chris Malyon	Name:	Councillor Josh Schumann
Post:	Deputy Chief Executive & CFO	Chairman:	Commercial and Investment Committee
Email:	Chris.malyon@cambridgeshire.gov.uk	Email:	Joshua.Schumann@hotmail.co.uk
Tel:	01223 699793	Tel:	01223 706398

## 1. BACKGROUND

1.1 A Full Council motion in May 2016 asked officers to undertake an options appraisal for the Shire Hall site. The motion noted that:

- Shire Hall is the most valuable property within the Council's asset portfolio;
- The range of services the council provides are best suited to being delivered from a range of different locations:
  - central hub;
  - locations closer to the community; and
  - some require no fixed base at all.
- Even with improvements to technology and more agile ways of working, some services are better located together;
- The majority of staff using the building live outside of the City;
- Officer and member movements to Shire Hall exacerbate traffic pressures within the City; and
- The Council should re-consider the current location of the Council headquarters to facilitate a new working relationship with the Council's partner organisations.

The motion called on the Chief Executive to develop an options appraisal that:

- Considers alternatives to Shire Hall to determine the most effective way to deliver services currently hosted within Shire Hall;
- Considers alternatives to Shire Hall to determine the most effective method for fulfilling the Council's democratic duties and responsibilities; and
- Evaluates the potential alternative uses of Shire Hall.

1.2 As the Council had embarked upon a property rationalisation programme prior to this motion it was a natural next step to consider the use of Shire Hall as part of this programme. This programme developed the strap line that '**work is a thing you do not a place you go**'. This strap line has been at the heart of the on-going change in approach to the use of assets ever since. As part of this programme we continue to invest in technology to support agile working and much progress has been made to date. However this opportunity can act as a catalyst to make a further step change in our approach.

1.3 The County Council serves all Cambridgeshire residents and therefore should design services around the needs of all communities. We are therefore seeking to move as many services as possible in to the communities where this is possible. For some functions this is not logical and, in addition, there will always be a need for an administrative centre that will house services that are not locality specific or that support the democratic process.

1.4 As a consequence of adopting a locality based approach we can reduce significantly the size of the headquarters that is required. Shire Hall is rarely full and, as is common with a building which dates from 1930s, its layout and room structure doesn't support 21<sup>st</sup> century working. The building is very expensive to run and the energy efficiency is extremely poor. Furthermore it will require significant investment within the next decade.

1.5 The County Council will always want to retain a presence in Cambridge in order to deliver services to local residents in the same way as services are

provided to those in Huntingdon and Ely. The reality however is that very few members of the public actually visit Shire Hall to receive services. A summary of the services that are currently provided and the narrative around them are set out below:

- Some family conferences and supervised contacts are delivered from Shire Hall but the service accepts that the offices are not wholly appropriate for this engagement and they only use the office because staff are located here. Changes in location would ensure families could access these services closer to their homes.
- The offices are used for citizenship ceremonies and civic functions all of which could be provided from a new location.
- The Registrars Service is the service used most frequently by the public from this Site. There is no intention to move the Registrars Office from Cambridge and any final proposal will need to include a suitable location within Cambridge to house the service. A number of options exist for this and these will be developed in more detail if the Council resolves to proceed with this opportunity.
- Schools appeals are held at Shire Hall and of course the public attend council and committee meetings. These are countywide activities that could be located anywhere in the County.

## **2. Member Governance**

- 2.1 The original options appraisal was overseen through the Assets and Investments Committee (A&I) that established a Member Working Group to ensure political engagement in the evolving proposals.
- 2.2 Following the 2017 Council elections the A&I became the Commercial and Investment Committee (C&I), but it continued to oversee this project through a Member Working Group. The Membership of the Working Group is as follows:-

Councillor Paul Raynes  
Councillor Anne Hay  
Councillor Ian Bates  
Councillor David Jenkins  
Councillor Mike Shellens  
Councillor Linda Jones

- 2.3 If this proposal gains the support of the Council in order for it to become a reality it cannot be managed by a committee of 61. Decision making will therefore need have appropriate political governance but that governance will need to be agile and flexible.
- 2.4 This report therefore recommends that the future detailed decision making is delegated to C&I and as a consequence that committee will establish the governance arrangements to ensure wider Member, staff, and partner engagement going forward.

### **3. Locality Based Service Delivery**

- 3.1 This proposal can be used as a catalyst for the Council to be ambitious in developing a new model of service delivery that is focussed on localities.
- 3.2 The County Council serves all residents of Cambridgeshire and service committees have considered many reports and proposals focussed on delivery at a more local level. Keeping vulnerable adults and children in their local areas and wrapping services around them is both better for the individual and more cost effective for council tax payers.
- 3.3 As a County Council we serve residents in every part of the County. Whilst we seek to use technology as far as we can to deliver services in a more cost effective way this on its own will not meet the financial challenges that lie ahead. We therefore need to balance technology with local personal support that is shaped around the needs of the differing communities that we serve.
- 3.4 The Council has been developing proposals that support this direction of travel for some time. The opportunity presented to us by relocation provides the potential to create a bold vision and to make a step change in the culture of the organisation. There are many examples of individual projects that are supporting this core approach. A few of these are set out below and a brief summary is included within **Appendix A**:
- Neighbourhood Cares;
  - Library Transformation; and
  - Shared Services.
- 3.5 The broad plans for the future are set out in the Council's Strategic Framework, a document that clearly outlines the vision and principles by which these plans will be delivered collaboratively with strategic partners. Like all local authorities, the Council recognises the need to radically change its way of working, and adopt a new mind-set and supporting behaviours to be successful in achieving a "One Public Service" approach.
- 3.6 A key element of these ambitious plans, is the proposed transition to a more progressive and customer focussed "hub and spoke" delivery model. Central to delivering this desired approach is the Council's relocation of the Shire Hall site, which will act as a catalyst and enabler for achieving the wider objectives for corporate and cultural change. This move is a unique opportunity to facilitate transformational change for Cambridgeshire as a place to work, live and visit.
- 3.7 As the Council continues to collaborate more closely with partners across the county, it is necessary to develop better ways of working together, better places in which to work and to behave in a manner that enables a culture of trust and responsibility. As part of the development of the business case that supported the recommendation to C&I very positive discussions with public sector partners as potential landlords and tenants of the future took place.

### **4. Staff and wider Member engagement**

- 4.1 Getting the right engagement, at the right time, is always going to be the most challenging element of any major change programme. The engagement with all interested parties to date has focussed on the principles but individuals

understandably want to understand how it affects them personally. Engagement has begun to explore with key stakeholders the principles of what this work is trying to achieve, and the following is an overview of the engagement thus far:

- Staff engagement has begun around informing them of the development of the project – although it is acknowledged that staff feel that there should have been more of this commitment has been given to making sure that this happens as the project develops;
- Weekly drop-in meetings took place in Shire Hall between October and December 2017 in the lead up to the Business Plan being discussed by C&I Committee;
- Monthly staff engagement sessions around the whole county are now being held – with the first having taken place on March 6th; and initial comments from staff about the proposal to develop a smaller centrally based ‘hub’ and more geographically based ‘spokes’ locations were that this could achieve:
  - Greater transparency;
  - Better understanding in the organisation about who is who and how we fit together – through the move strategically locate teams geographically or through tech so greater collaboration and communication (e.g. more service wide/directorate meetings);
  - Open culture – our information/knowledge sharing & less rigid boundaries between staff and teams;
  - Ability to think wider than CCC – shared collaboration spaces both physical and digital;
  - All teams/localities to feel part of the organisation;
  - Recognition that Cambridgeshire is a large geographical area and therefore a greater presence across the County is important;
  - Opportunities to better meet the needs of their service if done right; and
  - Could really enhance and enable further integration and move away from the ‘big disconnect’.
- Concerns were also raised by staff
  - Unsure of impact on them personally and wanted to know more about ‘spokes’ locations & opportunities to work more closely with partners;
  - Don’t want essential ‘water-cooler’ conversations and the benefits of close team working to be lost;
  - Need for effective IT/ collaborative tools across teams/partners;
  - Greater support/training needed for individuals to support teams working more remotely, for managers to be able to manage teams effectively in different ways; and
  - A need to create space/time for bigger thinking for teams.

4.2 This project has been managed and directed through the Shire Hall Member Working Group. Going forward it is clear that additional support and engagement will be required to ensure that appropriate Member engagement is undertaken. This cannot not rely on the Member Working Group as the primary conduit of the engagement process. In addition to Member updates (that will be distributed electronically) the project will be a regular item at the Member seminar sessions. We will also establish other communication tools

to enable Members to post comments/ask questions on specifics as they evolve.

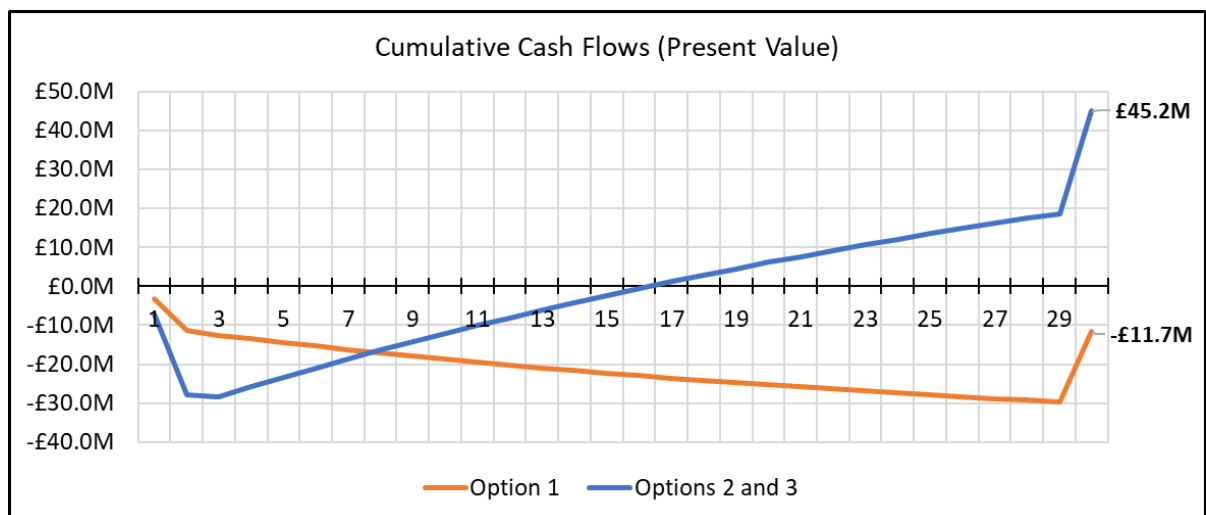
## **5. Process to date – Strategic Options Appraisal**

- 5.1 The work to date has involved two key stages – the development of a strategic options appraisal and then a further detailed business case and a summary of those approaches are set out in the following paragraphs.
- 5.2 A high level options appraisal was commissioned in the first instance to assess the potential options available to the Council and to determine whether financially the opportunity would be deliverable. Whilst the Council decision to evaluate the options was clearly not entirely financially driven, we were mindful that the aspiration to develop a different approach to the delivery of our services and to create a different relationship with our communities, could not cost more.
- 5.3 More than 20 sites were evaluated as an alternative location for the ‘hub’ and the Member Working Group agreed a number of critical success factors that would be used to reduce the number of potential sites down to a more manageable shortlist.
- 5.4 The following critical success factors agreed by the Working Group are set out in **Appendix B** but are summarised below:-
- Will the site be freehold;
  - Is the site suitable for the scale of development required;
  - Is the site developable in the timescales required;
  - Is the site readily accessible to staff, residents and Members; and
  - Is the site flexible.
- 5.5 As a consequence the long list was reduced to a short list of 7 sites. These sites are included within **Appendix C**. Following further discussions the Member Working Group were commissioned to work up more detailed business cases on two sites - Alconbury and Northstowe.
- 5.6 As part of this process a viability assessment was commissioned from Carter Jonas on the potential alternative uses that could be made from Shire Hall and what the value of the various options could yield. The financial summary produced is available for Members, but is deemed commercially sensitive so has not been included within this report. Redeveloping Shire Hall as a hotel facility was the option that generated the most beneficial financial outcome.
- 5.7 Following the 2017 County Council elections the membership of the A&I Committee was reconstituted as C&I Committee. The membership of the Committee contained only one Member of the A&I Committee. The Committee agreed the membership of the new Member Working Group as set out in para 2.2 above. Like the Committee the Working Group contained only one Member from the previous Member Working Group.
- 5.8 As a consequence the Group reviewed the previous decision before commissioning further work. It was agreed that the decision to develop a detailed business case on the two sites of Alconbury and Northstowe should be ratified.



## 6. Process to Date – Detailed Business Case

- 6.1 Consultants were engaged to support the delivery of this phase of work which was commissioned through the Member Working Group. It involved the engagement of both officer management teams to assess the likely delivery models for services in the medium term and partner organisations with respect to the level of accommodation that was available within their communities to support the delivery of local services.
- 6.2 Because the commercial discussions that would be required to deliver this project has clearly not yet not been concluded the business case was deemed as commercially sensitive. The report has been circulated to all Members of the Council but should Members wish to refer to the detail within the report, Council will need to go in to confidential session.
- 6.3 The following graph sets out a summary of the financial consequences of the options considered in net present value terms. Option 1 is the do nothing option. Options 2 and 3, at this point, have come out with the same financial benefits as there was no evidence to suggest a difference between construction and operating costs of the two sites.



- 6.4 At this point land acquisition costs had not been built in to the financial model as commercial negotiations had not commenced with the land owners. Over the period however it is unlikely that these costs would have a material impact on the overall business case.
- 6.5 In addition to the financial case an operational assessment criteria had been set by the Member Working Group before embarking on the development of the business case. The table below sets out the results of the non-financial elements to the business case:
- 6.6 For the purposes of this report this report the two sites have been anonymised for two reasons.
- Commercial discussions with the land owners are on-going
  - Council are asked to approve the moving from Shire Hall as the headquarters of the County Council – whether this is Alconbury or Northstowe shouldn't be a major consideration

Criteria		Option 1 – Do Nothing	Option 2	Option 3
		Score	Score	Score
	Financial Criteria			
1	Overall Financial Return	0%	40%	40%
	Non-financial Criteria			
2	Timeliness	12%	7%	5%
3	Place	4%	3%	1%
4	Scalability of the hub	2%	4%	4%
5	Land ownership	6%	6%	6%
6	Build Cost Risk	3%	2%	2%
7	Delivery Risk	2%	2%	2%
8	Operational Risk	5%	5%	5%
9	Accessibility	6%	5%	3%
10	IT Connectivity	3%	3%	3%
11	Sustainability	2%	2%	2%
Result		45%	79%	73%
Ranking		3	1	2

6.7 The contents of the business case were approved by the Member Working Group and were presented to the C&I in December and a copy of the covering report is attached as **Appendix E**. The Committee resolved to:

- Note the contents of the report and associated business case;
- Approve that the option of 'do nothing' be rejected;
- Agree to commence the next phase of the project to include the development of a detailed financial assessment of the revenue and capital implications of moving to a hub and spoke model;
- Authorise the Deputy Chief Executive to enter commercial negotiations with landowners of the two sites evaluated within the business case;
- Agree to retaining the historical and archaeological significance of the Shire Hall site as a condition of the new use; and
- Request a further report to come to the Committee in the next financial quarter setting out the outcome of those negotiations before a final commitment is made.

## **7. Castle Hill Site - Scheduled Monument**

- 7.1 Much has been set out in the press and social media regarding the Council's consideration of moving away from Shire Hall as the main headquarters of the County Council. The following paragraphs are therefore intended to clarify a number of points appertaining to the special status of the site.
- 7.2.1 Shire Hall has been the administration centre of the County's council since 1932 following the demolition of the county gaol that had previously occupied the site.
- 7.2.2 The site contains designated and non-designated heritage assets of varying levels of heritage significance. The most important are the Scheduled Monuments that lie along the south-eastern and north-eastern side of the site ('Castle Mound' and 'Civil War Earthworks at the Castle'), followed by the two listed buildings on the site ('no.42' Caretaker's house and 'Old Police Station'), both Grade II. Additionally, Castle Hill lies within the Central Conservation Area (as defined within both the Local Plan and the draft Plan). The site is of high archaeological potential for remains from the Iron Age through to recent times, but especially for Roman and Mediaeval urban settlement. There are no buildings within the site which are on the Council's published 'Buildings of Local Interest' but a 2012 assessment by Cambridge City Council of the area does recommend Shire Hall be locally listed as part of a separate conservation area. This has yet to be acted upon but does grant Shire Hall some heritage value as a non-designated heritage asset.
- 7.2.3 The areas of the two Scheduled Monuments, together with the car park and landscaped areas around it and on the site's frontage, are proposed in the Local Plan as a Protected Open Space. This policy carries with it some material weight in any future planning application process. This does not, however, preclude development from happening in the areas that are not the subject of Scheduled Monument protection.
- 7.2.4 Furthermore a key requirement identified by the Member Working Group is that the existing access and protection should be maintained, and that the Council should use the commercial process to enhance public access to the site.
- 7.2.5 A scheduled monument is an historic building or site that is included in the Schedule of Monuments kept by the Secretary of State for Digital, Culture, Media and Sport. The regime is set out in the Ancient Monuments and Archaeological Areas Act 1979. It is second only in status to a world heritage site and is therefore well protected. Contrary to any statements on social media or in the press the Council is not intending to try and include these areas in any sale process.

**Appendix D** is a map of the site showing the relevant protections that currently exist.

- 7.2.6 In summary the Member Working Group has been very clear that any potential alternative use of Shire Hall must, as a minimum, protect the special nature of the site but they would also like to see this opportunity used to enhance the accessibility of the site.

- 7.2.7 To support this process the Council's Manager of the Historic Environment Team has kindly agreed to be part of the project team that will manage the sale process. He will therefore ensure that, from both a technical and cultural perspective, the Council will engage the most suitable partner to secure the appropriate use of the site for the future. Furthermore if the Council agrees with the recommendations of this report Historic England will be proactively engaged to ensure that they have an opportunity to feed in to the process. We will also work with local organisations such as the Kettle's Yard to see how the Site can be promoted more effectively.
- 7.2.8 In summary the Council has absolutely no intention of reducing public access to the site as part of this proposal or any intention of selling the mound – not that it could do so even if it so desired. Furthermore the Working Group see this as an opportunity of enhancing public access to this important historical landmark and working with others it may provide the opportunity of attracting more people to the location.

## **8. Why sell an appreciating asset?**

- 8.1 At this stage it is not possible to say how the market will respond to a request for expressions of interest in the property. We do however know that there will be interest from the market as we have already been approached by a few organisations. The preferred solution would be to retain some interest in the site in the same way that we did with Castle Court or another vehicle where we could share the potential rewards from the commercial development of the site. This latter option however also comes with commercial risks and therefore would need to be properly evaluated.
- 8.2 Given the location of Shire Hall it is unlikely to diminish in value. Although housing prices are less buoyant than they have been for some time the value of the site will increase. However the operating costs of retaining the building will also continue to escalate. It is an ageing building that is very energy inefficient and will require some significant investment within the next decade. In addition the Council at its last meeting approved a medium term financial plan for the next five years. Even with if the Council is able to deliver all the financial savings set out in the plan over the next few years there is still a significant funding shortfall in 2020/21.
- 8.3 As a consequence it is incumbent on the Council to ensure that every opportunity is taken to reduce operating costs/increase commercial revenue in order that the Council can continue to protect the services that it provides to the most vulnerable in our communities. This proposal provides an opportunity from both a financial and operational perspective to support our local communities in the medium term.

## **9. ALIGNMENT WITH CORPORATE PRIORITIES**

### **9.1 Developing the local economy for the benefit of all**

The Cambridge economy is buoyant and growing. Moving staff away from Cambridge will not affect this position and given the alternative uses that could be made of the Shire Hall site will actually see the economy of Cambridge enhanced as it is likely to be replaced with users with a higher

propensity to spend. Furthermore dispersing staff in to the communities in to the localities that they support is likely to have a small positive benefit to those local communities.

## **9.2 Helping people live healthy and independent lives**

The Council are seeking to provide services to the communities that they support. This approach will support individual members of the public to live more independent lives by locating services within the communities that they support.

## **9.3 Supporting and protecting vulnerable people**

See comment above.

# **10. SIGNIFICANT IMPLICATIONS**

## **10.1 Resource Implications**

The detailed business case supporting this report sets out the financial implications associated with this proposal. There is still much to be done in order to produce a definitive statement on the financial implications and this will be influenced by many factors that cannot be known at this stage. However even with these caveats it is clear that this proposal will have a positive impact on the financial position of the Council and will enable additional resources to be allocated to the delivery of front line services that support the most vulnerable.

There will also be a significant impact on the Council's human resources as many staff will have a change in their place of employment. This could lead to a degree of churn from those employees who can currently walk, cycle or who have a short journey to Shire Hall. However financial support will be provided to those that will have additional journey costs for a period and over time the employment conurbations that become the resource pools of the future will adapt and evolve.

## **10.2 Statutory, Risk and Legal Implications**

The business case has made a number of assumptions that contain financial risks. This includes the market interest in the Shire Hall site as a commercial opportunity, and therefore the income generating potential of the site, land acquisition costs, construction costs, and the costs of hosting services within partner organisation properties. Further work is required to provide a definitive overall position of the future opportunity but the sums included within the business case are relatively prudent and therefore there is scope to manage these risks within the financial envelope.

The risk of managing the change effectively is significant and therefore resources will need to be identified to support the programme going forward. The Council will undoubtedly lose some staff through the re-location exercise and this will need to be proactively managed. Equally however it does raise new opportunities and access to resource pools that otherwise would not have been the case.

### 10.3 Equality and Diversity Implications

By adopting a service delivery model that is focussed on local communities potential diversification issues that arise from our existing approach should be mitigated.

### 10.4 Engagement and Consultation Implications

There has been staff and partner engagement as part of the development of the business case and a communications strategy has been established. However to date this has naturally been relatively high level. If the Council endorse the recommendations of the Commercial and Investments Committee to proceed with this opportunity the Council will commence on more robust engagement processes. Staff will be fully engaged with both how the new HQ will look and feel but more importantly ensuring that the spokes are fit for purpose for a modern agile workforce. We will continue to work with partner organisations on how services can integrate and collaborate public services to improve outcomes for the citizens of Cambridgeshire.

### 10.5 Localism and Local Member Involvement

This proposal provides a real opportunity for the Council to use it as a catalyst for a change in the way that services are delivered within the community. It can be used as a step change in the Council's localisation programme taking services in to the communities that they serve.

Although this is not just about Shire Hall the local member for the Division that Shire Hall is located has been briefed about the proposals.

### 10.6 Public Health Implications

There are no significant public health implications arising from this proposal.

Source Documents	Location
Agenda and Minutes of Assets and Investment Committee and Commercial and Investment Committee	<a href="http://www2.cambridgeshire.gov.uk/committeeMinutes/committees/Committee.aspx?committeeID=91">http://www2.cambridgeshire.gov.uk/committeeMinutes/committees/Committee.aspx?committeeID=91</a> <a href="https://cmis.cambridgeshire.gov.uk/ccclive/Committees/tabid/62/ctl/ViewCMIS_CommitteeDetails/mid/381/id/31/Default.aspx">https://cmis.cambridgeshire.gov.uk/ccclive/Committees/tabid/62/ctl/ViewCMIS_CommitteeDetails/mid/381/id/31/Default.aspx</a>

### Examples of Locality Based Proposals

#### Neighbourhood Cares (Buurtzorg)

Neighbourhood Cares is a project which aims to help people find the support they need locally to help them live independently. Neighbourhood Cares workers will provide the support themselves where appropriate.

The Neighbourhood Cares Transformation Pilot uses the Dutch inspired Buurtzorg system in which families and communities play a key role in keeping adults and older people independent into old age. It aims to deliver cost saving early interventions to help individuals maintain their independence and quality of life and be less reliant on expensive adult social care. It also aims to respond to needs in a flexible way, building on natural support networks at a local level. The pilot is designed to improve both the outcomes and the experience of care through a more local and personalised approach. The teams will establish innovative ways of working that could form the basis for delivery of adult social care across Cambridgeshire.

