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26 August 2014

To: Chairman – Councillor Francis Burkitt
Vice-Chairman – Councillor David McCraith
Members of the Corporate Governance Committee – Councillors Richard Barrett,
Andrew Fraser, Douglas de Lacey, Bridget Smith, Peter Topping, John Williams,
Simon Edwards and David Whiteman-Downes

Quorum: 3

Dear Councillor

You are invited to attend the next meeting of **CORPORATE GOVERNANCE COMMITTEE**, which will be held in **SWANSLEY ROOM, GROUND FLOOR** at South Cambridgeshire Hall on **WEDNESDAY, 3 SEPTEMBER 2014 at 8.30 a.m.**

Members are respectfully reminded that when substituting on committees, subcommittees, and outside or joint bodies, Democratic Services must be advised of the substitution *in advance of* the meeting. It is not possible to accept a substitute once the meeting has started. Council Standing Order 4.3 refers.

Yours faithfully
JEAN HUNTER
Chief Executive

The Council is committed to improving, for all members of the community, access to its agendas and minutes. We try to take all circumstances into account but, if you have any specific needs, please let us know, and we will do what we can to help you.

AGENDA		PAGES
1. Apologies for Absence To receive Apologies for Absence from Committee members.		
2. Declarations of Interest		
3. Minutes of Previous Meeting To confirm the minutes of the meeting held on 27 June 2014 as a correct record.		1 - 6
INFORMATION ITEMS		
4. City Deal: Governance Arrangements (Key)		7 - 40
5. Matters of Topical Interest		
6. Date of Next Meeting		

The next meeting of the Committee will be held on Friday 26 September at 9am.

OUR LONG-TERM VISION

South Cambridgeshire will continue to be the best place to live, work and study in the country. Our district will demonstrate impressive and sustainable economic growth. Our residents will have a superb quality of life in an exceptionally beautiful, rural and green environment.

The Council will be recognised as consistently innovative and a high performer with a track record of delivering value for money by focusing on the priorities, needs and aspirations of our residents, parishes and businesses.

OUR VALUES

We will demonstrate our corporate values in all our actions. These are:

- Trust
- Mutual respect
- A commitment to improving services
- Customer service



GUIDANCE NOTES FOR VISITORS TO SOUTH CAMBRIDGESHIRE HALL

Notes to help those people visiting the South Cambridgeshire District Council offices

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Security

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Disturbance by Public

If a member of the public interrupts proceedings at a meeting, the Chairman will warn the person concerned. If they continue to interrupt, the Chairman will order their removal from the meeting room. If there is a general disturbance in any part of the meeting room open to the public, the Chairman may call for that part to be cleared. The meeting will be suspended until order has been restored.

Smoking

Since 1 July 2008, South Cambridgeshire District Council has operated a Smoke Free Policy. No one is allowed to smoke at any time within the Council offices, or in the car park or other grounds forming part of those offices