Initially in Soham (Staploe Medical Practice patients) and St Ives (The Spinney Practice Patients), Neighbourhood Cares workers will help people to find support within their community. This might mean helping someone to find support to live with the effects of a stroke, or putting someone who is lonely in touch with a friendship group or social club. It could mean finding support for carers, or helping those who are struggling with bereavement. Neighbourhood Cares workers will help to create and develop new services where they are needed.

The Neighbourhood Cares worker will meet with the person to find out what they need help with, and what they want to achieve, and identify local groups and services which can help. They will then support the person in any way necessary to take up the support: by completing applications, assessments, or by accompanying them on first visits for example. This could also include working with health services to provide the support needed to prevent someone going into hospital.

#### Library Transformation

At the Highways and Community Infrastructure Committee on 13 February 2018 members approved a series of proposals to help begin the transformation of libraries. Agreed proposals that will be introduced from 1 April 2018 included the proposal to co-locate and delivery of more public services under one roof, giving people more reasons to visit and use their library. More government services will begin to become available through local libraries such as social care initiatives and online visa applications.

#### Shared Services

The Council is already sharing a significant number of staff and services with Peterborough City Council. The Chief Executive, most of the senior managers in People and Communities Directorate, the Director of Public Health will be the start rather than the end of this process. Both Councils have ambitious plans to use the resources at their disposal in a more flexible and agile way which requires a different

philosophy and approach to what is seen as the 'working environment'. More and more staff will cover responsibilities across both Cambridgeshire and Peterborough which will require more robust technologies, a working environment that supports agile and modern working and to avoid significant operational down time through travelling to meeting points outside of the cities of Cambridge and Peterborough.

Services have already started to 'vote with their feet'. In addition to the relocation of some highways staff to Huntingdon, some staff within the Peoples and Communities Directorate are seeking to relocate to Stanton House in order to improve overall productivity.

Furthermore this opportunity will enable the County Council to support other partner organisations through the use of spare accommodation within their respective estates. Initial discussions have taken place with district councils in particular. If approval is given by Council to continue with this programme these opportunities will be developed in more detail in the coming months. In addition officers have had very positive discussions with other partners who are interested in sharing a new headquarters if the Council move outside of Cambridge.



## Site Short Listing Critical Success Factors

Critical Success Factor	Commentary
<p><b>1. Can the site be purchased as freehold?</b></p>	<p>The first issue is whether a leasehold or freehold solution is considered to be more financially attractive. The considerations are:</p> <ul style="list-style-type: none"> <li>• A leasehold property will probably be owned by an institution which will require a competitive annual return on the investment which could be 5% or 6% of the capital value. A leasehold would also be subject to rent increases, service charges out of council control, site management constraints, lack of flexibility on space extensions;</li> <li>• A freehold property could be funded by a loan at much less than 5% and be owned by the council or an associated body without the constraints of a leasehold building. The capital sum could be repaid over a fifty-year term which equates to 2% per annum plus a preferential interest rate on a government loan is probably going to be less than the return required by an institutional landlord and the council will own the building;</li> <li>• If a freehold building was identified but the leasehold option was preferred then an institution could be found to fund the purchase and build of a new HQ on the basis of a pre-let to the council.</li> </ul> <p>A freehold property would represent the best value for the Council, and it will ensure its valuable assets are retained.</p>
<p><b>2. Is the site suitable for a purpose built modern building of 3,500 square metres?</b></p>	<p>A cost saving is envisaged by replacing Shire Hall, The Octagon and Babbage House regarded as high value assets, with a single lower cost, more efficient building. Due to differential land values, the solution is going to be outside of the City centre, and because of the specific requirements for a flexible space large enough to accommodate a council chamber, an existing building is unlikely to be capable of cost effective adaption. This leads to a conclusion that the preferred option will be a purpose-built, modern building that will be more efficient in terms of running costs, technological infrastructure and open plan layout, enabling easy staff interaction so encouraging greater team collaboration.</p>
<p><b>3. Is the site capable of supporting the timescales of a new build ready for occupation by</b></p>	<p>Timing of the project can be either worked back from an established date for moving or worked forwards from the moment a decision to move is made. The Council have set out a timetable for a move into a purpose-built Hub by April 2020 at the latest. A provisional timetable is provided in the final</p>

the end of 2020?	section of this report.
<b>4.</b> Does the site have good transport links and potential for adequate car parking facilities?	For the site to be a successful Hub building, staff and public accessibility is essential both in terms of getting to the Hub and of in terms of visiting other partners in the area. This accessibility needs to be assessed in terms of both public transport and private vehicles.
<b>5.</b> Does the site have flexibility so that it could be extended to include other partners in a Cambridgeshire public service hub?	Finalising the existing size requirement for the new Hub is paramount. Additional space and flexibility could most readily be incorporated into a new build option. Additional space requirement could be incorporated into the design such as providing for the addition of a modular top floor or adding a new wing at a later date.

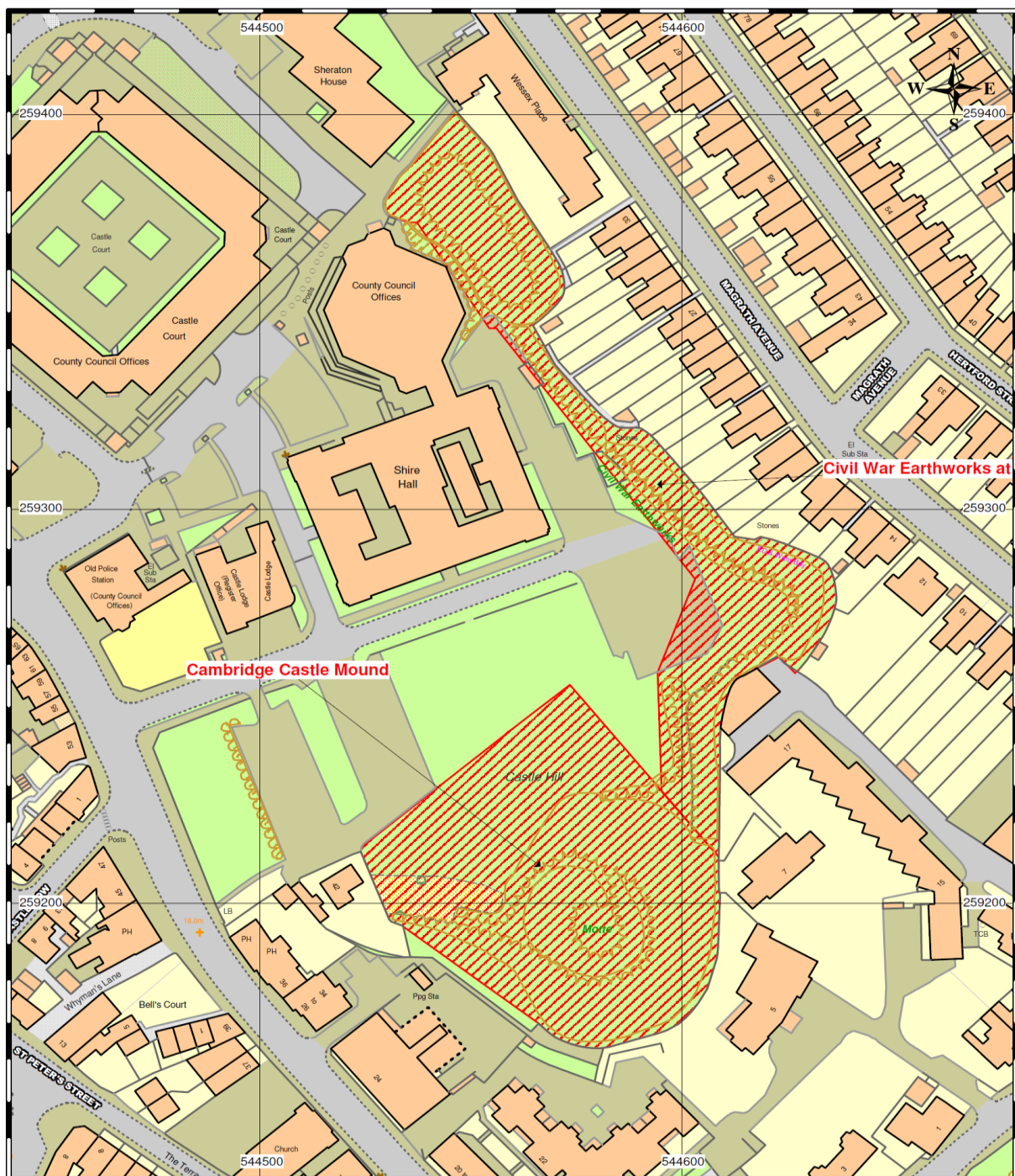
## Short List

Shire Hall Office Project		SHORT LIST					
<b>Camps</b>							
3,500 sqrm (37,700 sqr ft)		Alconbury Enterprise Campus	Cambourne Business Park	Lancaster Way Business Park near RAF Witchford	Adenbrooke's Hospital Site	Northstowe	
Address and Post Code		PE28 4WX	CB23 6DW	Ely CB6 3NW	Awaiting further information from CCC.	8 miles north west of Cambridge City.	
Website Address		<a href="http://www.alconbury-weald.co.uk/enterprise-campus">http://www.alconbury-weald.co.uk/enterprise-campus</a>	<a href="http://www.cambournebusinesspark.co.uk/">http://www.cambournebusinesspark.co.uk/</a>	<a href="http://www.grovemere.com/downloads/lancaster-way-brochure.pdf">http://www.grovemere.com/downloads/lancaster-way-brochure.pdf</a>		<a href="http://www.northstowe.com/">http://www.northstowe.com/</a>	
Location, Transport Links and Accessibility		A14 J24; A(1)M J14 <1km; Huntingdon Station 6km to south; Stagecoach bus company; planned new railway station and guided busway.	500m south of the A428; 10km west of M11; no railway station.	2km from the A10; 2.5km SW of Ely and Tesco Superstore; 3km from Ely Station; Ely rugby club has leisure centre development; public transport links issues.	500m west of A1307; Cambridge Station 3km to south - possibly site for a new station.	North East of the A14 between J29 and J30 and to be served by Oakington and Longstanton stops on the guided busway giving access to Cambridge, St Ives and Huntingdon.	
Infrastructure and surrounding area		New community is being developed on nearly 1,500 acres including a 370 acre business park, 5,000 homes, local infrastructure and community facilities with 700 acres of green space.	Established business park with SCDC offices on campus.	Out of town location; Witchford nearby is a very small village.	Cleared site south of city centre in Medical Area.	A new town on the scale of Milton Keynes; Phase 1 is being developed by Gallagher Estates, recently taken over by L&Q.	
Enterprise Zone		Yes. £275,000 Business Rates reduction over 5 years & speed of Planning is much faster.	Yes. £275,000 Business Rates reduction over 5 years & speed of Planning is much faster.	Yes. £275,000 Business Rates reduction over 5 years & speed of Planning is much faster.		Phase 1 is but Phases 2 and 3 are not.	
LH or FH and Rent or Price		£350k per acre plus build cost by Carters; Or £225-240 per sqr ft net, fully inclusive price - turnkey. Freehold.	Leasehold £22.50 per sqr ft for existing buildings c.£25.00 per sqr ft for new buildings; do not want to sell F/H.	D&B £16-17 psft; 3 acres £400k per acre for the F/H for c.40,000 sqr ft but that appears expensive for Ely.	£ not known.	£ not known but freehold may be available.	
Service Charges on rented space		Not yet available	£6 to £8 psqft	Not yet available	Not yet available	Not yet available	
Business Rates		Not yet available	£7.30 to £8.30 psqft	Not yet available	Not yet available	Not yet available	

Ownership	Urban and Civic	Development Securities PLC and Wrenbridge Land	Grovemere Properties	CCC?	CCC but optioned to HCA.
Planning permission either existing or probable that could be achieved	Established for Business Use - Enterprise Zone so Planning is quicker.	Existing buildings for Business Use and consent for building 4010; other sites do not have planning consent which may not be forthcoming until other sites with consent have been built and occupied.	New business park with outline consent for expansion	None to our knowledge	Phase 1 is currently being built and Phase 2 is at the planning stage.
Size	Design and Build to specification required.	Various existing buildings available but 2020, 2030, 1010 are all too small; building 4010 will be 50,000 sqr ft but has not yet been built will have 200 CP spaces.	15,000 to 150,000 sqr ft		CCC Long list states 67 acres (27.3ha) but refers to 100 acres at Striplands Farm. HCA have directly given information that these offices could be accommodated in the new town centre.
Utilities capacity	Consented Business Park so should be adequate provision.	Consented Business Park so should be adequate provision.	Consented Business Park so should be adequate provision.		The infrastructure is expected to be in place by Q1 2019.
Building costs for a good quality specification	Including land price c.£240 per sqr ft.	Not applicable as leasehold.		Cleared Site?	New build costs not yet known.
Potential issues	Available 9-12 months after completing contracts.	Owners do not want to sell F/H; Should be available 15 mths after completing contracts; the site is triangular so layout options are limited; the site is between two existing buildings so the sun will only affect the front elevation - much of the building will be in constant shade so affecting light, heat and general well being of the staff; running cost implications.	Should be available 9-12 mths after completing contracts; out of town location, no nearby public transport or suitable staff facilities; no direct road links to Huntingdon or Peterborough.	Hospital may wish to expand onto this site.	Infrastructure should be in place Q1 2019; building a new office could be started before the infrastructure is completed; adequate car parking may not be available in a new town centre; costs of land and building are entirely unknown; there is a section 106 obligation to provide a community hub which could be offset against the cost.
Potential to increase the size of the building if required, as relocation plans proceed	Yes - new build.	Immediately to the east of SCDC offices.	Yes - new build.	Yes - new build.	Yes - new build.
Flexible space is required	Yes - new build.	Yes - new build.	Yes - new build.	Yes - new build.	Yes - new build.



# Cambridgeshire County Council



Scale (at A4): 1:1250

Date: 06/10/2009

By: cl276

Based upon Ordnance Survey material with the permission of the  
Controller of Her Majesty's Stationery Office © Crown copyright.  
Unauthorised reproduction infringes copyright  
and may lead to prosecution. 100023205 2009

## SHIRE HALL BUSINESS CASE AND OPTIONS

*To:* **Commercial & Investment Committee**

*Meeting Date:* **15<sup>th</sup> December 2017**

*From:* **Deputy Chief Executive Chris Malyon**

*Electoral division(s):* **All**

*Forward Plan ref:*

*Key decision:* **Yes**

*Purpose:* **The Committee is being asked to consider the business case that has been developed in respect of the re-location of Council staff from Shire Hall to other locations around the county through a hub and spoke model. The report also seeks approval for Officers to commence commercial negotiations regarding the acquisition of land at the two sites under consideration.**

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

- 1. Note the contents of the report and associated business case;**
- 2. Agrees to commence the next phase of the project to include the development of a detailed financial assessment of the revenue and capital implications of moving to a hub and spoke model;**
- 3. Authorises the Deputy Chief Executive to enter commercial negotiations with landowners of the two sites evaluated within the business case;**
- 4. Requests a further report to come to the Committee in the next financial quarter setting out the outcome of those negotiations before a final commitment is made.**

<b><i>Officer contact:</i></b>		<b><i>Member contacts:</i></b>	
Name:	<b>Chris Malyon</b>	Names:	Councillors
Post:	Deputy Chief Executive	Post:	Chair/Vice-Chair
Email:	Chris.malyon@cambridgeshire.gov.uk	Email:	
Tel:	01223 699241	Tel:	01223 706398

## 1. BACKGROUND

- 1.1 The Council have already identified a need to change how, and from where, services are delivered in the future. Furthermore with the increasing financial pressures the Council is facing, it agreed that it should evaluate the potential of moving out of, or significantly reducing, its presence at its central Cambridge Shire Hall site. Shire Hall is the Council's largest and most costly building and therefore officers were asked to evaluate the opportunity of operating from a smaller Civic "Hub", together with several smaller "Spoke" offices. The rationale for this was that it would act as an enabler for services to be delivered closer to service users, and would facilitate the development of opportunities to co-locate with delivery partner organisations.
- 1.2 A Strategic Outline Business Case (OBC) was presented to members in March 2017, and this concluded that two potential locations met the Council's needs for the proposed hub. These were at Alconbury Weald and Northstowe. The OBC process included high-level estimates of the number of posts that would need to be accommodated within the Hub, and the Spokes. Following this decision 31ten Consulting (31ten), supported by Carter Jonas (CJs), were appointed to complete a detailed business case exercise. This was to:
- Complete a detailed financial analysis of the Alconbury and Northstowe sites, to include both capital provision and ongoing running costs;
  - Undertake a detailed financial analysis of the overall model, including revenue income from the Shire Hall site, the new HQ site and any other costs associated with sharing sites with partners etc.;
  - Compile a detailed analysis of all staff moving from the Shire Hall site and identification of future bases;
  - Produce a timeframe to support the move; and
  - Undertake an appraisal of potential challenges and risks.
- 1.3 If the business case is approved a target date of end of 2020 has been established for the new site to become operational. Every effort will however be made to bring this date forward in order that the benefits can be received as soon as possible. The overarching benefits of the proposal will be to:
- Generate financial savings and/or capital/revenue returns;
  - Collocate and consolidate services into a smaller number of properties to help deliver savings that are essential to maintain front line services;
  - Explore greater synergy in service delivery with partners to support service users; and
  - Maximise the value/returns on its surplus property assets via development and revenue generating opportunities.

## 2. MAIN ISSUES

### 2.1 Workstream 1: Potential use of the Shire Hall Site

Carter Jonas were asked to update the options for the future use of the Shire Hall site which was originally produced in September 2016. The majority of the options considered at that time have remained the same. Amendments have been made to option 4 as market research suggests that the spa element should now be excluded, which has resulted in the hotel being able to be accommodated within just Shire Hall, freeing up the Octagon for alternative use/development.

2.2 The options now under consideration are summarised in the table below:

Building	Proposed Use		Proposed Scale	
	2016	2017	2016	2017
Shire Hall & Octagon	Option 1 – Office	Option 1 – Office	78,050 sq. ft.	78,050 sq. ft.
	Option 2 – Residential	Option 2 – Residential	68,690 sq. ft.	68,690 sq. ft.
	Option 3 - Student	Option 3 – Student	107 units	107 units
	Option 4 - Hotel / Conference / Spa	Option 4 - Hotel / Office	130 bedrooms 26,500 sq. ft. conference / leisure	148 bedrooms 23,000 sq. ft. office 6,500 sq. ft. storage

### 2.3 Workstream 2: Developing Preferred Staff Accommodation options

A key driver for the move is to facilitate the Council's broader service delivery transformation by looking to bring delivery closer to service users and where possible co-locating with services to enable effective collaboration.

2.4 Council Services were consulted to understand where the posts currently accommodated in Babbage House, Shire Hall and The Octagon would prefer to be located from a service delivery perspective; in the Hub or in a Spoke. Those that preferred Spoke, also stated a geographic preference for better service delivery.

The key results of the consultation are:

- Of the 1,231 posts located on the site, 712 stated a Hub preference, and 519 a Spoke
- This is significantly more Hub posts than was expected from the OBC – c350
- The largest number of Hub posts are from LGSS, 273 posts, representing c40% of the total

2.5 However much greater engagement will take place with services to determine which services are best placed within the civic hub based on how, as an organisation, we will be working in the future. Through this engagement we will also support services to use this project as an opportunity to enhance their service delivery.

2.4 Work was undertaken to identify potential spoke locations for the Council and the current capacity that exists. Key findings include:

- All Spoke accommodation needs could be met within the Council's existing office portfolio if locational preferences were discounted
- Numerous other public sector bodies have accommodation that they would willingly lease to the County. These include District Councils, Health Bodies and the Police and Crime Commissioner. This could provide opportunities for colocation and asset rationalisation.
- Cambridgeshire Community Service NHS Trust, East Cambs District Council and the Cambridgeshire and Peterborough CCG are all reviewing their current accommodation and might be interested in pursuing colocation possibilities.



## 2.5 Workstream 3: Establishing the scope and costs of the new Civic Hub

Three options are considered for the location of the new Civic Hub; Alconbury, Northstowe and a base case “Do Nothing” option that assumes the Council remain in the three buildings. Shire Hall and the Octagon are refurbished and the lease on Babbage House rolled over in 2020. A fourth option to use a refurbished Octagon building as the site for a new Hub was considered but then discounted as it would not provide sufficient space for the estimated needs. Activities recommended above may shrink the required size of the Hub. In this instance the Council may wish to reconsider this as an option.

2.6 Criteria was developed with the Members Working Group and weighting applied to each:

No	Criteria	Weighting	Explanation
<b>Financial</b>			
1	Overall Financial Return	40%	The total financial performance of the business case, including: <ul style="list-style-type: none"> <li>• The build and operational costs of the new Civic Hub;</li> <li>• The cost of location within the spokes; and</li> <li>• The financial returns from the Shire Hall site.</li> </ul>
<b>Non-Financial</b>			
2	Timeliness	High/12%	The delivery completion date of the new Civic Hub
3	Place	Low/4%	The timeframe for, and complementary nature of the new facilities
4	Scalability of the hub	Low/4%	How well does the hub location provide options to increase or decrease in size to accommodate other partners and / or future Council requirements
5	Land ownership	Medium/8%	Long term land ownership arrangements for the Civic Hub site
6	Build Cost Risk	Low/4%	Exposure to build cost risk for the Civic Hub.
7	Delivery Risk	Low/4%	Exposure to delivery risk for the Civic Hub
8	Operational Risk	Medium/8%	Exposure to operational risk for the Civic Hub
9	Accessibility / Connectivity	Medium/8%	Quality and ease of access for employees from public transport, the road network and for pedestrians / cyclists.
10	IT Connectivity	Low/4%	Quality of IT connectivity from broadband / telephony
11	Sustainability	Low/4%	Overall level of the site environmental sustainability for the Civic Hub location.

2.7 Each option was scored out of five for each of the criteria and that score was applied against the % weighting for that criteria. Scoring was based on what is

deliverable as of the August 2020 timescale. The results are shown below:

Criteria		Option 1 – Do Nothing	Option 2	Option 3
		Score	Score	Score
	Financial Criteria			
1	Overall Financial Return	0%	40%	40%
	Non-financial Criteria			
2	Timeliness	12%	7%	5%
3	Place	4%	3%	2%
4	Scalability of the hub	2%	4%	4%
5	Land ownership	6%	6%	6%
6	Build Cost Risk	3%	2%	2%
7	Delivery Risk	2%	2%	2%
8	Operational Risk	5%	5%	5%
9	Accessibility	6%	5%	3%
10	IT Connectivity	3%	3%	3%
11	Sustainability	2%	2%	2%
Result		45%	79%	73%
Ranking		3	1	2

**CHANGES TO THE LGSS SCHEME OF DELEGATION**

*To:* Council

*Meeting Date:* 20th March 2018

*From:* LGSS Director of Law & Governance  
and Monitoring Officer

*Electoral division(s):* All

*Purpose:* To consider changes to the Cambridgeshire County Council (CCC) Constitution following the implementation of the new LGSS Target Operating Model.

*Recommendation:* That Full Council

- a) approve the following amendments to the Council's Constitution, as recommended by the Constitution and Ethics Committee:
  - i) the revised Scheme of Delegation to Officers, Constitution Part 3D, attached as Appendix A
  - ii) the revised Article 11, Officers, attached as Appendix B
  - iii) the revised Part 7, Management Structure, attached as Appendix D
- b) authorise the Monitoring Officer, in consultation with the Chairman of the Constitution and Ethics Committee, to make any other minor or consequential amendments to the Constitution necessary for, or incidental to, the implementation of these proposals.

<b><i>Officer contact:</i></b>	
Name:	Quentin Baker
Post:	Director of Law & Governance and Monitoring Officer
Email:	<a href="mailto:quentin.baker@cambridgeshire.gov.uk">quentin.baker@cambridgeshire.gov.uk</a>
Tel:	01223 727961

## **1. BACKGROUND**

- 1.1 LGSS restructured in the autumn of 2016. As a result the following functions were returned to the retained shareholder organisations (those sections of the three councils that sit outside of LGSS), Northamptonshire County Council (NCC), Cambridgeshire County Council (CCC) and Milton Keynes Council (MKC):
- Chief Finance Officer / Section 151 Officer (CFO/S151) delegations (NCC, CCC & MKC)
  - Property Services (NCC & CCC)
  - Strategic Asset Management (NCC & CCC)
  - Monitoring Officer for NCC and MKC
- 1.2 As a result the LGSS Scheme of Delegation requires updating to reflect the new LGSS Target Operating Model and changes to job titles. The LGSS Scheme of Delegation is included within Part 3D of Cambridgeshire's Constitution, the Scheme of Delegation to Officers, and the updated version of Part 3D is attached as Appendix A. New text is shown underlined, thus, and deleted text is shown struck through, ~~thus~~.
- 1.3 It is also appropriate to take the opportunity to update the delegations concerning the Pensions Service for NCC and CCC in order to simplify and make the approach consistent between NCC and CCC. This is included in Appendix A.
- 1.4 Article 11 has also required revision to take account of changes in the LGSS Scheme of Delegation. The revised Article 11 is attached as Appendix B.
- 1.5 Part 7, Management Structure, also requires revision to reflect various changes, set out above (paragraph 1.1) and in the report to agenda item 8(b). The opportunity has been taken to revise the layout of Part 7; Appendix C shows new text underlined and deleted text struck through, but because it is not easy to judge the results in this format, Appendix D sets out the proposed new version as if all the Appendix C changes have been accepted.
- 1.6 As set out more fully in the report to agenda item 8(b), the Children, Families and Adults directorate has been renamed People and Communities, and the Economy, Transport and Environment directorate has been renamed Place and Economy. These name changes are reflected in the appendices to the present report. Other changes have seen the disappearance of the job title 'Corporate Director', and the introduction of 'Assistant Director' as equivalent to 'Service Director'.
- 1.7 The Constitution and Ethics Committee considered and endorsed the proposed changes at its meeting on 30 January 2018.

## **2. MAIN ISSUES**

### **2.1 CFO/S151 delegations (NCC, CCC & MKC)**

The CFO role was previously part of the LGSS Finance Directorate. As part of the autumn 2016 restructure this role moved back to the CCC retained organisation. The CFO is now the commissioner of LGSS services on behalf of CCC.

The revision of the LGSS Scheme of Delegation, as included in Appendix A, has therefore removed all S151 responsibilities. This exercise has been undertaken in consultation with the CCC CFO/S151 Officer.

The overall responsibilities of the Chief Finance Officer (CFO) / S151 Officer are set out in Article 11, and the CFO/S151 responsibilities currently included in the LGSS Scheme of Delegation are transferred to an earlier section of Part 3D, as set out in Appendix A.

## **2.2 Property Services and Strategic Asset Management**

Property Services and Strategic Asset Management were previously part of the LGSS Finance Directorate. As part of the autumn 2016 restructure these moved back to the CCC retained organisation. All sections relating to these functions have been removed from the LGSS Scheme of Delegation.

## **2.3 Monitoring Officer for NCC and MKC**

The Monitoring Officer functions for NCC and MKC were moved back to the retained organisations as part of the autumn 2016 restructure; the relevant sections have been deleted from the LGSS Scheme of Delegation, but the CCC delegations have been retained.

## **2.4 Pensions**

The sections on Pensions in the original scheme of delegation were out of date and required updating. The delegations for the Pensions Service are split between the LGSS Director of Finance and the CFO/S151 Officer.

The delegation for the LGSS Director of Finance has been redrafted to make it clear that this role has operational responsibility for the Service as delegated by the Pensions Committee.

The CFO/S151 Officer function has been simplified to an overarching statutory responsibility for the proper administration of the Pensions Service *'to safeguard the financial position of the Pension Fund (LGPS) in consultation with the Chairman (or Vice-Chairman if the Chairman is not available) of the Pension Fund Committee where possible'*.

<b>Source Documents</b>	<b>Location</b>
Council's Constitution	<a href="http://tinyurl.com/Constitution-CCC">http://tinyurl.com/Constitution-CCC</a>
Reports to and minutes of Constitution and Ethics Committee 30 January 2018	<a href="https://cmis.cambridgeshire.gov.uk/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/531/Committee/10/Default.aspx">https://cmis.cambridgeshire.gov.uk/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/531/Committee/10/Default.aspx</a>



**Appendix A**

**Part 3D - SCHEME OF DELEGATION TO OFFICERS**

**1. Introduction**

This section describes the extent and nature of the authority delegated to officers to undertake functions on behalf of Cambridgeshire County Council. The delegations are made by either the Full Council or one of its committees.

**2. General Principles**

The Chief Executive and the Chief Officers, where they consider it necessary and expedient, may authorise officers within their respective service Directorates to undertake functions on their behalf. If such authorisations are made, the relevant Chief Officer shall prepare and maintain a written schedule of authorisations to be available for inspection by the Monitoring Officer and published on the Council's website.

Where an officer listed in this Scheme of Delegation is absent for any period, the Chief Executive may nominate in writing another officer to act in his/her place during their absence and shall make a record of all such nominations.

The Chairman/woman of the relevant committee may request an officer not to exercise their delegated power in any particular case and, if so, a report will be taken to the next available meeting of this committee for consideration.

Chief Officers shall agree with the Chairman/woman and Vice-Chairman/woman of the relevant committee the nature and level of information the committee requires regarding the exercise of officers' delegated powers.

Chief Officers shall exercise their delegated powers in accordance with any requirements of the Chief Executive.

**General Delegation**

The Chief Executive and Chief Officers/Directors are authorised to discharge all the functions of the authority within their areas of responsibility as defined below and subject to the General Conditions and Limitations set out below.

**Conditions Relating to the Exercise of Delegated Authority**

The exercise of functions delegated to officers under this scheme must comply with:

- i) any legal requirement or restriction
- ii) any relevant provision in the Council's Constitution
- iii) the Council's policy framework and any other plans and strategies approved by the Council
- iv) the relevant in-year budget
- v) the relevant officers' code of conduct
- vi) the Council's Financial and Contract Procedure Rules
- vii) the requirements of the Openness of Local Government Bodies Regulations 2014 and any supporting guidance
- viii) all other relevant policies, procedures, protocols and provisions.



## **Limitations to the Exercise of Delegated Powers**

Officers in the exercise of functions delegated by this scheme may not:

- i) make Key Decisions as defined in the relevant Council's Constitution unless it is specifically delegated to the officer. An officer making a Key Decision specifically delegated to him/her shall first consult with the Chairman/woman and Vice-Chairman/woman of the relevant committee before exercising such delegation.
- ii) change or contravene policies or strategies approved by the Council or its committees or joint committees in the absence of specific delegated authority to do so
- iii) create or approve new policies or strategies, in the absence of specific delegated authority to do so
- iv) take decisions to withdraw public services, in the absence of specific delegated authority to do so
- v) take decisions to significantly modify public services without consulting the appropriate committee chairman/woman and vice-chairman/woman before exercising the delegated power.

## **Consultation**

Where an officer takes a decision under delegated authority on a matter which has significant policy, service or operational implications or is known to be politically sensitive, the officer shall first consult with the appropriate committee chairman/woman and vice-chairman/woman before exercising the delegated powers.

When exercising delegated powers, officers shall ensure that local Members are kept informed of matters affecting their divisions.

## **3. Specific Delegations**

### **CHIEF EXECUTIVE:**

To act as Head of Paid Service for the purposes of the Local Government and Housing Act 1989.

To exercise in cases of urgency, those functions delegated to the Executive Directors, Corporate/Service Directors or Heads of Service and in cases of emergency all powers of the Council.

To act as controller in war and to exercise all the powers of local government in the event of circumstances arising in which the County Council, or the committee to which emergency powers have been delegated, is unable to act.

To take all operational decisions necessary to secure the provision of services and/or the discharge of statutory functions, including the power to enter into contracts, in accordance with approved policies and Financial Regulations across the County Council.

In accordance with the Procedure for taking urgent decisions contained in Part 4.4(a) of the Constitution to make any decision normally reserved to committee or another officer.



**CHIEF EXECUTIVE:**

To hold to account Executive and Corporate Directors for the performance of their departments.

To place items of business on agendas for formal member meetings.

Authority for the approval of pay, terms and conditions of service and training of employees except for approving the annual Senior Officer Pay Policy Statement which is reserved to the Full Council.

Authority to determine the number, grade, title and nature of staff employed within the County Council.

**ALL EXECUTIVE DIRECTORS AND CORPORATE DIRECTORS INCLUDING THE CHIEF FINANCE OFFICER / SECTION 151 OFFICER:**

1. To make applications for planning permission in pursuance of Regulation 3 of the Town and Country Planning General Regulations 1992.
2. To incur expenditure in emergencies under Section 138 of the Local Government Act 1972.
3. To make all staff appointments below the level of Service or Corporate Director and to determine the remuneration and conditions of service of each post within any guidance or instructions issued by the LGSS: Director of HR and OD.
4. To dispense with any provision of the Contract Regulations, but only in accordance with the detailed requirements for Exemptions set out in the Procurement Rules and/or Scheme of Financial Management up to a fixed sum (A7 below) or up to the EU threshold, and in consultation with the relevant committee Chairman/woman and Vice-Chairman/woman.
5. To approve, with the agreement of the ~~LGSS: Director of Finance~~ Chief Finance Officer, new revenue or capital schemes by Trading Units at no net cost to the Council.
6. To exercise corresponding powers and duties as already delegated to officers of the Council within the Scheme of Delegation where these or similar powers and duties are included in revised Acts, Orders or Regulations.
7. To take all operational decisions necessary to secure the provision of services and/or discharge of statutory functions, including the power to enter into contracts, in accordance with approved policies and Financial Regulations or the purpose of this Scheme of Delegation, this shall include the power to authorise the sealing of contract documents including plans and schedules in the absence of specific committee authority.





**ALL EXECUTIVE DIRECTORS AND CORPORATE DIRECTORS INCLUDING THE CHIEF FINANCE OFFICER / SECTION 151 OFFICER:**

8. Authority to determine the number, grade, title and nature of staff within their Directorate and all other terms and conditions.

Subject to budget and in consultation with the Director of ~~People, Transformation and Transactions~~ HR.

9. To hold officers to account for the performance of their service areas
10. The following table identifies the finance limits of delegated powers that Full Council has issued to all Executive and Corporate Directors for specific finance-related decisions.

	£
A1 Capital virement	250,000
A2 Revenue virement (including operational savings)	160,000
A3 Debt write-off	5,000
A4 Loans to other persons or organisations	5,000
A5 Property transaction - capital value	500,000
A6 Property transaction - annual rental	150,000
A7 Loans and expenditure from Funds	300,000

**CHIEF FINANCE OFFICER / SECTION 151 OFFICER**

	<b><u>Delegation</u></b>	<b><u>Condition</u></b>
1.	<u>Authority to approve any changes to the Scheme of Financial Management as may be necessary from time to time to reflect and take account of changes in legislation, guidance, Council policy, decisions of the Council and any drafting changes or improvements. This shall not include any changes of substance.</u>	<u>In consultation with the Chairman/ woman of the General Purposes Committee. Not to be exercised if the Chairman/woman of the General Purposes Committee objects to the proposed change.</u>
2.	<u>The management of trust funds on behalf of CCC.</u>	
3.	<u>The Treasury Management function including the management of debt and the borrowing and investment of money (excluding the Superannuation Fund).</u>	
4.	<u>Approval of CCC's banking facilities; arrangements for the signing and security of cheques, etc.</u>	



	<b><u>Delegation</u></b>	<b><u>Condition</u></b>
5.	<u>Capital financing determinations under the Local Government and Housing Act 1989 where these may be made by an officer.</u>	
6.	<u>Approval of supplementary estimates of expenditure under Section 138 of the Local Government Act 1972 (emergencies or disasters affecting.</u>	
7.	<u>To approve any detailed schemes of local financial management.</u>	
8.	<u>To approve the implementation of local financial systems.</u>	
9.	<u>Responsibility for the proper administration of the Pensions Service to safeguard the financial position of the Pension Fund (LGPS) in consultation with the Chairman (or Vice-Chairman if the Chairman is not available) of the Pension Fund Committee where possible.</u>	
10.	<u>To write off bad or irrecoverable debts or deficiencies relating to stores or property up to a maximum amount set out in the Council's constitution or unlimited if the debtor is bankrupt/insolvent; unable to be traced; in prison and has no means to pay; or there is no, or uncertain liability.</u>	
11.	<u>To make loans in furtherance of service objectives to other persons or organisations up to a maximum amount set out in the Council's constitution.</u>	
12.	<u>To approve loans and expenditure financed from the Invest to Transform Fund, Partnership Fund, Capital Financing Fund and Environmental Fund subject to certain financial limits set out in the Council's constitution.</u>	
13.	<u>To determine requests for CCC to act as co-guarantor for leases held by voluntary organisations and charities, in consultation with the appropriate Committee Chairman/woman (or in his/her absence the Vice-Chairman/woman).</u>	
14.	<u>To authorise, in consultation with the Executive Director: Children, Families and Adults, schools to plan for a deficit budget to finance exceptional purchases/ projects.</u>	



	<b><u>Delegation</u></b>	<b><u>Condition</u></b>
15.	<u>To review and increase financial limits on an annual basis, taking account of inflation, subject to consultation with the appropriate Committee Chairman/woman (or in his/her absence the Vice-Chairman/woman).</u>	
16.	<u>To sign off grant claims.</u>	

**EXECUTIVE DIRECTOR: CHILDREN, FAMILIES AND ADULTS PEOPLE AND COMMUNITIES**

The exercise of the responsibilities set out below is delegated by the County Council:

- (a) To be the designated Director of Children Services in accordance with Section 18(1) of the Children's Act 2004
- (b) Taking all operational decisions necessary to secure the provision of services and/or discharge of statutory functions, including the power to enter into contracts, in accordance with the approved policies and Financial Procedure Rules in relation to the following areas:

**Adult Social Care**

- Safeguarding
- Mental Health
- Disability
- Older People
- Residential services
- Day Services
- IT systems
- Partnership and Planning

**Children's Social Care**

- Education
- Special educational needs and disability
- Safeguarding and protection
- Children's social care
- Youth services
- Early Years
- IT systems
- Partnership and Planning

- (c) Approving school governor appointments for which the Council has responsibility and reporting these decisions quarterly to the Children and Young People's Committee
- (d) Holding officers to account for the performance of their service areas



**EXECUTIVE DIRECTOR: ~~ECONOMY, TRANSPORT AND ENVIRONMENT SERVICES~~  
PLACE AND ECONOMY**

The exercise of the responsibilities set out below is delegated by the County Council:

- (a) Taking all operational decisions necessary to secure the provision of services and/or discharge of statutory functions, including the power to enter into contracts, in accordance with the approved policies and Financial Procedure Rules in relation to the following areas:

- Major infrastructure Delivery
- Waste Disposal
- Growth and Economy
- Transport and infrastructure Policy and Funding
- Highway
- Assets and Commissioning
- Traffic and Road Safety
- Policy Co-ordination
- Trading Standards
- Archaeology and Conservation
- Strategic Planning
- ~~Adult Learning Services~~, Libraries, Archives and Information
- Registration and Coroners Services
- Planning
- Cultural and Parking Services

- (b) Holding officers to account for the performance of their service areas

**DIRECTOR OF PUBLIC HEALTH**

The exercise of the responsibilities set out below is delegated by the County Council:

<b>Public Health Services</b>	<b>Delegated to:</b>
Responsible person for ensuring that the Council complies with statutory requirements relating to complaints made to the Council about its public health functions and, where necessary, action is taken in light of the outcome of such complaints.  Part 4, Regulation 22(1)(a), The NHS Bodies and Local Authorities (Partnership Arrangements, Care Trusts, Public Health and Local Healthwatch) Regulations 2012.	Chief Executive
Responsibility for preparing an annual report on the health of the people of Cambridgeshire under Section 31, Health and Social Care Act 2012.	Director of Public Health



<b>Public Health Services</b>	<b>Delegated to:</b>
Responsibility for preparing an annual health protection report to the Health and Wellbeing Board to cover a summary of relevant activity and the multi-agency health protection plans in place, establish how the various health protection responsibilities are discharged, and identify their relationship to the Joint Strategic Needs Assessment and Health and Wellbeing Strategy priorities.	Director of Public Health
Responsibility for exercising the Council's powers and duties to improve the health of the people in the Council's area under Section 30, Health and Social Care Act 2012 and Section 2B, NHS Act 2006. In exercising this duty, the steps that may be taken include: a) providing information and advice; b) providing services or facilities designed to promote healthy living (whether by helping individuals to address behaviour that is detrimental to health or in any other way); c) providing services or facilities for the prevention, diagnosis or treatment of illness; d) providing financial incentives to encourage individuals to adopt healthier lifestyles; e) providing assistance (including financial assistance) to help individuals to minimise any risks to health arising from their accommodation or environment; f) providing or participating in the provision of training for persons working or seeking to work in the field of health improvement; and g) making available the services of any person or any facilities.	Director of Public Health
Responsibility for exercising the Council's powers and duties that relate to planning for, or responding to, emergencies involving a risk to public health. Under Section 30, Health and Social Care Act 2012 and Section 73A, NHS Act 2006.	Director of Public Health
Responsibility for exercising the Council's powers and duties that relate to arrangements for assessing etc risks posed by certain offenders.  (Section 30, Health and Social Care Act 2012. Section 325, Criminal Justice Act 2003)	Director of Public Health
Power to conduct, commission or assist the conduct of research for any purpose connected with the exercise of the Council's functions in relation to the health service and to obtain data, information or advice from persons with professional expertise pursuant to conducting such research.  (Section 17, Health and Social Care Act 2012. Section 5, NHS Act 2006.)	Director of Public Health



<b>Public Health Services</b>	<b>Delegated to:</b>
<p>Power to discharge those functions of the Council arising from the requirement that a licensing authority, when determining and publishing a licensing statement pursuant to section 5(3)(bb) (statement of licensing policy) of the Licensing Act 2003, must consult an authority with responsibility for public health.</p> <p>(Section 5(3)(bb) (statement of licensing policy) of the Licensing Act 2003,)</p>	Director of Public Health
<p>In relation to the Licensing Act 2003:</p> <ul style="list-style-type: none"><li>• authority to make representations on behalf of the Council to a licensing authority in relation to the determination of an application for, or a variation or minor variation of, a premises licence.</li><li>• authority to make representations on behalf of the Council to a licensing authority in relation to the determination of an application for a provisional statement.</li><li>• authority to make an application or representations on behalf of the Council to a licensing authority for and/or in relation to the review of a premises licence.</li></ul> <ul style="list-style-type: none"><li>• authority to make representations on behalf of the Council to a licensing authority in relation to the summary review of a premises licence.</li><li>• authority to make representations on behalf of the Council to a licensing authority in relation to the determination of an application for, or a variation or minor variation of, a club premises certificate.</li><li>• authority to make an application or representations on behalf of the Council to a licensing authority for and/or in relation to the review of a club premises certificate.</li><li>• authority to make representations on behalf of the Council to a licensing authority in relation to the inspection of premises prior to the grant of a club premises certificate.</li><li>• authority to make representations on behalf of the Council to a licensing authority in relation to the review of a club premises licence following a closure order.</li><li>• authority to make representations on behalf of the Council to a licensing authority in relation to the determination of an application for an early morning alcohol restriction order.</li></ul> <p>(Sections 18, 35 and 41B and Sections 31, 51, 52, 53, 53C, 72, 85, 86B, 87(d), 88, 89, 96, 167(e) and 172B(f) of the Licensing Act 2003)</p>	Director of Public Health



<b>Public Health Services</b>	<b>Delegated to:</b>
<p>Responsibility for exercising the Council's powers and duties to provide, or secure the provision of, oral health promotion programmes to the extent that the Council considers appropriate.</p> <p>Responsibility for exercising the Council's powers and duties to provide, or secure the provision of oral health surveys to facilitate:</p> <ul style="list-style-type: none"><li>• The assessment and monitoring of oral health needs;</li><li>• The planning and evaluation of oral health promotion programmes;</li><li>• The planning and evaluation of the arrangements for the provision of dental services as part of the health services; and</li><li>• Where there are water fluoridation programmes affecting Cambridgeshire, the monitoring and reporting of the effect of water fluoridation programmes.</li></ul> <p>(The NHS Bodies and Local Authorities (Partnership Arrangements, Care Trusts, Public Health and Local Healthwatch) Regulations 2012 and Section 87 (1) of the Water Industry Act 1991.)</p>	Director of Public Health
<p>Responsibility for exercising the Council's powers and duties to respond to oral health surveys conducted or commissioned by the Secretary of State under paragraph 13(1) of Schedule 1 to the National Health Service Act 2006 where the survey is conducted within Cambridgeshire.</p> <p>(The NHS Bodies and Local Authorities (Partnership Arrangements, Care Trusts, Public Health and Local Healthwatch) Regulations 2012)</p>	Director of Public Health
<p>Responsibility for exercising the Council's powers and duties relating to the making of, and consultation on, water fluoridation proposals to the Secretary of State.</p> <p>(Section 36, Health and Social Care Act 2012 and Section 88B, Water Industry Act 1988)</p>	Director of Public Health
<p>Responsibility for exercising the Council's powers and duties to provide for the medical inspection at appropriate intervals of pupils in attendance at schools maintained by the Council as local education authority and for the medical treatment of such pupils.</p>	



<b>Public Health Services</b>	<b>Delegated to:</b>
Responsibility for exercising the Council's powers and duties to provide for the medical inspection or treatment of: a) senior pupils in attendance at any educational establishment, other than a school, which is maintained by the Council and at which full-time further education is provided (subject to the prior agreement of the governing body of the establishment); or b) any child or young person who, in pursuance of section 19 or 319 of the Education Act 1996 (c. 56), is receiving primary or secondary education otherwise than at a school.	
Responsibility for exercising the Council's powers and duties to provide for the medical inspection or treatment of pupils in attendance at any educational establishment which is not maintained by a local education authority by arrangement with the proprietor of that establishment.  (Section 17, Health and Social Care Act 2012 and Section 5, NHS Act 2006.)	
Responsibility for exercising the Council's powers and duties to provide for the weighing and measuring of pupils in attendance at any school which is maintained by the authority and, by arrangement with the proprietor, at any school which is not maintained by the Council.  (Section 17, Health and Social Care Act 2012, Section 5, NHS Act 2006. Part 2, Regulation 3 of The Local Authorities (Public Health Functions and Entry to Premises by Local Healthwatch Representatives) Regulations 2012 (DRAFT).)	Director of Public Health
Responsibility for exercising the Council's powers and duties to provide, or make arrangements for the provision of, health checks to eligible persons within the Council's area, pursuant to the requirements set out in the legislation below.  (Section 2B, National Health Service Act 2006. Part 2, Regulations 4 and 5 of The Local Authorities (Public Health Functions and Entry to Premises by Local Healthwatch Representatives) Regulations 2012 (DRAFT).)	Director of Public Health





<b>Public Health Services</b>	<b>Delegated to:</b>
<p>Responsibility for exercising the Council's powers and duties to provide, or make arrangements for the provision of, open access sexual health services within the Council's area, including:</p> <ul style="list-style-type: none"><li>a) contraceptive services; and</li><li>b) services related to the prevention and treatment of sexually transmitted infections.</li></ul> <p>pursuant to the requirements set out in the legislation referred to below</p> <p>(Section 2B and Schedule 1 (para. 8), National Health Service Act 2006. Part 2, Regulation 6 of The Local Authorities (Public Health Functions and Entry to Premises by Local Healthwatch Representatives) Regulations 2012 (DRAFT).)</p>	Director of Public Health
<p>Responsibility for exercising the Council's powers and duties to provide, or make arrangements for the provision of, a public health advice service to any clinical commissioning group whose area falls wholly or partly within the Council's area.</p> <p>(Section 2A and 2B, National Health Service Act 2006. Part 2, Regulation 7 of The Local Authorities (Public Health Functions and Entry to Premises by Local Healthwatch Representatives) Regulations 2012 (DRAFT).)</p>	Director of Public Health
<p>Responsibility for reviewing the range of matters to be covered by any such public health advice service, having had regard to the needs of the people in the Council's area and in agreement with the clinical commissioning group(s) to which the service is provided.</p> <p>(Section 2A and 2B, National Health Service Act 2006. Part 2, Regulation 7 of The Local Authorities (Public Health Functions and Entry to Premises by Local Healthwatch Representatives) Regulations 2012 (DRAFT).)</p>	Director of Public Health
<p>Responsibility for exercising the Council's powers and duties relating to independent mental health advocate services.</p> <p>(Section 130, Mental Health Act 1983 and Section 43, Health and Social Care Act 2012.)</p>	Director of Public Health
<p>Responsibility for exercising the Council's powers and duties relating to the provision of direct payments for healthcare.</p> <p>(Section 12A, NHS Act 2006 and Schedule 4, Part 1, Health and Social Care Act 2012.)</p>	Director of Public Health



<b>Public Health Services</b>	<b>Delegated to:</b>
<p>Responsibility for exercising the Council's powers and duties relating to independent mental capacity advocates.</p> <p>(Section 35, Mental Capacity Act 2005 and Schedule 4, Part 1, Health and Social Care Act 2012.)</p>	Director of Public Health
<p><b>Statutory functions of the Director of Public Health relating to protecting the health of the local population</b></p> <p>Responsibility for exercising the Council's powers and duties to provide information and advice to responsible persons and relevant bodies within, or which exercise functions relating to, the Council's area, with a view to promoting the preparation of appropriate local health protection arrangements.</p> <p>(Section 2A and 2B, National Health Service Act 2006. Part 2, Regulation 8 of The Local Authorities (Public Health Functions and Entry to Premises by Local Healthwatch Representatives) Regulations 2012 (DRAFT).)</p>	Director of Public Health
<p><b>Statutory functions of the Director of Public Health relating to charges in respect of the Council's functions under Section 2B of the NHS Act 2006.</b></p> <p>Responsibility for exercising the Council's powers and duties to make and recover charges in respect of:</p> <ul style="list-style-type: none"><li>a) providing information and advice;</li><li>b) providing services and facilities designed to promote healthy living;</li><li>c) providing or participating in the provision of training for persons working or seeking to work in the field of health improvement; and</li><li>d) making available the services of any person or facilities.</li></ul> <p>Subject to the restrictions set out in the legislation referred to below</p> <p>(Section 2B, National Health Service Act 2006 and Part 3, Regulation 9 of The Local Authorities (Public Health Functions and Entry to Premises by Local Healthwatch Representatives) Regulations 2012 (DRAFT).</p>	Director of Public Health



<b>Public Health Services</b>	<b>Delegated to:</b>
<p><b>Statutory functions relating to joint working with the prison service under Section 249 of the NHS Act 2006.</b></p> <p>Responsibility for exercising the Council's powers and duties to enter into prescribed arrangements with the prison service insofar as those arrangements relate to securing and maintaining the health of prisoners.</p> <p>(Section 249, National Health Service Act 2006 and Section 29, Health and Social Care Act 2012.)</p>	<p>Director of Public Health</p>

## **CORPORATE DIRECTOR: CORPORATE AND CUSTOMER SERVICES AND TRANSFORMATION**

The exercise of the responsibilities set out below is delegated by the County Council:

- (a) Taking all operational decisions necessary to secure the provision of services and/or discharge of statutory functions, including the power to enter into contracts, in accordance with the approved policies and Financial Procedure Rules in relation to the following areas:

- ~~Business Transformation~~
- Chief Executive's Support team, including support for Lord Lieutenant, Chairman/woman and Director
- Communications and ~~Community Engagement~~ Information, including press and media, council-wide campaigns, council brand and website
- Customer Service Strategy, policy and operations Services, including the Contact Centre and corporate reception sites
- IT and Digital Delivery Service, including council-wide strategy and support for all business systems
- Emergency and Business Continuity Planning
- ~~Equality and Health and Safety (strategic lead)~~
- ~~Gypsies and Travellers (strategic lead)~~
- Business Intelligence, including Information Governance, Information Management, and Records Management, Research, and Management & Performance Information
- ~~Military Covenant~~
- ~~Risk Management~~

- (b) Holding officers to account for the performance of their service areas



## **The LGSS Joint Committee Scheme of Delegation - Shared Services and Delegated Functions**

### **1. The Shared Services**

#### **1.1 Cambridgeshire County Council (CCC), Northamptonshire County Council (NCC) & Milton Keynes Council (MKC):**

- Finance;
- Internal Audit and Risk;
- Information Systems and Communication Technology;
- Procurement;
- Insurance;
- Democratic Services;
- Human Resources;
- Learning and Development;
- HR Transactions and Payroll;
- Financial Transactions – accounts payable, accounts receivable & financial assessments;
- Enterprise Resource Planning (ERP) and business systems; and
- Business Support Service to schools.

#### **1.2 Cambridgeshire County Council and Northamptonshire County Council:**

- Pensions - Administering Authority and Employer;
- ~~Property and Asset Management Service;~~ and
- Legal Services.

#### **1.3 Cambridgeshire County Council only**

- Monitoring Officer function (CCC only)

#### **1.34 Milton Keynes Council:**

- Revenues and Benefits.

#### **1.45 Client Authorities:**

- See section 4.

### **2. Delegation of Functions and Responsibilities**

#### **General Principles**

- 2.1 The Councils each agree that the Shared Services listed above will be provided under the auspices of the Joint Committee (LGSS) which shall be responsible for the provision of the Shared Service under delegated authority from the Councils to the Joint Committee, which is set out set out below at Section 6.1 in respect of all of the Councils, at Section 6.2 in respect of CCC and NCC only, at Section 6.3 in respect of CCC only, at Section 6.4 in respect of NCC only and at Section 6.5 in respect of MKC only. These delegations are subject to the conditions, limitations and the specific reservations, set out below.



- 2.2 In order to facilitate the efficient and effective conduct of the Shared Services, the Joint Committee shall delegate certain functions and responsibilities to the LGSS Managing Director and to the LGSS Service Directors. The LGSS Managing Director and the LGSS Service Directors, where they consider it necessary, may sub-delegate to officers within their respective service Directorates. Such delegations must be made in writing and must be available for inspection by the Monitoring Officers and Section 151 Officers of the Councils.
- 2.3 Where an Officer listed in this scheme of Delegation is absent for any period, the LGSS Managing Director may nominate in writing another officer to act in his/her place during his/her absence and shall make a record of all such nominations. Without prejudice to the generality of the above and to any specific delegation listed below, the officers listed in this section are authorised to exercise the following functions of the Council, the Leader and the Head of Paid Service, which relate to their area of responsibility.

#### **Conditions Relating to the Exercise of Delegated Authority**

- 2.4 The exercise of functions delegated to officers under this scheme must comply with:
- i) any legal requirement or restriction
  - ii) the relevant Council's Constitution
  - iii) the relevant Council's policy framework and any other plans and strategies approved by the relevant Cabinet or Full Council/relevant Committee
  - iv) the relevant in-year budget
  - v) the relevant officers code of conduct
  - vi) relevant Procurement standing orders and financial regulations
  - vii) all other relevant policies, procedures, protocols and provisions.

#### **Limitations to the Exercise of Delegated Powers**

- 2.5 Officers in the exercise of functions delegated by this scheme may not:
- i) make Key Decisions as defined in the relevant Council's Constitution, unless where specifically provided for by that Council's constitution;
  - ii) change or contravene policies or strategies approved by the Council/Committee (in the case of CCC) or the Council/Cabinet (in the case of MKC or NCC) in the absence of specific delegated authority to do so;
  - iii) create or approve new policies or strategies, in the absence of specific delegated authority to do so;
  - iv) take decisions to withdraw public services, in the absence of specific delegated authority to do so;
  - v) take decisions to significantly modify public services without consulting the appropriate Cabinet Member (in the case of MKC and NCC) or Full Council/Committee Chairman/woman (in the case of CCC) before exercising the delegated power.



## Consultation

- 2.6 Where an officer takes a decision under delegated authority on a matter which has significant policy, service or operational implications or is known to be politically sensitive, the officer shall first consult with the appropriate Cabinet Member and Section 151 Officer (MKC or NCC) or Committee Chairman/woman (or in his/her absence the Vice-Chairman/woman) and Section 151 Officer (CCC) before exercising the delegated powers. When exercising delegated powers, officers shall ensure that local Members are kept informed of matters affecting their divisions or wards.

## 3. Specific Delegations

The delegations are listed as follows:

- Section 6.1 – All authorities (CCC, NCC and MKC);
- Section 6.2 – CCC and NCC only;
- Section 6.3 – CCC only;
- Section 6.4 – NCC only; and
- Section 6.5 – MKC only
- Section 6.6 Monitoring Officer (CCC only).

and in the following order:

- Not delegated;
- Delegated to Chief Executives;
- Delegated to all LGSS Directors;
- Delegated to LGSS Managing Director;
- Delegated to Specific LGSS Directors; and
- Delegated to Monitoring Officer ~~and Chief Finance Officer~~ (CCC only).

## 4. Powers and Duties delegated by client authorities

- 4.1 The LGSS Joint Committee shall be responsible for the provision of shared services under delegated authority from the councils concerned to the Joint Committee. The nature of services provided and the conditions, limitations and the specific reservations which apply are set out below. Where a council has delegated authority to the LGSS Joint Committee, those powers and duties shall be set out either generally or specifically in that council's constitution or scheme of delegation.
- 4.2 Under the auspices of the Partnership and Delegation Agreements in place between the client authorities and the Delegation and Joint Committee Agreement between Cambridgeshire County Council, Northamptonshire County Council and Milton Keynes Council (LGSS) and by virtue of Sections 101, 112 and 113 of the Local Government Act 1972, officers of the aforementioned authorities are authorised to undertake any and all of the specified functions on behalf of the client authorities.



## 5. Financial Limitations

The following table sets out the financial limits of powers delegated to the LGSS Joint Committee and directors:

Limits of powers delegated to the LGSS Joint Committee	£
Key decision threshold	500k (CCC, NCC) 100k (MKC)
Issuing orders for goods and services	Unlimited (CCC), 500k (NCC, MKC)
Capital virement	250k (CCC), 100k (NCC), N/A (MKC)
Revenue virement	160k (CCC), 100k (NCC), N/A (MKC)*
Loans to people or organisations	5k (CCC), N/A (NCC)**, N/A (MKC)**
Loans and expenditure of client funds	300k (CCC), N/A (NCC), N/A (MKC)
Property transactions, capital value	500k (CCC), 100k (NCC), N/A (MKC)
Property transactions, Revenue value	150k (CCC), 100k (CCC), N/A (MKC)
Debt write off	25k (CCC), N/A (NCC), 20k (MKC)

**\* Revenue Virements reserved to Chief Finance Officer at MKC, in accordance with the Financial Scheme of Delegation**

**\*\*Power to make loans reserved to Chief Finance Officer at NCC and MKC**

Exceptions: decisions relating to the management of services and resources where the matter is likely to lead to controversy or have an impact beyond that considered usual for a managerial decision. These decisions must be referred back to the Cabinet (MKC, NCC) or the relevant Service Committee (CCC).



## **6.1 Delegations from all authorities**

<b>Delegation to LGSS Joint Committee - General</b>	<b>Delegation to Officer</b>	<b>Condition</b>
To have overall responsibility for the provision, to the Councils, of the Shared Services.	None	In accordance with all relevant financial, accounting, constitutional and legal requirements
To consider and approve the annual report for LGSS.	None	
To consider and approve the annual service plan for each Shared Service and make recommendations to the Councils as to the provision of financial and other resources.	None	
To instigate and undertake the selection, recruitment and appointment to the post of LGSS Managing Director.	None	In accordance with any protocol agreed by the Joint Committee and in consultation with the LGSS Director responsible for Human Resources or their nominee and the Chief Executives of the Partner Authorities.

<b>Delegation to LGSS Joint Committee - General</b>	<b>Delegation to Officer</b>	<b>Condition</b>
In respect of the LGSS Managing Director to: a) instigate disciplinary and capability investigations and proceedings and to take action up to and including dismissal, and b) implement all other relevant HR policies and exercise any associated decision-making powers.	Chief Executive	Where the authority concerned is the employing authority for LGSS Managing Director and in consultation with the LGSS Director responsible for Human Resources or their nominee and in accordance with the relevant <del>councils</del> <u>Council's</u> HR policies and procedures.





<b>Delegation to LGSS Joint Committee - General</b>	<b>Delegation to Officer</b>	<b>Condition</b>
LGSS Directors have responsibility for the operational management of the Shared Services, including authority to determine the number, grade, title and nature of staff deployed and all other terms and conditions, in addition to ensuring their proper management within the remit of those services for which they are allocated responsibility by the LGSS Managing Director.	LGSS Managing Director for all Shared Services.  All LGSS Directors in respect of the services within their remit.	Subject to budget and in accordance with the relevant Council's policies and procedures and in consultation with the LGSS Director responsible for Human Resources or their nominee and in accordance with the relevant Council's HR policies and procedures.
To arrange for and undertake the recruitment and appointment of all relevant employees with the exception of the LGSS Managing Director and LGSS Service Directors.	LGSS Managing Director and/or LGSS Directors.	In consultation with the LGSS Director responsible for Human Resources or their nominee and in accordance with the relevant Council's HR policies and procedures.
In respect of Relevant Employees other than the LGSS Managing Director and LGSS Directors, to: a) instigate disciplinary and capability investigations and proceedings and to take action up to and including dismissal, and b) implement all other relevant HR policies and exercise any associated decision-making powers.	LGSS Managing Director and LGSS Directors (in relation to posts within their Directorate).	In consultation with the LGSS Director responsible for Human Resources or their nominee and in accordance with the relevant Council's HR policies and procedures.
To invite tenders and to enter into contracts In respect of goods or services directly relating to the provision of the Shared Services.	LGSS Managing Director and/or LGSS Directors.	In accordance with relevant procurement standing orders and any financial limits in place.

<b>Delegation to LGSS Joint Committee - General</b>	<b>Delegation to Officer</b>	<b>Condition</b>
To arrange for and undertake the recruitment and appoint to, the posts of LGSS Directors.	LGSS Managing Director	In consultation with the <u>LGSS Joint Committee Chair and Vice Chairperson(s), and with the</u> LGSS Director responsible for Human Resources or their nominee and in accordance with the



<b>Delegation to LGSS Joint Committee - General</b>	<b>Delegation to Officer</b>	<b>Condition</b>
		relevant Council's HR policies and procedures.
In respect of the LGSS Directors, to a) instigate disciplinary and capability investigations and proceedings and to take action up to and including dismissal and appeal, and b) implement all other relevant HR policies and exercise any associated decision-making powers.	LGSS Managing Director	In consultation with the LGSS Director responsible for Human Resources or their nominee and in accordance with the relevant Council's HR policies and procedures and subject to the provisions of the Local Authority (Standing Orders) Regulations.

<b>Delegation to LGSS Joint Committee – Finance Services</b>	<b>Delegation to Officer</b>	<b>Condition</b>
Authority for management of Finance Services.	LGSS Director responsible for Finance	Subject to budget and in accordance with the relevant Council's policies and procedures.
<u>To determine and implement arrangements for Treasury Management in accordance with the (CIPFA) Treasury Management in the Public Services Code of Practice.</u>	<u>LGSS Director responsible for Finance</u>	
<u>To be responsible for operating banking arrangements including determining arrangements for the signing and security of cheques and the operation of the BACS, CHAPS and Direct Debit processes.</u>	<u>LGSS Director responsible for Finance</u>	
<u>To undertake investigations and reports, where appropriate, in support of Anti-Fraud Policy and financial governance arrangements.</u>	<u>LGSS Director responsible for Finance</u>	
<u>Authority for management of Finance Operations</u>	<u>LGSS Director responsible for Finance Operations</u>	<u>Subject to budget and in accordance with the relevant Council's policies and procedures.</u>

## Specific Reservations



The Delegated functions relating to Finance do not include the following Reserved Functions:

- approving financial strategies and plans on behalf of the councils;
- approval of corporate plans on behalf of the councils;
- approving schemes for the use of (non-LGSS) earmarked reserves or contingency provision;
- approval of the annual statement of accounts on behalf of the councils;
- approval of renewal terms for insurances; and
- approval of Financial Procedure Rules, Standing Orders and Procedures.

<b>Delegation to LGSS Joint Committee – Internal Audit and Risk Management</b>	<b>Delegation to Officer</b>	<b>Condition</b>
Authority for management of Internal Audit and Risk Management Services.	LGSS Director responsible for Internal Audit and Risk	In accordance with the Audit and Accounts Regulations 2003 or any successor legislation. Subject to budget and in accordance with the relevant Council's policies and procedures.
To maintain an adequate and effective system of internal audit of the accounting records and control systems in accordance with proper internal audit practices and be authorised to visit all establishments and have access to all documents, other records, computer systems and property and to require relevant information or explanation from any officer in connection with the above.	LGSS Director responsible for Internal Audit and Risk	

### **Specific Reservations**

The Delegated Functions relating to Internal Audit and Risk Management do not include the following Reserved Functions:

- Approval of each authority's Annual Governance Statement

<b>Delegation to LGSS Joint Committee – Insurance</b>	<b>Delegation to Officer</b>	<b>Condition</b>
Authority for management of Insurance Services.	LGSS Director responsible for Insurance	Subject to budget and in accordance with the relevant Council's policies and procedures and any relevant legislation.



### Specific Reservations

The Delegated Functions relating to Insurance do not include the following Reserved Functions:

- Policy and strategy decisions on Insurance and decisions which fall outside of the principles of decision making set out in Article 12 (CCC) and Article 14 (MKC and NCC) of the relevant authority's constitution.

Delegation to LGSS Joint Committee - IT	Delegation to Officer	Condition
Authority for management of IT Services.	LGSS Director responsible for IT	Subject to budget and in accordance with the relevant Council's policies and procedures.
Strategic and operational accountabilities for management of Information Technology development and systems administration.	LGSS Director responsible for IT	
Responsibility for the security of information technology and infrastructure.	LGSS Director responsible for IT	

### Specific Reservations

The Delegated Functions relating to IT do not include the following Reserved Function:

- Approval of IT Strategy and Policies where these are under the remit of the Cabinet (MKC and NCC) or Service Committee concerned (CCC).

Delegation to LGSS Joint Committee - Procurement	Delegation to Officer	Condition
Authority for management of procurement services.	LGSS Director responsible for Procurement	Subject to budget and in accordance with the relevant Council's policies and procedures.

### Specific Reservations

The Delegated Functions relating to Procurement do not include the following Reserved Function:

- approval of the contract procedure rules and schemes of delegation relating to any Council's procurement activity.

Delegation to LGSS Joint Committee – Democratic & Members' Services	Delegation to Officer	Condition
Authority for management of Democratic & Members' Services.	LGSS Director responsible for <u>LGSS Law Democratic Services &amp; Members' Services</u>	Subject to budget and in accordance with the relevant Council's policies and procedures.



- Reservation on changes to the constitution and other matters which must be approved by ~~Cabinet~~/Council

<b>Delegation to LGSS Joint Committee - Human Resources, Learning and Development and Transactional Services</b>	<b>Delegation to Officer</b>	<b>Condition</b>
Authority for management of Human Resources, Learning and Development, <u>Payroll and HR and Finance Transactions</u> and <u>Payroll</u>	LGSS Director responsible for Human Resources, <u>Learning and Development</u> , <del>LGSS Director responsible for Payroll and Finance</del> <u>HR Transactions</u>	Subject to budget and in accordance with the relevant Council's policies and procedures.
To co-ordinate the Council's response to national consultations on terms and conditions of employment, in consultation with the relevant Cabinet Member or Committee Chairman/woman (or in his/her absence the Vice-Chairman/woman)	LGSS Director responsible for Human Resources	
To implement national and local pay awards/ changes to terms and conditions of employment for employees.	LGSS Director responsible for Human Resources	
To negotiate recognition agreements and local agreements with the trade unions on behalf of the councils, in consultation with the relevant Cabinet Member or Committee Chairman/woman (or in his/her absence the Vice-Chairman/woman)	LGSS Director responsible for Human Resources	
To consult and negotiate agreements and local agreements with the trade unions on behalf of all 3 shareholding councils through the LGSS Joint Consultation Forum for all staff working for services under the remit of the LGSS Joint Committee. Full delegation to consult and negotiate on changes to local agreements, protocols, changes to LGSS structures and roles across all LGSS employees irrespective of which their employing council is. In the event of a dispute this would be referred to the LGSS Joint Committee. Any proposed changes to terms and conditions of employment affecting all LGSS staff would be routed back to each	LGSS Director responsible for Human Resources	



<b>Delegation to LGSS Joint Committee - Human Resources, Learning and Development and Transactional Services</b>	<b>Delegation to Officer</b>	<b>Condition</b>
Council's local consultation forums		
To co-ordinate the Council's response to retention/recruitment problems within the agreed financial and policy framework, in consultation with the relevant Cabinet Member or Committee Chairman/woman (or in his/her absence the Vice-Chairman/woman)	LGSS Director responsible for Human Resources	
To advise the Chief Executive on the Council's response to any industrial action affecting Council services, in consultation with the relevant Cabinet Member or Committee Chairman/woman (or in his/her absence the Vice-Chairman/woman), so that he/she can determine the Council's response.	LGSS Director responsible for Human Resources	
To mediate on individual cases or collective disputes to attempt to resolve issues before they are referred to members either at appeal or via the collective disputes procedure	LGSS Director responsible for Human Resources	
<u>To implement national and local pay awards and increase payments under the Pension Increase Acts.</u>	<u>LGSS Director responsible for Human Resources, Learning and Development, Payroll and HR Transactions</u>	

### Specific Reservations

The Delegated Functions relating to Human Resources do not include the following Reserved Functions:

- appointment of Officers other than Relevant Employees
- decision making on disciplinary, grievance, dismissal and appeals against dismissal, relating to Officers other than Relevant Employees
- decision making on disciplinary, grievance, dismissal and appeals against dismissal for the Head of Paid Service and Chief Officers of the Councils.



## 6.42 Delegations from CCC and NCC only

<b>Delegation to LGSS Joint Committee - Pensions</b>	<b>Delegation to Officer</b>	<b>Condition</b>
<p><del>Authority for management of Pensions Services.</del></p> <p><u>Responsibility for the operations management of the shared services within the remit of Pension Service (LGPS only) and in accordance with the requirements of the Pension Fund Committee (CCC) and Pension Committee (NCC) and the Investment Sub-Committee (CCC/NCC), including authority to determine the number, grade and nature of staff deployed and all other terms and conditions, the collection of contributions, payment of benefits and investment of assets in addition to ensuring their proper management.</u></p>	<p>LGSS Director responsible for Pensions</p>	<p>Subject to budget and in accordance with the relevant Council's policies and procedures <u>and in consultation with the LGSS Director responsible for Pensions or their nominee.</u></p>

<b>Delegation to LGSS Joint Committee – Property Services</b>	<b>Delegation to Officer</b>	<b>Condition</b>
<p><del>Authority for management of Property Services.</del></p>	<p>LGSS Director responsible for Property Services</p>	<p><del>Subject to budget and in accordance with the relevant Council's policies and procedures.</del></p>

### **Specific Reservations**

The Delegated Functions relating to Property do not include the following Reserved Function:

- ~~approval of the Property strategies and policies.~~

<b>Delegation to LGSS Joint Committee – Legal Services</b>	<b>Delegation to Officer</b>	<b>Condition</b>
<p>Authority for management of Legal Services.</p>	<p>LGSS Director responsible for LGSS Law</p>	<p>Subject to budget &amp; in accordance with the relevant Council's policies &amp; procedures.</p>
<p>Obtaining information or serving statutory notices to ascertain the legal interest of any person in land.</p>	<p>LGSS Director responsible for LGSS Law</p>	
<p>To authorise the institution, defence, withdrawal, compromise or any other action relating to claims or legal proceedings at common law or under any enactment, statutory instrument, order or bylaw conferring functions upon the authorities or in respect of functions undertaken by the</p>	<p>LGSS Director responsible for LGSS Law</p>	



<b>Delegation to LGSS Joint Committee – Legal Services</b>	<b>Delegation to Officer</b>	<b>Condition</b>
authorities.		
To authorise officers to prosecute or defend or appear in any legal proceedings by virtue of the provisions of Section 223 of the Local Government Act 1972.	LGSS Director responsible for LGSS Law	
To affix the common seal to all documents necessary to bring into effect decisions of the Councils or any Committee, Sub-Committee or officer in pursuance of powers delegated by or on behalf of the Council.	LGSS Director responsible for LGSS Law	

### **6.23 Delegations from CCC only**

<b>Delegation to JC from CCC – Legal Services</b>	<b>Delegation to Officer</b>	<b>Condition</b>
To make applications for the grant of Letters of Administration for the use and benefit of children in the care of CCC.	LGSS Director responsible for LGSS Law	
To determine whether an application for planning permission is required for CCC Matters (Minerals and Waste); and to determine whether planning permission is required in respect of development to be carried out by CCC.	LGSS Director responsible for LGSS Law	

### **6.34 Delegations from NCC only**

<b>Delegation to JC from NCC – Legal Services</b>	<b>Delegation to Officer</b>	<b>Condition</b>
Confirming orders if no objections are received to proposals for the stopping up or diversion of public footpaths and bridleways to enable development to take place following the granting of planning permission.	LGSS Director responsible for LGSS Law	
Affixing NCC's seal to agreements where developers or landowners propose to provide or make contributions to the provision of education or other facilities required as a result of the proposed development.	LGSS Director responsible for LGSS Law	
Determining appeals by firefighters.	LGSS Director responsible for LGSS Law	
Acting as the Appointed Person under the Local Government Pension Scheme Regulations 1997.	LGSS Director responsible for LGSS Law	
Discharging the Council's functions under the Data Protection Act 1998, Freedom of	LGSS Director responsible for	





<b>Delegation to JC from NCC – Legal Services</b>	<b>Delegation to Officer</b>	<b>Condition</b>
Information Act 2000 and regulations made thereunder and under the Environmental Information Regulations 2004 and under all associated legislation	LGSS Law	
Power to authorise the instigation of a formal complaint or similar, with regards to any individual or organisation to a professional body.	LGSS Director responsible for LGSS Law	
To make representations in the name of the Council in the interests of the inhabitants of Northamptonshire at any public inquiry held by or on behalf of any minister or public body under any enactment.	LGSS Director responsible for LGSS Law	
Power, on behalf of the Council: (i) To prepare all contracts, leases and agreements affecting NCC land or property and in any case where the LGSS Director responsible for LGSS Law considers it necessary a formal contract for the supply of goods and materials, the provision of services or the execution of works; (ii) To enter into any agreement or deed granting any wayleave or easement or similar right over or appurtenant to any property of NCC; (iii) To attest the affixing of NCC's seal in circumstances where this is required; (iv) To approve the form of agreements under hand relating to matters of ordinary administration; (v) To enter into all legal documents other than those under seal and those to which the above item (iv) bullet point applies.	LGSS Director responsible for LGSS Law	
Instituting and conducting on behalf of NCC proceedings for offences under the provisions of the Safety of Sports Grounds Act 1975 in consultation with the Chief Fire Officer.	LGSS Director responsible for LGSS Law	
Conveying to the appropriate trustees the sites and buildings of any voluntary school.	LGSS Director responsible for LGSS Law	
In consultation with the Director for Adult Social Services, recovering charges due to the Council under Part III of the National Assistance Act 1948 from a person in residential accommodation or third parties liable for the charges under the Health and Social Security Adjudications Act 1983 and to	LGSS Director responsible for LGSS Law	



<b>Delegation to JC from NCC – Legal Services</b>	<b>Delegation to Officer</b>	<b>Condition</b>
create a charge on the land of the resident pursuant to the last mentioned Act and to enter into or discharge any Agreement or Deed with the resident or an interested third party relating to the recovery of the charges.		
In consultation with the Director for Adult Social Services, giving a discharge or postponement of any Legal Charge in NCC's favour on property the subject of a grant for adaptation works under the Chronically Sick and Disabled Persons Act 1970.	LGSS Director responsible for LGSS Law	
Determining applications for NCC development of land or buildings under The Town and Country Planning General Regulations 1992. Any application to which the Director considers objections should be raised to be referred to the Development Control Committee for determination.	LGSS Director responsible for LGSS Law	
Carrying out the Council's powers and duties concerning the giving of directions to persons residing unlawfully in vehicles on land without consent to remove their vehicles on pain of prosecution and authority to enter into arrangements with neighbouring local authorities under Section 101 of the Local Government Act 1972, in this respect when such action is considered to be expedient.	LGSS Director responsible for LGSS Law	
Agreeing appointments to the Northamptonshire Valuation Tribunal on behalf of the Council.	LGSS Director responsible for LGSS Law	
Power to execute transfers of land and other property and any documents ancillary to the transfer of staff where those documents are required to be made under the following enactments: The School Standards and Framework Act 1998, The Education Act 2002 and The Academies Act 2010.	LGSS Director responsible for LGSS Law	
Power to affix the Council's seal to any document necessary as a result of a scheme made under Schedule 2 of the Courts Act 2003 for the transfer of property used by Magistrates Courts	LGSS Director responsible for LGSS Law	



<b>Delegation to JC from NCC – Finance Services</b>	<b>Delegation to Officer</b>	<b>Condition</b>
To determine and implement arrangements for Treasury Management in accordance with the (CIPFA) Treasury Management in the Public Services Code of Practice, NCC's approved Treasury Management Policy Statement and Treasury Management and Investment Strategy, Financial Procedure Rules and any other arrangements approved by NCC, including appointment of investment advisors.	LGSS Director responsible for Finance	
To be responsible for authorising and operating NCC's banking arrangements including determining arrangements for the signing and security of cheques and the operation of the BACS, CHAPS and Direct Debit processes.	LGSS Director responsible for Finance	
To commission investigations and reports, where appropriate, in support of NCC's Anti-Fraud Policy and financial governance arrangements.	LGSS Director responsible for Finance	
To ensure NCC pays its creditors and recovers its debts in line with agreed policies and to write off bad or irrecoverable debts or deficiencies in accordance with agreed policies.	LGSS Director responsible for Finance	
To implement national and local pay awards and increase payments under the Pension Increase Acts.	LGSS Director responsible for Finance	
In consultation with relevant Chief Officer, to approve the early retirement of staff who are subject to the Local Government Superannuation Regulations.	LGSS Director responsible for Finance	
To make finance lease arrangements.	LGSS Director responsible for Finance	
To manage the deployment of NCC's revenue and capital resources including any resources allocated for joint working.	LGSS Director responsible for Finance	
To represent and act on behalf of NCC in connection with bankruptcies including meetings of creditors.	LGSS Director responsible for Finance	
Approval of supplementary estimates of expenditure in the case of emergencies or disasters affecting Northamptonshire.	LGSS Director responsible for Finance	
Providing financial information to the media and members of the public.	LGSS Director responsible for Finance	



<b>Delegation to JC from NCC – Finance Services</b>	<b>Delegation to Officer</b>	<b>Condition</b>
Power to deal with all insurance cover and the settlement of claims.	LGSS Director responsible for Finance	
Power to maintain NCC's responsibility for maintaining the Local Government Pension Scheme Regulations 1997, and any subsequent amending regulations, including the exercise of the Administering Authority's discretion and to make arrangements for the monitoring of the Pension Fund investments.	LGSS Director responsible for Finance	
Power to approve the acquisition of land and buildings and interests in land and buildings where the consideration is less than £500k.	LGSS Director responsible for Finance	
Power to declare land and buildings surplus to requirements, to authorise the demolition of buildings and to authorise the disposal of land and buildings and interests in land and buildings where the consideration is no greater than £500,000	LGSS Director responsible for Finance	
The entering into of leases, easements, licences and wayleaves in respect to real property where annual consideration is less than £25,000 and/or the duration of the agreement does not exceed 10 years.	LGSS Director responsible for Finance	
The surrender of leases, easements, licenses and wayleaves in respect to real property.	LGSS Director responsible for Finance	
The imposition and acceptance of the benefit of restrictive covenants in respect to the Council's real property and any modifications or discharge of such restrictive covenants.	LGSS Director responsible for Finance	
The grant or acceptance of grant of assignment, under lease or sub-lease of leases of real property.	LGSS Director responsible for Finance	
Power to dispose of land and/or buildings to a utility company or similar statutory body where the land and/or buildings are required for the exercise of the statutory function of the utility company or similar statutory body, following consultation with the relevant Cabinet Member.	LGSS Director responsible for Finance	
Power to grant a lease or licence of land and/or buildings to a utility company or similar statutory body where such a licence is required for the exercise of the statutory functions of the utility company or similar body, following consultation with the relevant	LGSS Director responsible for Finance	



<b>Delegation to JC from NCC – Finance Services</b>	<b>Delegation to Officer</b>	<b>Condition</b>
Cabinet Member.		
To authorise the granting of a lease or licence over land and/or buildings on concessionary terms for a period not exceeding 10 years to charitable and not for profit organisations.	LGSS Director responsible for Finance	
To authorise the appropriation of land and buildings between directorates for statutory purposes.	LGSS Director responsible for Finance	
To negotiate and authorise revised rents or fees for existing leases, easements, wayleaves and licences at review dates in accordance with existing provisions within the lease, easement, licence and wayleaves	LGSS Director responsible for Finance	
Agreeing compensation payable in respect of tenant's improvements in accordance with compensation provisions of leases and licences	LGSS Director responsible for Finance	
Agreeing settlement of claims for disturbance under Part 1 of the Land Compensation Act 1973 or under any other statutory compensation provisions where no land is being acquired from the claimant	LGSS Director responsible for Finance	
Leasing or granting a licence for the occupation of properties acquired in advance of requirements	LGSS Director responsible for Finance	
To serve notice on riparian owners/occupiers to carry out land drainage work	LGSS Director responsible for Finance	
To authorise the acquisition of land and buildings where such land and buildings are the subject of a valid blight notice	LGSS Director responsible for Finance	
To make applications for planning permission and listed building consent on behalf of the Council to the Council or other statutory planning bodies	LGSS Director responsible for Finance	

#### **6.45 Delegations from Milton Keynes Council**

<b>Delegation to JC from MKC – Revenues and Benefits Services</b>	<b>Delegation to Officer</b>	<b>Condition</b>
Authority for management of Revenues and Benefits Services.	LGSS-MKC Corporate Resources Director Director responsible for	Subject to the Council's policies and procedures



	Revenues and Benefits	
--	-----------------------	--

### Specific Reservations

The Delegated Functions relating to Revenues and Benefits from Milton Keynes Council do not include the following Reserved Function:

- The approval of the Council Tax base, Business rates baseline, Local Welfare Reform Policy and Local Council Tax reduction Policy.

### 6.56 Monitoring Officer (CCC Only) and Chief Financial Officer Delegations

~~Each authority is responsible for assigning the roles of Monitoring Officer and Chief Financial Officer to specific posts within their structures. These roles may be designated to LGSS officers but this need not be the case. For this reason, the powers and duties associated with these roles have been separated from those allocated to LGSS Officer. The posts to which these roles are designated are set out in each authority's articles.~~  
Each authority is responsible for designating a person as that authority's Monitoring Officer. CCC has designated LGSS Director of Law & Governance as their Monitoring Officer.

### Monitoring Officer - Cambridgeshire County Council

Power or Duty	Delegation to Officer	Condition
To make such amendments to the CCC Constitution and related Documents, as may from time to time become necessary to reflect and take account of changes in legislation, guidance, Council Policy, decisions of the Council and any drafting changes or improvements. This shall not include any changes of substance.	Monitoring Officer (CCC)	In consultation with Group Leaders. Not to be exercised if any Group Leader objects to the proposed change.
<u>The Monitoring Officer will maintain an up-to-date version of the Constitution and will ensure that it is widely available for consultation by members, staff and the public.</u>	<u>Monitoring Officer (CCC)</u>	
<u>In order to ensure lawfulness and fairness of decision-making and after consulting with the Head of Paid Service and Section 151 Officer, the Monitoring Officer will report to the Council if he/she considers that any proposal, decision or omission would give rise to unlawfulness or if any decision or omission has given rise to maladministration. Such a report will have the effect of stopping the proposal or decision being implemented until the report has been considered.</u>	<u>Monitoring Officer (CCC)</u>	



Power or Duty	Delegation to Officer	Condition
<u>To act as the Solicitor to the Council and in consultation with the Head of Paid Service and the Chief Finance Officer, to provide advice on the scope of powers and authority for the Council to take decisions, maladministration, probity and governance issues, to all Councillors and to support and advise Councillors and officers in their respective roles.</u>	<u>Monitoring Officer (CCC)</u>	
To act as the Proper Officer for the purposes of the Local Government Act 2000 and regulations made there under, except where legislation or the Scheme of Delegation names another officer.	Monitoring Officer (CCC)	
In cases of dispute, to decide upon a Member's "need to know".	Monitoring Officer (CCC)	
<u>The Monitoring Officer will contribute to the promotion and maintenance of high standards of conduct through provision of support to the Constitution and Ethics Committee. This will include making arrangements for the hearing of allegations against Members concerning breaches of the Code of Conduct.</u> <u>The Monitoring Officer shall also support the Constitution and Ethics Committee in ensuring the Council's Constitution is fit for purpose and in this role, shall keep it under review and make recommendations as to how it might be amended to better achieve the purposes set out in Article 1 or in response to changes in law.</u>	<u>Monitoring Officer (CCC)</u>	
<u>In the case of allegations that a Councillor has breached the Members' Code of Conduct, the Monitoring Officer and the Council's Independent Person shall conduct an initial assessment of complaint and make a decision as to whether the complaint warrants investigation or any other action.</u>	<u>Monitoring Officer (CCC)</u>	
<u>Where allegations of breaches of the Members' Code of Conduct are referred for investigation, the Monitoring Officer shall make arrangements for the conduct of such investigations and report the findings to the Constitution and Ethics Committee.</u>	<u>Monitoring Officer (CCC)</u>	
<u>The Monitoring Officer shall act as the Proper Officer for Access to Information and shall ensure that decisions of the Council and its</u>	<u>Monitoring Officer (CCC)</u>	



Power or Duty	Delegation to Officer	Condition
<u>committees, together with the reasons for those decisions, and relevant officer reports and background papers are made publicly available as soon as possible.</u>		
<u>The Monitoring Officer will advise whether decisions of the Council and its committees are in accordance with the Budget and Policy Framework.</u>	<u>Monitoring Officer (CCC)</u>	
<u>The Monitoring Officer will advise whether decisions of the Council and its committees are in accordance with the Budget and Policy Framework.</u>	<u>Monitoring Officer (CCC)</u>	
<u>The Monitoring Officer shall provide advice on the scope of powers and authority to take decisions, maladministration, financial impropriety, probity and Budget and Policy Framework issues to all Councillors.</u>	<u>Monitoring Officer (CCC)</u>	
<u>The Monitoring Officer shall determine whether information should be exempt from disclosure under the provisions of Section 36 of the Freedom of Information Act 2000.</u>	<u>Monitoring Officer (CCC)</u>	
To agree procedures for the conduct of all appeals heard by the CCC Service Appeals Sub-Committee.	Monitoring Officer (CCC)	
To agree procedures for the conduct of CCC Education Admission and Exclusion Appeals and the selection and appointment of members to CCC appeals panels.	Monitoring Officer (CCC)	

### **~~Monitoring Officer – Northamptonshire County Council~~**

~~Please refer to the relevant section of Northamptonshire County Council's constitution for details of the powers and duties of the Monitoring Officer (NCC)~~

### **~~Monitoring Officer – Milton Keynes Council~~**

~~Please refer to the relevant section of Milton Keynes Council's constitution for details of the powers and duties of the Monitoring Officer (MKC)~~

Northamptonshire County Council and Milton Keynes Council have **not** delegated any Monitoring Officer powers to any LGSS Officer.

### **~~Chief Financial Officer – Cambridgeshire County Council~~**

<del>Delegation to JC from CCC – Finance Services</del>	<del>Delegation to Officer</del>	<del>Condition</del>
<del>Authority to approve any changes to the</del>	<del>Chief Finance</del>	<del>In consultation with the</del>





<b>Delegation to JC from CCC – Finance Services</b>	<b>Delegation to Officer</b>	<b>Condition</b>
<del>Scheme of Financial Management as may be necessary from time to time to reflect and take account of changes in legislation, guidance, Council policy, decisions of the Council and any drafting changes or improvements. This shall not include any changes of substance.</del>	<del>Officer/Section 151 Officer (CCC)</del>	<del>Chairman/woman of the General Purposes Committee. Not to be exercised if the Chairman/woman of the General Purposes Committee objects to the proposed change.</del>
<del>The management of trust funds on behalf of CCC.</del>	<del>Chief Finance Officer/Section 151 Officer (CCC)</del>	
<del>The Treasury Management function including the management of debt and the borrowing and investment of money (excluding the Superannuation Fund).</del>	<del>Chief Finance Officer/Section 151 Officer (CCC)</del>	
<del>Approval of CCC's banking facilities; arrangements for the signing and security of cheques, etc.</del>	<del>Chief Finance Officer/Section 151 Officer (CCC)</del>	
<del>Capital financing determinations under the Local Government and Housing Act 1989 where these may be made by an officer.</del>	<del>Chief Finance Officer/Section 151 Officer (CCC)</del>	
<del>Approval of supplementary estimates of expenditure under Section 138 of the Local Government Act 1972 (emergencies or disasters affecting.</del>	<del>Chief Finance Officer/Section 151 Officer (CCC)</del>	
<del>To approve any detailed schemes of local financial management.</del>	<del>Chief Finance Officer/Section 151 Officer (CCC)</del>	
<del>To approve the implementation of local financial systems.</del>	<del>Chief Finance Officer/Section 151 Officer (CCC)</del>	
<del>To write off bad or irrecoverable debts or deficiencies relating to stores or property up to a maximum amount set out in the Council's constitution or unlimited if the debtor is bankrupt/insolvent; unable to be traced; in prison and has no means to pay; or there is no, or uncertain liability.</del>	<del>Chief Finance Officer/Section 151 Officer (CCC)</del>	
<del>To make loans in furtherance of service objectives to other persons or organisations up to a maximum amount set out in the Council's constitution.</del>	<del>Chief Finance Officer/Section 151 Officer (CCC)</del>	



<b>Delegation to JC from CCC – Finance Services</b>	<b>Delegation to Officer</b>	<b>Condition</b>
To approve loans and expenditure financed from the Invest to Transform Fund, Partnership Fund, Capital Financing Fund and Environmental Fund subject to certain financial limits set out in the Council's constitution.	Chief Finance Officer/Section 151 Officer (CCC)	
To determine requests for CCC to act as co-guarantor for leases held by voluntary organisations and charities, in consultation with the appropriate Committee Chairman/woman (or in his/her absence the Vice-Chairman/woman).	Chief Finance Officer/Section 151 Officer (CCC)	
To authorise, in consultation with the Executive Director: Children, Families and Adults, schools to plan for a deficit budget to finance exceptional purchases/ projects.	Chief Finance Officer/Section 151 Officer (CCC)	
To review and increase financial limits on an annual basis, taking account of inflation, subject to consultation with the relevant portfolio holder.	Chief Finance Officer/Section 151 Officer (CCC)	
To sign off grant claims.	Chief Finance Officer/Section 151 Officer (CCC)	

<b>Delegation to JC from CCC – Pensions</b>	<b>Delegation to Officer</b>	<b>Condition</b>
To determine all future applications to join CCC's superannuation fund as an admitted body after consultation with the Chairman/woman of the Pension Fund Board.	Chief Finance Officer/Section 151 Officer (CCC)	
To determine any applications to CCC for recommencement of the payment of a widow's pension.	Chief Finance Officer/Section 151 Officer (CCC)	
To determine future applications to CCC for the early payment of deferred pension rights.	Chief Finance Officer/Section 151 Officer (CCC)	
To exercise the discretion as to whom any lump sum death grant should be paid out from the CCC Pension Fund.	Chief Finance Officer/Section 151 Officer (CCC)	
Detailed implementation of the investment strategy as determined by the Pension Fund Board and the issuing of any instructions to	Chief Finance Officer/Section 151 Officer	



<b>Delegation to JC from CCC – Pensions</b>	<b>Delegation to Officer</b>	<b>Condition</b>
investment managers consistent with the strategy or required as a matter of urgency to safeguard CCC's position.	(CCC)	
To agree any 'whole fund' parameters and assumptions used by the Actuary for the triennial fund valuation and the phasing of any changes to employer contribution rates after consultation with the Chairman/woman of the Pension Fund Board.	Chief Finance Officer/Section 151 Officer (CCC)	

### **Chief Financial Officer – Northamptonshire County Council**

<b>Delegation to JC from NCC</b>	<b>Delegation to Officer</b>	<b>Condition</b>
To exercise the proper administration of the Council's financial affairs under Section 151 of the Local Government Act 1972, and all other relevant legislation and regulations.	Chief Finance Officer/Section 151 Officer (NCC)	
To be responsible for ensuring that proper accounts and records are maintained in line with relevant legislation, accounting standards and CIPFA's Statement of Recommended Practice (SORP); and that signed and approved accounts are completed and published	Chief Finance Officer/Section 151 Officer (NCC)	
To review and approve detailed operational financial procedures and ensure these implement the Council's Financial Procedure Rules	Chief Finance Officer/Section 151 Officer (NCC)	
To ensure that the financial management of the Council is adequate and effective and that the following arrangements are in place:- 1. a sound system of internal control; 2. arrangements for the management of risk 3. arrangements as are appropriate to mitigate the potential financial impact on the Council of assessed risks.	Chief Finance Officer/Section 151 Officer (NCC)	
To ensure that the Council has sufficient reserves and operating capital to effectively discharge its responsibilities and meet its objectives.	Chief Finance Officer/Section 151 Officer (NCC)	
Contributing to the corporate management of the Council in particular through the provision of professional financial advice and ensuring lawfulness and prudence of decision-making.	Chief Finance Officer/Section 151 Officer (NCC)	
Providing advice on the scope of powers and authority to take decisions,	Chief Finance Officer/Section	



<b>Delegation to JC from NCC</b>	<b>Delegation to Officer</b>	<b>Condition</b>
<del>maladministration, financial impropriety, probity and budget and policy framework issues to all councillors and to support and advise councillors and officers in their respective roles.</del>	151 Officer (NCC)	
<del>To nominate an officer to undertake all the decision making powers of the Chief Finance Officer in his absence – The Deputy Chief Finance Officer. In the absence of the Chief Finance Officer all decision making powers of the Chief Finance Officer shall be the responsibility of the Deputy Chief Finance Officer.</del>	Chief Finance Officer/Section 151 Officer (NCC)	
<del>Power to make loans to banks, financial institutions and other organisations in accordance with the Treasury Management Strategy and Financial Procedure Rules.</del>	Chief Finance Officer/Section 151 Officer (NCC)	

#### **Chief Financial Officer – Milton Keynes Council**

~~This responsibility is retained by Milton Keynes Council. Please refer to the relevant section of Milton Keynes Council's constitution for details of the powers and duties of the Chief Financial Officer.~~



## **Appendix B**

### **ARTICLE 11 – OFFICERS**

#### **TERMINOLOGY**

In this Article the use of the word ‘officers’ means all employees and persons engaged by the Council to carry out its functions and includes those engaged under short-term, agency or other contract for services.

#### **11.01 Management Structure**

- (a) **General.** The Council may engage such staff (referred to as officers) as it considers necessary to carry out its functions.
- (b) **Chief Officers.** The Council shall engage persons for the following posts, who shall be designated Chief Officers:

<b>Post</b>	<b>Functions and areas of responsibility</b>
Chief Executive (and Head of Paid Service)	Overall corporate management and operational responsibility (including overall management responsibility for all officers). Provision of professional advice to all parties in the decision making process. Together with the Monitoring Officer, responsibility for a system of record keeping for all the Council’s decisions. Representing the Council on partnership and external bodies (as required by statute or the Council).
<u>Chief Finance Officer</u>	<u>Section 151 duties; budgetary planning, monitoring and reporting; strategic asset management; facilities management; buildings compliance; transformation; programme and project management</u>
LGSS: Director of Finance	<del>Strategic Finance; Strategic Asset Management (including County Farms Estate); Property Services and Delivery; Audit; Pensions; LGSS Finance; Section 151 Officer</del> <u>Schools finance; financial closedown and Statement of Accounts; financial transactions, audit, pensions</u>
LGSS: Director of People, Transformation and Transactions	Workforce Strategy and Policy; Strategic HR; Workforce Development (not including elected member development); Business Transformation; Transactional Services; Revenues and Benefits
LGSS: Director of Law and Governance	Legal Services and Democratic Services.
LGSS: Director of IT Services	Strategy; Operations; Applications Services; Networks and Telephony



<b>Post</b>	<b>Functions and areas of responsibility</b>
LGSS: Director of Business Services, Systems and Change	Insurance and Procurement
Corporate Director: Customer Service and Transformation	<del>Customer service, strategic information management, programme and project management, risk, information governance (including Freedom of Information), emergency management, corporate policy and partnerships, equality and diversity, Chief Executive and Corporate Director support team and civic support, community engagement, community safety.</del>
<u>Director: Corporate and Customer Services</u>	<u>Business Intelligence, Communications &amp; Information, Customer Services, Emergency Planning, IT &amp; Digital Services</u>
Executive Director: <del>Children, Families and Adults</del> <u>People and Communities</u>	Children's social care (including child protection, safeguarding and looked after children); children's enhanced and preventative services (including youth services and children centres; learning; school effectiveness; school organisation and place planning, special educational needs; strategy and commissioning; adult social care learning disability services; physical disability services, adult safeguarding; older people's services; mental health.
Executive Director: <del>Economy, Transport and Environment</del> <u>Services Place and Economy</u>	Environment policy, trading standards, highways, passenger transport, planning and sustainable infrastructure, adult and community learning, culture, libraries, coroner and registration.
Director of Public Health	Responsibility for exercising the Council's powers and duties to improve and protect the health of the people in the Council's area, particularly, but not limited to, those under Section 30, Health and Social Care Act 2012 and Section 2B, NHS Act.

**(c) Statutory Officers - Head of Paid Service, Monitoring Officer, Chief Finance Officer (Section 151 Officer) and Proper Officer**

There is a legal requirement to allocate some specific responsibilities to officers and the Council has designated the following posts:

<b>Post</b>	<b>Designation</b>
Chief Executive	<b>Head of Paid Service</b>
LGSS: Director of Law and Governance	<b>Monitoring Officer and Solicitor to the Council</b>



<u>Head of Finance Chief Finance Officer</u>	<b>Chief Finance Officer (Section 151 Officer)</b>
As defined in the Constitution or designated by the Chief Executive	<b>Proper Officer</b>  The term ‘Proper Officer’ is used in many different statutes. Therefore it is appropriate for different officers to fulfil this role depending on the context. As such, unless otherwise stated in the Constitution, the Proper Officer shall in each case be the person nominated by the Chief Executive for that particular purpose.

Such posts will have the functions described in Article 11.02–11.04 below.

- (d) **Structure.** The Head of Paid Service shall determine, subject to Council approval, and publicise a description of the overall departmental structure of the Council showing the management structure and deployment of officers. This is set out at Part 7 of this Constitution.

#### 11.02 Functions of the Head of Paid Service

- (a) **Discharge of Functions by the Council.** The Head of Paid Service shall report to Full Council, or an appropriate committee, on the manner in which the discharge of the Council’s functions is co-ordinated, the number and grade of officers required for the discharge of functions and the organisation of officers.
- (b) **Restrictions on Functions.** The Head of Paid Service may not be the Monitoring Officer but may hold the post of Chief Finance Officer (Section 151 Officer) if a qualified accountant.
- (c) **Exemptions from Political Restrictions:** The Head of Paid Service will be responsible for considering applications from officers for exemption from political restriction in respect of the post held by that officer.

#### 11.03 Functions of the Monitoring Officer

- (a) **Maintaining the Constitution.** The Monitoring Officer will maintain an up-to-date version of the Constitution and will ensure that it is widely available for consultation by members, staff and the public.
- (b) **Ensuring Lawfulness and Fairness of Decision-Making.** After consulting with the Head of Paid Service and Section 151 Officer, the Monitoring Officer will report to the Council if he/she considers that any proposal, decision or omission would give rise to unlawfulness or if any decision or omission has given rise to maladministration. Such a report will have the effect of stopping the proposal or decision being implemented until the report has been considered.



- (c) **Providing Advice.** To act as the Solicitor to the Council and in consultation with the Head of Paid Service and the Chief Finance Officer, to provide advice on the scope of powers and authority for the Council to take decisions, maladministration, probity and governance issues, to all Councillors and to support and advise Councillors and officers in their respective roles.
- (d) **Supporting the Constitution and Ethics Committee.** The Monitoring Officer will contribute to the promotion and maintenance of high standards of conduct through provision of support to the Constitution and Ethics Committee. This will include making arrangements for the hearing of allegations against Members concerning breaches of the Code of Conduct.

The Monitoring Officer shall also support the Constitution and Ethics Committee in ensuring the Council's Constitution is fit for purpose and in this role, shall keep it under review and make recommendations as to how it might be amended to better achieve the purposes set out in Article 1 or in response to changes in law.

- (e) **Conducting Assessments.** In the case of allegations that a Councillor has breached the Members' Code of Conduct, the Monitoring Officer and the Council's Independent Person shall conduct an initial assessment of complaint and make a decision as to whether the complaint warrants investigation or any other action.
- (f) **Conducting Investigations.** Where allegations of breaches of the Members' Code of Conduct are referred for investigation, the Monitoring Officer shall make arrangements for the conduct of such investigations and report the findings to the Constitution and Ethics Committee.
- (g) **Proper Officer for Access to Information.** The Monitoring Officer shall ensure that decisions of the Council and its committees, together with the reasons for those decisions, and relevant officer reports and background papers are made publicly available as soon as possible.
- (h) **Advising whether Decisions are within the Budget and Policy Framework.** The Monitoring Officer will advise whether decisions of the Council and its committees are in accordance with the Budget and Policy Framework.
- (i) **Providing Advice.** The Monitoring Officer shall provide advice on the scope of powers and authority to take decisions, maladministration, financial impropriety, probity and Budget and Policy Framework issues to all Councillors.
- (j) **Qualified Person.** The Monitoring Officer shall determine whether information should be exempt from disclosure under the provisions of Section 36 of the Freedom of Information Act 2000.





- (k) **Restrictions on Posts.** The Monitoring Officer cannot be the Chief Finance Officer (Section 151 Officer) or the Head of Paid Service.

#### 11.04 **Functions of the Chief Finance Officer (Section 151 Officer)**

- (a) **Ensuring Lawfulness and Financial Prudence of Decision Making.** After consulting with the Head of Paid Service and the Monitoring Officer, the Chief Finance Officer will report to the Council or its committees and to the Council's external auditor if he/she considers that any proposal, decision or course of action will involve incurring unlawful expenditure, or is unlawful and is likely to cause a loss or deficiency or if the Council is about to enter an item of account unlawfully.
- (b) **Administration of Financial Affairs.** The Chief Finance Officer shall have responsibility for the administration of the financial affairs of the Council.
- (c) **Contributing to Corporate Management.** The Chief Finance Officer will contribute to the corporate management of the Council, in particular through the provision of professional financial advice.
- (d) **Providing Advice.** In consultation with the Monitoring Officer, the Chief Finance Officer will provide advice on the scope of powers and authority to take decisions regarding financial matters, financial maladministration, financial impropriety, probity and Budget and Policy Framework issues to all Councillors and will support and advise Councillors and officers in their respective roles.
- (e) **Give Financial Information.** The Chief Finance Officer will provide financial information to the media, members of the public and the community.
- (f) **Restriction on Post.** The Chief Finance Officer cannot be the Monitoring Officer but may hold the post of Head of Paid Service.

#### 11.05 **Duty to Provide Sufficient Resources to the Monitoring Officer and Chief Finance Officer**

The Council shall provide the Monitoring Officer and Chief Finance Officer with such officers, accommodation and other resources as are in their opinion sufficient to allow their duties to be performed.

#### 11.06 **Conduct**

Officers will comply with the Officers' Code of Conduct and the Protocol on Member/Officer Relations set out in Part 5 of this Constitution.

#### 11.07 **Employment**

The recruitment, selection and dismissal of officers will comply with the Officer Employment Procedure Rules set out in Part 4 of this Constitution.





## Appendix C

### MANAGEMENT STRUCTURE

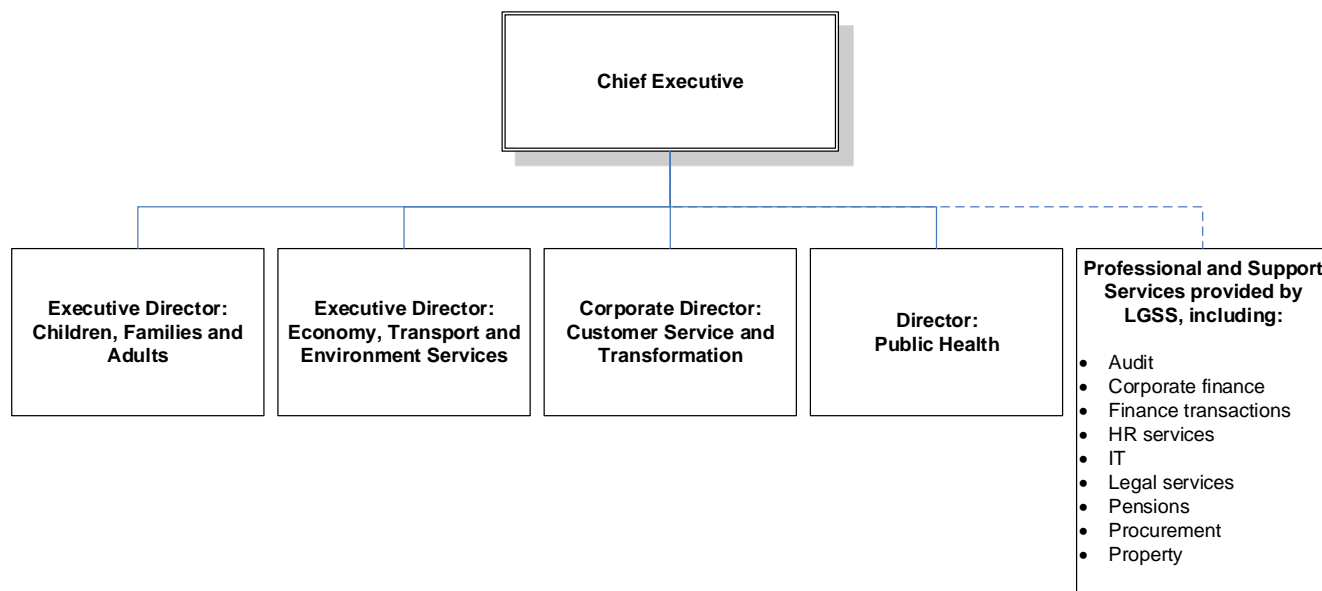
The senior management structure of the Council comprises the Chief Executive, ~~Executive and Corporate Directors, and the Director of Public Health, who together comprise the Strategic Management Team (SMT) for the Council. Representatives of the LGSS senior management team will be involved in SMT, as determined by the Chief Executive. and the following officers:~~

- Chief Finance Officer
- Executive Director: People and Communities (formerly Children, Families and Adults)
- Executive Director: Place and Economy (formerly Economy and Environment)
- Director: Corporate and Customer Services
- Director of Public Health.

These officers together comprise the Strategic Management Team (SMT) for the Council. The post of Deputy Chief Executive is held by a member of SMT. He/she will exercise the functions of the Chief Executive in the absence of the Chief Executive.

Professional and support services are provided by LGSS; representatives of the LGSS senior management team will be involved in SMT, as determined by the Chief Executive.

Delete the following structure chart



The responsibilities of the Chief Executive, the Chief Finance Officer, the Executive and Corporate Directors and Directors are summarised in Article 11 of the Constitution and delegated responsibilities authorities are set out in the Scheme of Delegation to Officers, Part 3D.



The ~~Executive and Corporate Directors' and Director of Public Health's~~ management structures comprise the following of the Chief Finance Officer, the Executive Directors and Directors are set out below, with most functions headed by a Service Director or Assistant Director:

### **Chief Finance Officer**

- Property
- Transformation
- Section 151 duties

### **Executive Director: ~~Economy, Transport and Environment Services~~ Place and Economy**

- ~~Strategy and Development~~ Culture and Community
- ~~Infrastructure Management and Operations~~ Environment and Commercial
- Highways
- Infrastructure and Growth

### **Executive Director: ~~Children, Families and Adults~~ People and Communities**

- ~~Adults~~ Social Care and Safeguarding
- ~~Children's Social Care~~ and Safeguarding
- ~~Enhanced and Preventative Services~~
- Commissioning
- Education
- Learning
- ~~Older People and Mental Health~~
- ~~Strategy and Commissioning~~
- Community Services and Integration

### **Corporate Director: ~~Corporate and Customer Services~~ and Transformation**

- Business Intelligence, including Research, Risk Management and Information Governance
- ~~Community Development and Cohesion, including engagement~~
- ~~Chief Executive's~~ Business Support team including support for the Lord Lieutenant, Leader and the Chairman/woman of Council
- Customer Services
- ~~Corporate Director PA Support~~
- ~~Communications and Marketing~~
- ~~Risk Management and Service planning~~
- Emergency and Business Continuity Planning
- IT and Digital Services
- Returning Officer for Cambridgeshire County Council Elections
- ~~Information Governance~~
- ~~Customer Service~~
- ~~Policy Co-ordination~~



- ~~Military Covenant~~

### **Director of Public Health**

- Health improvement
- Public health advice on health and care services
- Health protection

The Service Directors and Assistant Directors together with the SMT and representatives of the LGSS senior management team, as determined by the Chief Executive will comprise the Council's Corporate Leadership Team (CLT).

The Chief Executive may vary the posts designated to comprise the CLT, but the Council's Staffing and Appeals Committee shall make any new permanent appointments to posts so designated, with the exception of LGSS Management and Service Directors, who shall be appointed in accordance with procedures agreed by the LGSS Joint Committee.



## **Appendix D**

### **MANAGEMENT STRUCTURE**

The senior management structure of the Council comprises the Chief Executive and the following officers:

- Chief Finance Officer
- Executive Director: People and Communities (formerly Children, Families and Adults)
- Executive Director: Place and Economy (formerly Economy and Environment)
- Director: Corporate and Customer Services
- Director of Public Health.

These officers together comprise the Strategic Management Team (SMT) for the Council. The post of Deputy Chief Executive is held by a member of SMT. He/she will exercise the functions of the Chief Executive in the absence of the Chief Executive.

Professional and support services are provided by LGSS; representatives of the LGSS senior management team will be involved in SMT, as determined by the Chief Executive.

The responsibilities of the Chief Executive, the Chief Finance Officer, the Executive Directors and Directors are summarised in Article 11 of the Constitution and delegated authorities are set out in the Scheme of Delegation to Officers, Part 3D.

The management structures of the Chief Finance Officer, the Executive Directors and Directors are set out below, with most functions headed by a Service Director or Assistant Director:

#### **Chief Finance Officer**

- Property
- Transformation
- Section 151 duties

#### **Executive Director: People and Communities**

- Adults and Safeguarding
- Children and Safeguarding
- Commissioning
- Education
- Learning
- Community Services and Integration

#### **Executive Director: Place and Economy**

- Culture and Community
- Environment and Commercial
- Highways
- Infrastructure and Growth



### **Director: Corporate and Customer Services**

- Business Intelligence, including Research, Risk Management and Information Governance
- Business Support team including support for the Lord Lieutenant and the Chairman/woman of Council
- Customer Services
- Emergency and Business Continuity Planning
- IT and Digital Services
- Returning Officer for Cambridgeshire County Council Elections

### **Director of Public Health**

- Health improvement
- Public health advice on health and care services
- Health protection

The Service Directors and Assistant Directors together with the SMT and representatives of the LGSS senior management team, as determined by the Chief Executive will comprise the Council's Corporate Leadership Team (CLT).

The Chief Executive may vary the posts designated to comprise the CLT, but the Council's Staffing and Appeals Committee shall make any new permanent appointments to posts so designated, with the exception of LGSS Management and Service Directors, who shall be appointed in accordance with procedures agreed by the LGSS Joint Committee.

**COUNTY COUNCIL – PROPOSED CHANGES TO THE CONSTITUTION**

**To: Council**

**Meeting Date: 20th March 2018**

**From: LGSS Director of Law & Governance  
and Monitoring Officer**

**Purpose: To consider amendments to the Council's Constitution.**

**Recommendation: That Full Council**

- a) approve the following amendments to the Council's Constitution, as recommended by the Constitution and Ethics Committee:**
- i) that the Terms of Reference of the Adults Committee be amended to include safeguarding and mental health services in the list of social care services, relating to the delivery of which the Committee has delegated authority to exercise the Council's functions, as set out in Appendix 1.**
  - ii) that the Terms of Reference of the Children and Young People Committee be amended to include safeguarding and mental health services in the list of services relating to children and young people, relating to the delivery of which the Committee has delegated authority to exercise the Council's functions, as set out in Appendix 2.**
  - iii) that the Terms of Reference of the Economy and Environment Committee be amended to reflect the structure of the Place and Economy Directorate, as set out in Appendix 3.**
  - iv) that the Terms of Reference of the Highways and Community Infrastructure Committee be amended to reflect the structure of the Place and Economy Directorate, as set out in Appendix 4.**
  - v) that the terms of reference for the Communities and Partnership Committee be amended to give that Committee responsibility for exercising all the Council's functions in respect of all areas covering Adult Careers Information and Guidance, Adult Skills, Learning Services and Community Learning, as set out in Appendix 5.**



- b) authorise the Monitoring Officer, in consultation with the Chairman of the Constitution and Ethics Committee, to make any other minor or consequential amendments to the Constitution necessary for, or incidental to, the implementation of these proposals.

<b><i>Officer contact:</i></b>	
Name:	Quentin Baker
Post:	Director of Law & Governance and Monitoring Officer
Email:	<a href="mailto:quentin.baker@cambridgeshire.gov.uk">quentin.baker@cambridgeshire.gov.uk</a>
Tel:	01223 727961

## 1. PEOPLE AND COMMUNITIES AND PLACE AND ECONOMY

- 1.1 A restructure has recently taken place of Children, Families and Adults, and Economy, Transport and Environment. The names of these two service areas have changed to People and Communities, and Place and Economy respectively. The name changes and restructuring do not require Council approval so any minor consequential changes to the Constitution can take place under the Monitoring Officer's delegation.
- 1.2 As part of the restructuring of Place and Economy, the service areas have been brought together under four Assistant Directors. The resulting redistribution of responsibilities does not correspond exactly with the areas for which each Policy and Service Committee is currently responsible. Additionally, responsibility for adult learning services has moved from Place and Economy to People and Communities.
- 1.3 As a result, there is a need to consider the impact of this restructure on the Terms of Reference of the Council's Policy and Service Committees.
- 1.4 The Constitution and Ethics Committee considered and endorsed the proposed changes at its meeting on 30 January 2018.

## 2. POLICY AND SERVICE COMMITTEES

### **Adults Policy and Service Committee**

- 2.1 The summary of functions should include Safeguarding, and Mental Health (**Appendix 1**). Throughout the appendices, new text is shown underlined, thus, and deleted text is shown struck through, ~~thus~~.

### **Children and Young People Policy and Service Committee**

- 2.2 The summary of functions should include Safeguarding, and Mental Health (**Appendix 2**).

### **Economy and Environment Policy and Service Committee**

- 2.3 Authority for exercising all the Council's functions in respect of specified areas should include Trading Standards Contract and Safety of sports grounds. The following additional delegations should be included (**Appendix 3**):

Authority to approve the Food and Feed Plan
Authority to approve minor changes to the overarching Enforcement Policy and the Enforcement Policy specifically covering age restricted goods, following an annual review of these policies by the Head of Regulatory Services, Peterborough City Council
Authority to approve changes to the overarching Business and Consumer Advice Policies following an annual review by the Head of Regulatory Services, Peterborough City Council
Authority to approve the Safety of Sports Grounds Policy

These functions and delegations have been moved from Highways and Community Infrastructure Policy and Service Committee.

### **Highways and Community Infrastructure Policy and Service Committee**

- 2.4 Authority for exercising all the Council's functions in respect of specified areas should include Cambridgeshire Guided Busway Operations, Park and Ride and Quality Bus Partnership, and cultural Services (**Appendix 4**).

These delegated functions have been moved from Economy and Environment Policy and Service Committee.

### **Communities and Partnership Policy and Service Committee**

- 2.5 Delegated authority should include authority for exercising all the Council's functions in respect of all areas covering Adult Careers Information and Guidance, Adult Skills including apprenticeships, Learning Services including online, and Community Learning.

These delegated functions have been moved from Economy and Environment Policy and Service Committee (**Appendix 5**).

Source Documents	Location
Council's Constitution	<a href="http://tinyurl.com/Constitution-CCC">http://tinyurl.com/Constitution-CCC</a>
Reports to and minutes of Constitution and Ethics Committee 30 January 2018	<a href="https://cmis.cambridgeshire.gov.uk/ccclive/Meetings/t/abid/70/ctl/ViewMeetingPublic/mid/397/Meeting/531/Committee/10/Default.aspx">https://cmis.cambridgeshire.gov.uk/ccclive/Meetings/t/abid/70/ctl/ViewMeetingPublic/mid/397/Meeting/531/Committee/10/Default.aspx</a>



**Appendix 1**

**2. ADULTS POLICY AND SERVICE COMMITTEE**

**Membership**

Ten members of the Council. The Chairman/woman and Vice-Chairman/woman of the Committee shall be appointed by Full Council.

The Chairman/woman of the Adults Committee will be designated the Lead Councillor for Adult Services in accordance with the 'Best Practice Guidance on the Role of the Director of Adult Social Services' (Department of Health 2006).

**Summary of Functions**

This committee has delegated authority to exercise the Council's functions relating to the delivery, by or on behalf of the County Council, of social care services to eligible adults within Cambridgeshire.

- Services for people with physical disability
- Services for people with learning disability
- Mental health services
- Preventative services
- Residential care
- Carer support
- Safeguarding

<b>Delegated Authority</b>	<b>Delegation/ Condition</b>
Authority to take decisions relating to exercising management, oversight and the delivery of all the Council's relevant adult social care services (i.e. social care services for people aged 18 or over with eligible social care needs and their carers), except for those decisions which are reserved to Full Council	
Authority to undertake the Council's functions for promoting choice and independence in the provision of all adult social care	
Authority to approve all strategies associated with the committee portfolio area which are not reserved for Full Council	
Authority to respond, as appropriate, on behalf of the Council to Government consultation in respect of policy and/or legislation affecting adult social care.	





## **Appendix 2**

### **3. CHILDREN AND YOUNG PEOPLE POLICY AND SERVICE COMMITTEE**

#### **Membership**

Ten members of the Council. The Chairman/woman and Vice-Chairman/woman of the Committee shall be appointed by Full Council.

The following representatives, who shall be co-opted as non-elected members with voting rights on those matters relating to the Council's education functions. They may speak but not vote on other matters.

- 1 Church of England diocesan representative
- 1 Roman Catholic diocesan representative.

The Chairman/woman of the Children and Young People Committee will be designated the Lead Councillor for Children and Young People's Services in accordance with Section 19 of the Children Act 2004.

#### **Summary of Functions**

This committee has delegated authority to exercise all the Council's functions, save those reserved to Full Council, relating to the delivery, by or on behalf of, the County Council, of services relating to children and young people. These include:

- Child protection
- Children's Centres
- Education, Schools and settings
- Looked After Children
- Mental health services
- Safeguarding
- Special Educational Needs (SEN)
- Youth Offending Services
- Youth services.

<b>Delegated Authority</b>	<b>Delegation/Condition</b>
Authority for exercising management, oversight and delivery of services to children and young people in relation to their care, wellbeing, education or health, with the exception of any powers reserved to Full Council	
Authority for the functions and powers conferred on or exercisable by the County Council as Local Authority in relation to the provision of education	
Authority for working with all schools including academies in relation to raising standards of attainment and developing opportunities	



Delegated Authority	Delegation/Condition
Authority for exercising management, oversight and delivery of Learning Outside of the Classroom and environmental education.	
Authority for exercising management, oversight and delivery of Early Years services, including Children's Centres	
Authority for exercising management, oversight and delivery of Enhanced and Preventative Services and Children's Social Care	
Authority for exercising management, oversight and delivery of the Youth Offending Service	
Authority for approval of all strategies associated with the committee portfolio area that are not reserved to Full Council.	
The making of arrangements in relation to appeals against the exclusion of pupils from maintained schools pursuant to section 52 of the Education Act 2002 (appeals against exclusion of pupils)	Delegated to the Executive Director: <del>Children, Families and</del> Adults People and Communities
The making of arrangements pursuant to section 94(1), (1A) and (4) of the School Standards and Framework Act 1998 (admission appeals)	Delegated to the Executive Director: <del>Children, Families and</del> Adults People and Communities
The making of arrangements pursuant to section 95(2) of the School Standards and Framework Act 1998 (children to whom section 87 applies); appeals by governing bodies	Delegated to the Executive Director: <del>Children, Families and</del> Adults People and Communities



### 3.1 CORPORATE PARENTING SUB-COMMITTEE

The Children and Young People Committee shall establish a Corporate Parenting Sub-Committee with the following membership and powers:

#### **Membership**

Any five members (including substitutes) of the Children and Young People Committee, subject to political proportionality. The Chairman/woman and Vice-Chairman/woman of the Sub-Committee shall be selected and appointed by the Children and Young People Committee.

Two non-voting co-opted young people with recent (within the last five years), direct experience of being looked after by, or receiving services as a care leaver from Cambridgeshire County Council. The usual rules for substitution as set out in the Council Procedure Rules shall apply.

#### **Overview of Functions**

The Sub-Committee has delegated authority to exercise all the Council's functions relating to the delivery, by or on behalf of, the County Council, of Corporate Parenting functions with the exception of policy decisions which will remain with the Children and Young People's Committee

Delegated Authority	Delegation/Condition
Authority for exercising management, oversight and delivery of services to looked after children and care leavers in relation to their care, wellbeing, education and health, including delivery of the Council's Pledge to looked after children.	
Authority for the functions and powers conferred on or exercisable by the County Council as Local Authority in relation to Corporate Parenting operational matters excluding policy decisions	
Authority for working with the Virtual School in relation to raising standards of attainment and developing education, employment and training opportunities for looked after children, former looked after children and care leavers.	
Authority for exercising management, oversight and delivery of services to looked after children, former looked after children and care leavers including <ul style="list-style-type: none"><li>• District and Countywide Early Help and Social work services</li><li>• Fostering and adoption services</li><li>• Commissioning of external services</li><li>• Residential and outreach services</li><li>• Contact services</li></ul>	





<b>Delegated Authority</b>	<b>Delegation/Condition</b>
Authority for ensuring mechanisms for consultation and participation are positively promoted for looked after children and care leavers and that the Council actively listens and responds to the views and experiences of these children and young people, including those with disabilities and very young children.	
Authority to receive regular reports on the provision of services for looked after children and care leavers – as required in legislation and fulfilling the purpose of monitoring and offering advice.	
Authority for working with the Clinical Commissioning Group and health providers to ensure delivery of services to meet health needs including health assessments and plans, emotional health, sexual health, substance misuse and teenage pregnancy.	



## **Appendix 3**

### **4. ECONOMY AND ENVIRONMENT POLICY AND SERVICE COMMITTEE**

#### **Membership**

Ten members of the Council. The Chairman/woman and Vice-Chairman/woman of the Committee shall be appointed by Full Council.

#### **Summary of Functions**

Delegated authority to exercise all the County Council's functions, not otherwise reserved to Full Council, relating to the Economy and Environment within Cambridgeshire including the following:

- ~~Adult Learning and Skills~~
- ~~Growth and Economy~~
- ~~Major Infrastructure Delivery~~
- ~~Passenger Transport~~
- ~~Transport Infrastructure Policy and Funding~~
- Environment and Commercial services
- Infrastructure and growth services

<b>Delegated Authority</b>	<b>Delegation/ Condition</b>
Authority for exercising all powers and implementing all strategies associated with the Council's Economy and Environment functions which are not otherwise reserved for Full Council or any other body.	
Authority to respond, as appropriate, on behalf of the Council to Government consultation in respect of policy and/or legislation affecting Planning, Strategic Environment and Transportation	
<p>Authority for exercising the Council's functions in respect of all areas covering the following:</p> <ul style="list-style-type: none"> <li>• County Planning - Minerals and Waste</li> <li>• Historic Environment</li> <li>• Flood and Water Management</li> <li>• Enterprise and Economy</li> <li>• <del>Managing Local Energy Investment (MLEI)</del></li> <li>• Growth and Development including Travel for Work</li> <li>• Funding and Innovation</li> <li>• Managing capital programme</li> <li>• Major Infrastructure delivery projects (transport, highways and cycling), with the exception of infrastructure delivery projects that form part of a <del>City Deal</del> <u>Greater Cambridge Partnership (formerly City Deal)</u> Infrastructure scheme as defined in the Terms of Reference for Joint Development Control Committee for Cambridge Fringes</li> </ul>	



Delegated Authority	Delegation/ Condition
<ul style="list-style-type: none"> <li>• Transport and Infrastructure Policy</li> <li>• Transport and Infrastructure Funding</li> <li>• CIL/S106 funding / innovative approaches</li> <li>• Funding bids</li> <li>• <del>Cambridgeshire Guided Busway</del></li> <li>• <del>Park and Ride and Quality Bus Partnership</del></li> <li>• Public Transport</li> <li>• Social and Education Transport</li> <li>• <del>Adult Careers Information and Guidance</del></li> <li>• <del>Adult Skills including apprenticeships</del></li> <li>• <del>Learning Services including online</del></li> <li>• <del>Community Learning</del></li> <li>• Connecting Cambridgeshire Programme</li> <li>• <u>Trading Standards Contract</u></li> <li>• <u>Safety of sports grounds</u></li> </ul>	
Authority to exercise the statutory functions in relation to the scrutiny of flood risk management under the provisions of the Flood and Water Management Act 2010	
<u>Authority to approve the Food and Feed Plan</u>	
<u>Authority to approve minor changes to the overarching Enforcement Policy and the Enforcement Policy specifically covering age restricted goods, following an annual review of these policies by the Head of Regulatory Services, Peterborough City Council</u>	
<u>Authority to approve changes to the overarching Business and Consumer Advice Policies following an annual review by the Head of Regulatory Services, Peterborough City Council</u>	
<u>Authority to approve the Safety of Sports Grounds Policy</u>	



**Appendix 4**

**6. HIGHWAYS AND COMMUNITY INFRASTRUCTURE POLICY AND SERVICE COMMITTEE**

**Membership**

Ten members of the Council. The Chairman/woman and Vice-Chairman/woman of the Committee shall be appointed by Full Council.

**Summary of Functions**

Delegated authority to exercise the County Council's functions, other than those reserved to Full Council, in relation to highways and community infrastructure within Cambridgeshire including:

- ~~Community and Cultural Services~~
- Highways
- ~~Waste Management~~
- Cultural and Community Services

Delegated Authority	Delegation/ Condition
Authority for exercising all powers and implementing all strategies associated with the Council's Highways and Community Infrastructure functions which are not otherwise reserved for Full Council or any other body.	
<p>Authority for exercising all functions of the Council relating to the following:</p> <ul style="list-style-type: none"> <li>• <del>Trading Standards</del></li> <li>• Cultural Growth and Participation – Arts, <u>and</u> Museums <del>and Sport</del></li> <li>• Waste management</li> <li>• RECAP (Recycling in Cambridgeshire and Peterborough partnership)</li> <li>• Parking Services</li> <li>• <del>Safety of Sports Grounds</del></li> <li>• Road, streets and paths maintenance – <u>routine and reactive</u>, operations and enforcement</li> <li>• Local Highway Improvement Initiative</li> <li>• Gritting, verge cutting and other routine works</li> <li>• Traffic Management systems and regulations</li> <li>• Road Safety</li> <li>• Maintaining Highways and rights of way records</li> <li>• Asset Management and information</li> <li>• Major Contracts (Highways services, waste and street lighting)</li> <li>• <u>Cambridgeshire Guided Busway Operations</u></li> <li>• <u>Park and Ride and Quality Bus Partnership</u></li> </ul>	



Delegated Authority	Delegation/ Condition
<ul style="list-style-type: none"> <li>Libraries</li> <li>Archives</li> <li>Registration</li> <li>Coroners <u>and Medical Examiner Service</u></li> <li><u>Cultural Services</u></li> </ul>	
<del>Authority to approve the Food and Feed Plan</del>	
<del>Authority to approve minor changes to the overarching Enforcement Policy and the Enforcement Policy specifically covering age restricted goods, following an annual review of these policies by the Head of Supporting Businesses and Communities</del>	
<del>Authority to approve changes to the overarching Business and Consumer Advice Policies following an annual review by the Head of Supporting Businesses and Communities</del>	
<del>Authority to approve the Safety of Sports Grounds Policy</del>	
Authority to approve the annual Parking Operations Report	
<p>Authority to exercise, in accordance with the relevant policies of the authority and within the budget allocated for the purpose, the powers of the County Council regarding the following issues within the County's administrative boundary.</p> <ul style="list-style-type: none"> <li>For all districts except Cambridge City, authority to determine traffic regulation orders/statutory notices where the completion of the statutory consultation process results in objections, as per the relevant Highway, Road Traffic Regulation and Traffic Management legislation, with the exception of traffic regulation orders/statutory notices sought as part of a <u>City Deal Greater Cambridge Partnership (formerly City Deal)</u> Infrastructure scheme as defined in the Terms of Reference for Joint Development Control Committee for Cambridge Fringes</li> <li>Authority to approve the Transport Delivery Plan</li> </ul>	<p><u>Head of Assistant Director</u>, Highways in consultation with the Local Members for all districts, except Cambridge City.</p>
Authority to agree proposed revisions to Library Byelaws for submission to the Department for Culture, Media & Sport for approval	Final approval required from DCMS
Authority to revise and agree the Service Delivery Policy for Libraries	
Authority to agree or revise a scheme for the delivery of registration services in accordance with the Registration Services Acts 1952 and 2007	In consultation with the General Register Office



**Appendix 5**

**14. COMMUNITIES AND PARTNERSHIP POLICY AND SERVICE COMMITTEE**

**Membership**

Ten members of the Council, subject to proportionality. This will include one Member from each City/District area of the County, i.e. Cambridge City, East Cambridgeshire, Fenland, Huntingdonshire and South Cambridgeshire, to reflect the political control of the respective City/District Councils to undertake an enhanced role. These Members will be Area Community Champions. They will engage closely with their communities and be an advocate for the activity in these communities and the work of this committee and its partners. The Chairman/woman and Vice-Chairman/woman of the Committee shall be appointed by Full Council.

**Summary of Functions**

The Communities and Partnership Committee is authorised by Full Council to deliver the County Council's ambition to build stronger self-sustaining communities as expressed in its Community Resilience Strategy, and to work together with the Mayor, combined authority, district councils and other partners to design and deliver services which best meet the needs of those communities. The committee will develop plans, in this regard, with the Mayor, combined authority, district councils and other partners to deliver or jointly commission services for communities where it makes sense to do so, aligning resources and expertise around an agreed set of outcomes in order to make the most of public sector funds.

The Communities and Partnership Committee will work together with other bodies to deliver against our shared ambition to build stronger self-sustaining communities, such as those supporting Parish and Town Councils, our commissioning partners such as the Cambridgeshire and Peterborough Clinical Commissioning Group and the Cambridgeshire Peterborough Communities Network – a network of senior officers drawn from all local authorities across Cambridgeshire and Peterborough, the Office of the Police and Crime Commissioner, Cambridgeshire Fire and Rescue Service, Cambridgeshire Constabulary, Support Cambridgeshire (the Voluntary and Community Infrastructure partnership), Cambridgeshire Community Services NHS Trust and Cambridgeshire and Peterborough NHS Foundation Trust.

<b>Delegated Authority</b>	<b>Delegation/ Condition</b>
Authority to deliver the Community Resilience Strategy and services working with the Mayor, the combined authority, district councils and other partners and in particular to - <ul style="list-style-type: none"><li>develop and implement joint plans with the combined authority, district councils and other partners for the delivery of community place based services in accordance with the agreed outcomes;</li></ul>	<b>Subject to confirmation from the S.151 of the availability of sufficient resources.</b>



Delegated Authority	Delegation/ Condition
<ul style="list-style-type: none"> <li>in consultation with the combined authority, district councils and other partners in services within communities approve joint investment in projects, within available resources, that are designed to help manage the demand for high cost services in accordance with the agreed outcomes;</li> <li>develop and approve business case and plans to devolve services, budgets and assets, and implement subject to Council's approval of the associated business case in accordance with the agreed outcomes;</li> <li>decide on funding to be made available for community initiatives through the Innovation Fund.</li> </ul>	
<p>Authority to develop, with the Mayor, combined authority, district councils and other partners plans to enhance customer services, including the better use of assets in communities such as libraries and other community buildings for approval by the relevant committee(s) in the County Council.</p>	
<p>Authority to advise the County Council on opportunities to create a shared workforce or shared arrangements (such as joint ventures) to deliver services across the combined authority, district councils and other partners for approval by the relevant committee(s) in the County Council.</p>	
<p>Authority to approve the Council's Consultation Strategy and its approach to future Business Planning consultation</p>	
<p><u>Authority to exercise the Council's functions in respect of all areas covering the following:</u></p> <ul style="list-style-type: none"> <li><u>Adult Careers Information and Guidance</u></li> <li><u>Adult Skills including apprenticeships</u></li> <li><u>Learning Services including online</u></li> <li><u>Community Learning</u></li> </ul>	

# **CAMBRIDGESHIRE COUNTY COUNCIL** **APPOINTMENTS TO OUTSIDE BODIES: COUNTY COUNCIL APPOINTMENTS**

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<b>Cambridgeshire and Peterborough Combined Authority – Overview and Scrutiny Committee</b>	11	2	<b>Councillor David Connor replaces Councillor Jan French</b> Councillor Lucy Nethsingha  Substitutes: Councillor Lina Joseph Councillor David Jenkins	Anne Gardiner Peterborough City Council Town Hall, Bridge Street Peterborough PE1 1HQ



**Agenda Item No.11(a) (i)**

**Cambridgeshire & Peterborough Combined Authority**

**Reports from Constituent Council Representatives  
on the Combined Authority**

**Member representatives**

<b>Meeting</b>	<b>Dates of Meeting</b>	<b>Representative</b>
<b>Overview and Scrutiny Committee</b>	<b>29 January 2018 12 February 2018</b>	<b>Councillor Jan French Councillor Lucy Nethsingha</b>
<b>Combined Authority Board</b>	<b>31 January 2018 14 February 2018 28 February 2018</b>	<b>Councillor Steve Count Councillor Steve Count Councillor Roger Hickford (sub)</b>

**The above meetings have taken place in January and February.**

**Overview and Scrutiny Committee –Monday 29 January 2018**

The Overview and Scrutiny Committee met on Monday 29 January 2018. A summary of the committee's minutes is attached at **Appendix 1**.

The Overview and Scrutiny Committee met on Monday 12 February 2018. A summary of the committee's minutes is attached at **Appendix 2**.

**Board meeting – Wednesday 31 January 2018**

The Board met on Wednesday 31 January 2018 and the decision summary is attached at **Appendix 3**.

The Board met on Wednesday 14 February 2018 and the decision summary is attached at **Appendix 4**.

The Board met on Wednesday 28 February 2018 and the decision summary is attached at **Appendix 5**.



## Overview and Scrutiny Committee - Decision Summary

**Meeting:** 29<sup>th</sup> January 2018

<http://cambridgeshirepeterborough-ca.gov.uk/meetings/overview-and-scrutiny-committee-29-january-2018/?date=2018-01-29>

Chair: Cllr John Batchelor

Summary of decisions taken at this meeting

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
1.	<b>Apologies</b>	Apologies received from Cllr French, no substitute.
2.	<b>Declaration of Interests</b>	There were no declarations of interest.
3.	<b>Minutes of the 18<sup>th</sup> December 2017</b>	The minutes of the meeting held on Monday 18 <sup>th</sup> December 2017 were agreed as a correct record.
4.	<b>Rapid Mass Transport</b>	<p>The Committee received a presentation from the consultants Steer Davies Gleave</p> <p>The Chairman invited the committee to ask questions of the consultants, the Director of Transport and the Mayor of the Combined Authority.</p> <p>Below is a summary of the points raised,</p> <ul style="list-style-type: none"><li>• The report released in December outlined the emerging findings from the study to</li></ul>

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
		<p>get feedback. The current report reflected the final detail of the study; the report belonged to Steer Davies.</p> <ul style="list-style-type: none"> <li>• The report was putting forward a concept idea so there was not the detail around how much land may be required but it was acknowledged that land in Cambridge was expensive and highly sensitive.</li> <li>• There were a number of examples of the suggested technology being trialed and was being adopted in the UK. The technology would be available at the time.</li> <li>• It was recognized that some form of demand management would be required but what format this would take had not been considered other than recognising it would be needed.</li> <li>• The route was not set yet but the underground would be linked up like the London Underground system. New routes would be where there were significant routes already but further routes across the county could be considered.</li> <li>• Although the system was Cambridge centric it was key to getting people from one side of the city to the other side which would relieve congestion in the surrounding area around the city.</li> <li>• To ensure that the market towns were connected existing infrastructure such as rail stations would be used and interchanges would be created.</li> <li>• There existed an extraordinary economy across the county but there was increasing pressure on housing prices. There was a need to create growth by having a high-quality transport system, which would in turn create high quality market towns.</li> <li>• Highways England now consider other interventions from others that will alleviate traffic and reduce their costs however funding for the project was more likely to come from outside investors rather than from central government.</li> <li>• Funding would not come from a precept levied by the Mayor nor would local district</li> </ul>

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
		<p>councils be asked to contribute.</p> <ul style="list-style-type: none"> <li>• Finance would come from the private sector; elected Mayors could come up with solutions for their own area and as Cambridgeshire has high land value if we can capture this it could be used for further financing of major projects.</li> <li>• This system could only be delivered by the Combined Authority. The system would go into so many areas of county that it must be Combined Authority project. Leaders of District Councils sit on the Board so there would always be input from those areas. To maintain the speed required for successful development we cannot go through different organisations.</li> <li>• Existing road developments and planning projects could be affected; some would continue others may need to change so they would CAM project and others may need to be dropped but a detailed study of this would need to be done. The Combined Authority would work with colleagues at GCP to identify the different schemes; this was an important piece of work over the coming months.</li> </ul> <p>Full detail of the discussion can be found in the minutes  <a href="http://cambridgeshirepeterborough-ca.gov.uk/meetings/overview-and-scrutiny-committee-29-january-2018/?date=2018-01-29">http://cambridgeshirepeterborough-ca.gov.uk/meetings/overview-and-scrutiny-committee-29-january-2018/?date=2018-01-29</a></p>
5.	<b>Budget Consultation</b>	<p>The Committee received the budget consultation from the Project Accountant to make any comments on.</p> <p>The Committee members raised concern that the budget consultation only contained two pages of information. The officer explained that the budget was made up of known expenditure and upcoming budget proposals.</p> <p>Cllr Murphy requested that a review of funding for housing in Peterborough was considered in the budget. Also, the member referred to Peterborough University; the City Council was looking at selling or leasing Bayard Place while the university project team were looking at accommodation so could the two organisations speak to each other.</p> <p>The LEP budget would be brought to the Board separately in March with both budgets</p>

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
		<p>being combined once the two organisations had become one. The budget had tried to reflect all major programmes and would cross reference the RMT budget as this was currently not reflected.</p> <p>The Committee agreed that they would like to hold an additional Overview and Scrutiny meeting before the additional Board meeting in February to scrutinise the budget and the consultation results.</p>
6.	<b>Review of Combined Authority Board Agenda</b>	<p>The Committee reviewed the agenda due to come to the Board on Wednesday 31st January 2018.</p> <p>Regarding the housing report members were advised that the paper with the next tranche of housing funding would come to the February Board meeting.</p> <p>In regard to the report on a 'Stronger Public and Private Sector Partnership in Cambridgeshire and Peterborough' the committee were advised that the Business Board would be a blend of business representatives and public-sector representatives but which organisations would be represented had yet to be decided. Once the Board was established it would be their decision as to who would sit on the Combined Authority Board to represent them.</p> <p>In regard to the different geography of the two organisations, the Mayor, deputy Mayor's and the Chief Executive would be working with other authorities and central government to consider. This would be brought back to the Board to decide and allow for O&amp;S to scrutinise if they wished.</p>
7.	<b>Communities and Local Government Select Committee Report</b>	<p>Members queried whether they could scrutinise the Mayor directly or only decisions of the Mayor made through the Board. The Monitoring Officer advised that under the order the Combined Authority has one role and the Mayor has a separate role, so the Mayor could make decisions separately although these could not be key decisions and would have fairly minor financial impact.</p> <p>The committee could look at the office of the Mayor but it would need to be focused and define exactly what they wanted to gain from scrutinising.</p>

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
		<p>Members raised concern around the amount of time the Board meetings went on for as in comparison to the O&amp;S meeting they were very short.</p> <p>The Committee were advised that Board members were fully engaged with all reports prior to them being presented at the public meeting and that there was a robust debate between Board members.</p> <p>In regard to the RMT tender process the committee were advised that the Combined Authority needed to go through a procurement process. There was a framework that had been agreed to select the current provider. The Combined Authority would return to the framework to select the new contract, the current consultant had considerable knowledge so it would be a cost saving by using the same consultant if they met the criteria set out in the framework.</p>
8.	<b>Overview &amp; Scrutiny Work Programme Report</b>	<p>The Committee received the report which provided the Committee with the draft work programme for the Overview &amp; Scrutiny Committee for the remainder of the 2017/18 municipal year and asked them for comments and suggestions.</p> <p>The Committee discussed the RMT report and whether the processes had been followed for the release of information and were advised that the law stated that supportive reports may come out late but must be published as soon as possible.</p> <p>The Committee agreed they would like to set up a review to consider the work around the Rapid Mass Transport, the terms of reference would be brought back to the additional meeting on the 12th February for the committee to consider and agree.</p>
9.	<b>Combined Authority Forward Plan</b>	<p>The Committee noted the forward plan of the Combined Authority Board.</p> <p>The current forward plan is at <a href="http://cambridgeshirepeterborough-ca.gov.uk/assets/Combined-Authority/Forward-Plan-29-January-2018.pdf">http://cambridgeshirepeterborough-ca.gov.uk/assets/Combined-Authority/Forward-Plan-29-January-2018.pdf</a></p>
10.	<b>Date &amp; Location of Next Meeting</b>	<p>The next meeting would be held at East Cambridgeshire District Council on the 12<sup>th</sup> February 2018.</p>



## **Overview and Scrutiny Committee - Decision Summary**

**Meeting:** 12<sup>th</sup> February 2018

<http://cambridgeshirepeterborough-ca.gov.uk/meetings/overview-and-scrutiny-committee/?date=2018-02-12>

Chair: Cllr John Batchelor

Summary of decisions taken at this meeting

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
1.	<b>Apologies</b>	Apologies received from Cllr Yeulett, Cllr Murphy and Cllr Mason.
2.	<b>Declaration of Interests</b>	There were no declarations of interest.
3.	<b>Budget Consultation</b>	<p>The Committee considered the budget report that would be discussed at the Combined Authority Board meeting on Wednesday 14th February.</p> <p>The Chair invited the Interim Chief Finance Officer and the Financial Project Officer to answer the committees questions; the following point were made during the discussion:-</p> <ul style="list-style-type: none"><li>• The members noted that the responses that had been received from some constituent councils were more of a plea for funding rather than an actual comment on the budget and that there were no responses from the business sector, despite request being sent to the Chamber of Commerce and others through other routes.</li></ul>

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
		<ul style="list-style-type: none"> <li>Members felt that this budget was a historical budget rather than a forward-looking budget as it outlined figures that had already been approved by the Board.</li> <li>Members felt it would be useful to see the budget for future years to be able to get a good understanding of the costs around individual projects.</li> <li>Members were advised that the Combined Authority were working on and would be providing a Medium Term Financial Strategy in due course, which would provide the information for the budgets for future years.</li> <li>The LEP budget was still to be brought to the Board for approval, it was envisioned that this would be brought back in March. There was a legal requirement for the Combined Authority to approve a balanced budget before the beginning of March which was why the two budgets had to be considered separately.</li> <li>Members felt that some information regarding the LEP budget should have been included with the budget.</li> <li>Members raised concern around the documentation and presentation of the budget report and felt the budget should have a more granular process to enable members to have a better understanding. The Chief Finance Officer advised that she would be happy to work with the scrutiny committee to provide more detailed information, and that the Medium Term Financial Strategy would provide further detail.</li> <li>The committee raised concern around the visibility of the income streams and where money was currently being held by the Combined Authority. The officers advised that there is a current Treasury Management Strategy which was considered by the Audit and Governance Committee at their December meeting, and plans to develop this further as the current strategy is based on the Peterborough City Council model. Audit and Governance Committee had asked for this to be reconsidered and a paper would be brought back to the next Audit and Governance Committee meeting in March.</li> <li>Members queried the £175m reserves figure for 2018/19 financial year, as it was felt that this did not reflect the available funding by identifying any ringfenced</li> </ul>



Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
		<p>projects, and therefore that money was not freely available to spend on other projects. It was agreed that the report could be clearer and the MTFP would address this.</p> <ul style="list-style-type: none"> <li>• Cllr Nethsingha raised a concern about the mayors increasing expenses and asked for more detail to be provided around this. Officers advised this was only a notional figure.</li> </ul> <p>Cllr Nethsingha proposed, seconded by Cllr Baigent that the committee recommend the following to the Board meeting on Wednesday 14th February 2018.</p> <p>‘The O&amp;S Committee express their concern at the lack of detail made available in the budget papers as they are presented. The Committee expresses particular concern that the budget papers do not reflect the money committed to projects in future years, for example commitments made to Peterborough University. We welcome the commitment to produce a medium term financial plan and ask that this be produced as a matter of serious urgency.’</p> <p>The Committee unanimously agreed.</p> <p>Full detail of the discussion can be found in the minutes  <a href="http://cambridgeshirepeterborough-ca.gov.uk/assets/Overview-and-Scrutiny-Committee/Overview-and-Scrutiny-Draft-Minutes-12th-February-2018.pdf">http://cambridgeshirepeterborough-ca.gov.uk/assets/Overview-and-Scrutiny-Committee/Overview-and-Scrutiny-Draft-Minutes-12th-February-2018.pdf</a></p>
4.	<b>Mass Rapid Transport Review – Terms of Reference</b>	<p>The Committee received the report which outlined the points needed to consider the terms of reference for the Mass Rapid Transport review group.</p> <p>The Committee resolved to appoint the following membership for the task and finish group:</p> <p>Cllr Cantrill, Cllr French, Cllr Carter, Cllr Baigent, Cllr Riley (until May 2018).</p> <p>The Committee agreed to appoint Cllr Cantrill as Chairman for the Task and Finish Group.</p> <p>It was agreed that the Task and Finish Group should meet following the conclusion of the</p>

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
		O&S Committee on the 26th February at Huntingdonshire District Council.
5.	<b>Date &amp; Location of Next Meeting</b>	The next meeting would be held at Huntingdonshire District Council on the 26 <sup>th</sup> February 2018.

## Overview and Scrutiny Committee - Decision Summary

**Meeting:** 26<sup>th</sup> February 2018

The Overview and Scrutiny Committee meeting scheduled for the 26<sup>th</sup> February was cancelled as there was no business for the committee to discuss.

The Task and Finish Group set up to consider the Mass Rapid Transport met on the 26<sup>th</sup> February 2018 and agreed the following terms of reference, which will be brought back to the O&S Committee for approval on the 26<sup>th</sup> March 2018.

- 1) To review existing processes and the development of the MRT project to date
- 2) To ensure that the CAM fits within an integrated transport network: if the busway and park and ride are not to be promoted,
  - (a) would the passenger transport network function effectively and
  - (b) would it align with schemes being delivered by GCP?
- 3) To consider the decision making and consultation processes to arrive at a transport solution based upon the CAM
- 4) To examine this project within the Local Transport plan development and the development of the Bus Strategy.



# CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY

## Decision Statement

Meeting: 31st January 2018

<http://cambridgeshirepeterborough-ca.gov.uk/meetings/combined-authority-board-31-january-2018/?date=2018-01-31>

Item	Topic	Decision
	<b>Part 1 – Governance Items</b>	
1.1	Apologies and Declarations of Interest	<b>Apologies received from Councillor G Bull (Councillor R Fuller substituting) and J Ablewhite (Police and Crime Commissioner) (Councillor R Bisby substituting).</b>
1.2	Minutes – 20 December 2017	It was resolved to approve the minutes of the meeting of 20th December 2017 as a correct record.
1.3	Petitions	None received.
1.4	Public Questions	<b>Two questions received, questions and responses published at the following link:</b> <a href="#">Cambridgeshire and Peterborough Combined Authority meeting 31/01/2018</a>
1.5	Forward Plan	It was resolved to approve the Forward Plan of Executive Decisions dated to be published on 29 January 2018.

1.6	Corporate Governance Framework	<p>Good corporate governance is essential to deliver an effective organisation. In authorities which serve the public it demonstrates a commitment to transparency of decision making and ethical conduct and therefore delivers public confidence.</p> <p>The purpose of the report was to seek Board approval to a number of measures designed to enhance the corporate governance framework of the Combined Authority. The Audit and Governance Committee had recommended the following policies and procedures for adoption:</p> <ul style="list-style-type: none"> <li>(a) a Member Complaints Procedure</li> <li>(b) a corporate complaints procedure,</li> <li>(c) a Data Protection Policy, Freedom of Information Policy and a publication scheme.</li> </ul> <p>It was resolved to:</p> <p><u>Member Complaints Procedure</u></p> <ul style="list-style-type: none"> <li>(a) Approve the process for dealing with complaints about the Mayor, Members of the Combined Authority or its Committees for breach of the Code of Conduct (Appendix 1);</li> <li>(b) Delegate authority to the Legal Counsel and Monitoring Officer to select a suitable Independent Person for Member Complaints and approve a proposed allowance of £250 per annum (in lieu of expenses claims);</li> <li>(c) Request the Legal Counsel and Monitoring Officer to seek to set up a panel of Independent Persons for Member Complaints from amongst Constituent Council Independent Persons;</li> <li>(d) Agree to amend the constitution to include the member complaints procedure;</li> </ul> <p><u>Corporate Complaints</u></p> <ul style="list-style-type: none"> <li>(e) Approve and adopt the complaints procedure;</li> </ul>
-----	--------------------------------	--

		<p>(f) Request Legal Counsel and Monitoring Officer to notify the Local Government and Social Care Ombudsman of the Combined Authority's complaints procedure and to make any changes recommended by the Ombudsman; and</p> <p><u>Data Protection Policy and Freedom of Information</u></p> <p>(g) Approve the Data Protection Policy (Appendix 3), the Freedom of Information Policy (Appendix 4) and the publication scheme listing the types of information that is available or will be made available on the Combined Authority website (Appendix 5).</p>
1.7	Appointment of Interim Chief Finance Officer and Section 151 Officer	<p>The purpose of this report was to ask the Board to appoint an interim statutory Chief Finance Officer for the Combined Authority.</p> <p>It was resolved to appoint Rachel Musson as interim statutory Chief Finance Officer and S151 Officer to the Combined Authority.</p>
	<b>Part 2 – Key Decisions</b>	
2.1	Mass Rapid Transport – Strategic Options Assessment	<p>Greater Cambridge and the wider Combined Authority Area are of enormous economic significance locally and nationally. The Combined Authority is committed to improving accessibility and connectivity to boost growth and prosperity whilst also addressing the congestion and delays that face residents and visitors to the area. The Mayor and the Combined Authority's ambition is to deliver world-class public transport across Cambridgeshire and Peterborough, the city region and future growth centres as well as into neighbouring counties.</p> <p>In July 2017, the Combined Authority Board approved the commissioning of a strategic options assessment to investigate potential mass rapid transit solutions. This study has now been concluded, and has established that there is a strong case to develop this initiative further.</p> <p>This Board paper set out the key findings from this study and requested approval to develop a Strategic Outline Business Case and Options Appraisal Report for the Cambridgeshire Autonomous Metro proposal.</p>

		<p>It was resolved to:</p> <ul style="list-style-type: none"> <li>(a) Note the findings of the Cambridgeshire Mass Transit Strategic Options Assessment and the recommendation that the Cambridgeshire Autonomous Metro be carried forward for further development.</li> <li>(b) Approve £600,000 to develop a Strategic Outline Business Case and an Options Appraisal Report for the Cambridgeshire Autonomous Metro proposal.</li> <li>(c) agree to liaise with the Greater Cambridge Partnership (GCP) to ensure GCP's current and future plans for high quality public transport corridors were consistent and readily adaptable to the emerging proposition for a CAM Metro network.</li> </ul>
	<b>Part 3 – Non Key Decisions</b>	
3.1	Housing: Off Site Manufacture	<p>Cambridgeshire and Peterborough has a strategic objective to accelerate the delivery of 100,000 new homes, including 40,000 affordable homes over the next twenty years. This objective is unlikely to be achieved by reliance on existing approaches alone and in particular the capacity of major house builders. It is therefore incumbent upon the Combined Authority to explore new interventions in the housing market. In this light, the Combined Authority Board agreed to commission in June 2017, the development of an Outline Business Case for the establishment of its own facility for the Off-Site Manufacture (OSM) of new homes. This report summarised the Outline Business Case findings from sector experts DLS Strategic Ltd.</p> <p>The report identified a strong commercial opportunity that could arise over the medium to long term. It is also clear that the market for such a venture is still immature. There are many potential partners, but few with either a strong track record of delivery or whose business is on a firm financial footing. The Combined Authority planned to bring forward its Housing Strategy in May 2018, and this proposition needed to be considered alongside other potential interventions.</p> <p>This report therefore concluded that the Board should defer further development of this initiative until late 2018 to allow for the development of a holistic delivery plan to be prepared and further exploratory discussions to take place with Housing Providers and Government.</p>

		It was resolved to defer the report detailing the contents of the Outline Business Case and the potential medium to long term commercial opportunity.
3.2	Establishing a new Stronger Public and Private Sector Partnership in Cambridgeshire and Peterborough – Business Board	<p>In December, the Combined Authority was advised that the current Local Enterprise Partnership Board had considered alternative proposals for delivery and how the Combined Authority could work in partnership to deliver a new model of strategic leadership.</p> <p>The Combined Authority noted that a new Local Enterprise Partnership would be established in the form of a Business Board and agreed that the Combined Authority shall become the Accountable Body for the Business Board from 1 April 2018.</p> <p>This report updated the Board progress towards establishing a combined staffing structure.</p> <p>It was resolved to agree:</p> <ul style="list-style-type: none"> <li>(a) in principle to the establishment of a single shared Chief Executive role across the Combined Authority and the new Local Enterprise Partnership;</li> <li>(b) that the single staffing structure be reported to the February Board meeting;</li> <li>(c) that, in principle, the Combined Authority should explore new terms and conditions of employment for its new staffing structure;</li> <li>(d) that the salaries for the new staffing structure were to be met by the Combined Authority and the new Local Enterprise Partnership Business Board.</li> <li>(e) that Councillor Charles Roberts be appointed as the Chair of the Shadow Business Board.</li> </ul>
	<b>Part 4 – Date of Next Meeting</b>	
4.1	Date of Next Meeting	Date of the next meeting – Wednesday, 14 February 2018 at 10.30 am in the Civic Suite, Huntingdonshire District Council, Pathfinder House, St Mary's Street, Huntingdon, PE29 3TN



## **CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY**

### **Decision Statement**

**Meeting:** 14th February 2018

<http://cambridgeshirepeterborough-ca.gov.uk/meetings/cambridgeshire-and-peterborough-combined-authority-board/>

Item	Topic	Decision
	<b>Part 1 – Governance Items</b>	
1.1	Apologies and Declarations of Interest	Apologies received from Councillor K Reynolds (Chairman, Cambridgeshire and Peterborough Fire Authority) (Councillor J Peach substituting).



Item	Topic	Decision
1.2	Minutes – 31 January 2018	It was resolved to approve the minutes of the meeting of 31st January 2018 as a correct record.
1.3	Petitions	None received.
1.4	Public Questions	None received.
	<b>Part 2 – Key Decisions</b>	
2.1	Budget 2018/19	<p>The Local Government Finance Act 1992 (LGFA 1992) places a duty on Councils to set a balanced budget with regard to the advice of its Chief Finance Officer (section 151).</p> <p>This paper report provided the results of the consultation of the draft 2018/19 Combined Authority budget and asked the Board to approve the draft budget in light of the responses to the consultation.</p> <p>It was resolved to approve the 2018/19 Combined Authority budget as set out in Appendix 2.</p>
	<b>Part 3 – Non Key Decisions</b>	
3.1	Budget 2018/19 (Mayor's Budget)	<p>The report requested the Board to approve the Mayor's draft budget for 2018/19</p> <p>It was resolved to note the Mayor's budget for 2018/19.</p>
	<b>Part 4 – Date of Next Meeting</b>	
4.1	Date of Next Meeting	Wednesday, 28 February 2018 at 10.30 am in the Civic Suite, Huntingdonshire District Council, Pathfinder House, St Mary's Street, Huntingdon, PE29 3TN



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

**Appendix 5**

# **CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY**

## **Decision Summary**

**Meeting:** 28th February 2018

<http://cambridgeshirepeterborough-ca.gov.uk/meetings/show/2018-02-28>

Item	Topic	Decision
	<b>Part 1 – Governance Items</b>	
1.1	Apologies and Declarations of Interest	Apologies received from Councillor S Count (Councillor R Hickford substituting), Councillor J Holdich, Jason Ablewhite (Councillor R Bisby substituting), and J Bawden (Dr Gary Howsam substituting)

Item	Topic	Decision
1.2	Minutes – 14 February 2018	It was resolved to approve the minutes of the meeting of 14th February 2018 as a correct record subject to the deletion of “Huntingdonshire” on the first page, third sentence, of the Mayor’s announcement.
1.3	Petitions	None received.
1.4	Public Questions	Two questions were received, the questions and the response to the second question are published at the following link:  <a href="#">Cambridgeshire and Peterborough Combined Authority meeting 28/02/2018</a>
1.5	Forward Plan	It was resolved to approve the Forward Plan of Executive Decisions dated to be published on 26 February 2018.
1.6	Membership of the Combined Authority and Committees - Amendments	The report advised the Board of amendments to membership of the Board and its committees to be notified by Fenland District Council. The Combined Authority was advised that Fenland District Council’s full Council meeting on 22 February reviewed its membership of the Board and committees.  It was resolved to:  (a) note the appointment of Councillor Chris Seaton made by Fenland District Council to replace Councillor John Clark as its Member to the Combined Authority for the remainder of the municipal year 2017/2018 and Councillor Mike Cornwell as substitute.  (b) note the changes in membership of the Overview and Scrutiny Committee and the Audit and Governance Committee made by Fenland District Council – Councillor Chris Boden appointed to the former and Councillor Anne Hay to the latter.
	<b>Part 2 – Key Decisions</b>	
2.1	Cambridgeshire & Peterborough 2030 Prospectus	It was resolved to agree to withdraw this report and bring it back to a future meeting.

	Part 3 – Non Key Decisions	
3.1	A10 Corridor – Key Findings and Next Steps	<p>The Mayor, Combined Authority and partner organisations have long recognised the strategic importance of the A10 to the local economy and the challenges faced by worsening congestion and delays. During his election, the Mayor committed to a number of ambitious transport improvements including a dual carriageway for the A10. The commissioning of study work was also a key commitment as part of the 100 day programme which led to £500,000 of Combined Authority funding being agreed in June 2017 for a feasibility study.</p> <p>This scheme remains one of the Combined Authority’s top transport and infrastructure priorities along with other strategic projects including the implementation of a mass transit system in Cambridgeshire; dualling of the A47; extending the M11 to the A47; and the development of a new Garden Town at Wisbech.</p> <p>Following the conclusion of the feasibility study for the A10 corridor, this report set out the key findings and make recommendations to progress to the next phase of the project as quickly as possible.</p> <p>It was resolved to:</p> <ul style="list-style-type: none"> <li>(a) Note the findings of the Cambridge to Ely Transport Feasibility Study and the strong case for dualling the A10.</li> <li>(b) Agree to delegate authority to the Chief Executive to approve this spend and update the Board at the March meeting.</li> <li>(c) Delegate authority to the Director of Transport to award the contract for the development of the Strategic Outline Business Case.</li> <li>(d) Authorise the Director of Transport to commence procurement for the Options Appraisal Report subject to approval of the contract being made at a future meeting of the Board before an appointment was made.</li> </ul>
3.2	Senior Staffing Structure – Combined	The Board agreed at its meeting on 31st January 2018, to a shared Chief Executive,

	Authority and Local Enterprise Partnership	<p>responsible for both the Combined Authority and a new Local Enterprise Partnership. It was also agreed that the Combined Authority should become the employer of a single staffing team, and that a new staffing structure would be designed and proposed to the Board.</p> <p>This report provided details of a senior staffing structure that would be able to effectively support both the Combined Authority Board and its work programme, and the new Business Board and the activities required of the Local Enterprise Partnership. These arrangements provided a new operational model to support public and private sector partnerships and was a demonstration of public sector reform delivery.</p> <p>It was resolved to:</p> <p>(a) approve the proposals in respect of the senior officer structure as set out in the report;</p> <p>(b) approve the following posts creating the Chief Officer structure of the Combined Authority:</p> <ul style="list-style-type: none"><li>1) Legal Counsel</li><li>2) Director of Infrastructure</li><li>3) Director of Business and Skills</li><li>4) Director of Strategy and Planning</li><li>5) Director of Finance</li></ul> <p>(c) Note the intention to agree the job descriptions, salary grades for the posts and to proceed to recruit to the posts through the Employment Committee.</p>						
3.3	Highways and Transport Capital Grants – Supplementary Allocations 2017/18	<p>This report consulted the Combined Authority Board regarding the Mayor’s intention to allocate Pothole Action Fund grants totalling £974,047 to Cambridgeshire County Council and Peterborough City Council in line with the Department for Transport formula as set out in the table below.</p> <table><tr><th>Constituent Council</th><th>Allocation £’s</th></tr><tr><td>Peterborough City Council</td><td>£167,536</td></tr><tr><td>Cambridgeshire County</td><td>£806,511</td></tr></table>	Constituent Council	Allocation £’s	Peterborough City Council	£167,536	Cambridgeshire County	£806,511
Constituent Council	Allocation £’s							
Peterborough City Council	£167,536							
Cambridgeshire County	£806,511							

		Council		
		Total	£974,047	
	<b>Part 4 – Financial Management and Audit</b>			
4.1	Statutory Instrument for Borrowing	<p>This report provided the Board with an update on the development of the Statutory Instrument that will enable the Combined Authority to borrow as specified in regulations under section 23(5) of the Local Government Act 2003.</p> <p>It was resolved to:</p> <ul style="list-style-type: none"> <li>(1) note the agreement of the Interim Chief Finance Officer (s.151 officer) to the Cambridgeshire and Peterborough Combined Authority Agreement and Debt Cap to 2019-20</li> <li>(2) agree to a Statutory Instrument permitting the Combined Authority to extend its borrowing powers on condition that the Statutory Instrument did not require constituent councils to underwrite any borrowing of the Combined Authority</li> <li>(3) note that the Combined Authority would be requesting consent from its constituent councils to the making of the Statutory Instrument</li> </ul>		
	<b>Part 5 – Local Enterprise Partnership Item (Key Decision)</b>			
5.1	Greater South East Local Energy Hub (the 'hub')	<p>The Combined Authority had the opportunity to establish and pioneer one of only five Local Energy Hubs in England. Chosen by the Greater South East LEPs (11) which include a 16-county area, including Greater London, and endorsed by the Department for Energy, Business and Industrial Strategy (BEIS) the Combined Authority would be the vanguard local energy organisation in the area.</p> <p>It was resolved to:</p> <ul style="list-style-type: none"> <li>(a) Agree that with immediate effect the Combined Authority becomes the Accountable Body for the Greater South East Local Energy Hub.</li> </ul>		

		<p>(b) Authorise the Chief Executive to employ staff as required to meet the administrative and technical requirements of administering the Greater South East Local Energy Hub.</p> <p>(c) Note the consent of the LEPs and their local authorities within the Greater South East Local Energy Hub area to the Combined Authority acting as the Accountable Body on its behalf.</p>
	<b>Part 6 – Date of Next Meeting</b>	
6.1	Date of Next Meeting	It was resolved to note the date of the next meeting – Wednesday, 28 March 2018 Peterborough City Council, Town Hall, Bridge Street, Peterborough, PE1 1HF

**CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY UPDATE**

**TO: Cambridgeshire County Council**

**FROM: Chairman, Cambridgeshire and Peterborough Fire Authority**

**DATE: 20 March 2018**

---

**1. FIRE AUTHORITY BUDGET 2018/19 and RELATED FINANCIAL MATTERS**

1.1 At its meeting on 8 February 2018, the Fire Authority considered a report on its budget, reviewed the Budget Book 2018/19 and approved the following recommendations:

- an Authority budget requirement of £28,422,000
- an Authority precept of Authority Tax from District Authorities and Peterborough City Authority of £19,245,000
- an Authority Tax for each band of property, based on the number of band D equivalent properties notified to the Fire Authority by the District Authorities and Peterborough City Authority (279,882) ranging from Band A at £45.84 to Band H at £137.52
- approval of the Prudential and Treasury Indicators as set out in the Budget Book (page 9),
- approval of the Treasury Management Strategy Statement as set out in the Budget Book (pages 8 to 13),
- approval of the Capital Programme as detailed in the Budget Book (page 6),
- approval of the Minimum Revenue Provision Policy Statement as detailed in the Budget Book (page 14).

1.2 By way of background, the Draft Revenue Support Grant (RSG) settlement was received on 19 December 2017 after the December Policy and Resources Committee where a draft budget, based on a 2% increase in council tax, was presented. The significant change to funding that was announced as part of the settlement was in respect of the council tax referendum limit increasing to 3% from 2%. On receipt of this information the Authority consulted on a range of council tax percentage increases and received a total of 421 responses of which 77% were in favour of a 3% increase.

1.3 The budget approved at the February Authority meeting is based on a council tax increase of 3%. The primary reason for this increase was made clear during consultation; the anticipated high turnover of operational resources in the medium term. The additional funds will be utilised to enhance and improve training support provided to new operational employees through this period.

1.4 Related to financial matters, at the time of writing, the national pay award for firefighters linked to an increase in the cost of living and a widening of the



firefighter role to enable the delivery of other activities such as response to medical emergencies, continues to be negotiated; the Authority has undertaken to honour any agreement. Also at its February meeting the Authority approved the Pay Policy Statement 2018/19 and a Members' Allowances Scheme for 2018/19. Further, as part of the Equality and Inclusion Compliance Report and its commitment to transparency the Authority also approved and subsequently published its Gender Pay Gap Report 2017. Full details of the Budget Book and all these documents can be found on the Cambridgeshire Fire and Rescue Service website.

## **2. POLICE AND CRIME COMMISSIONER'S (PCC) LOCAL BUSINESS CASE FOR FIRE AND RESCUE GOVERNANCE**

- 2.1 Regretably, despite an expectation that there would be an announcement from the Home Office before the Spring Recess of Parliament, at the time of writing, there is still no decision on the PCC local business case. When the Authority has received the decision it will determine its next steps.
- 2.2 That said, the Service continues to work proactively to further collaboration opportunities with other blue light services and appropriate partners. Of particular note is the exploration of an opportunity to create a joint fire and police property team to maximise resilience and professionalism and the progress being made to secure planning permission to develop a training facility at the existing police site in Monkswood.

## **3. INSPECTION OF FIRE AND RESCUE AUTHORITIES IN ENGLAND**

- 3.1 Council will be aware that over the next two years a dedicated team of inspectors will be carrying out inspections of each of the 45 fire and rescue services in England. They will inspect using three criteria to establish how efficient, effective and well-led each one is.
- 3.2 The Authority has received confirmation that it will be inspected in summer 2018. Consequently the Service will continue to build on the preparation foundations already made to meet what will be a resource and data intensive process.

## **4. IMPLEMENTATION OF OPERATIONAL SHIFT SYSTEM**

- 4.1 Further to our report to Council in March 2017, the Authority is pleased to report that the Service reached a collective agreement with the Fire Brigades Union to introduce a new rotating shift system.
- 4.2 The Authority recognises the significant effort and professionalism shown by the negotiating teams to not only overcome hurdles and manage the expectations of the 150 plus employees directly affected but also to ensure the successful implementation of the shift system on 1 January 2018.

## BIBLIOGRAPHY

Source Documents	Location	Contact Officer
Fire Authority Minutes 2017/18	Fire Service HQ Hinchingsbrooke Cottage Huntingdon	Michelle Rowe 01223 699180 <a href="mailto:Michelle.rowe@cambridgeshire.gov.uk">Michelle.rowe@cambridgeshire.gov.uk</a>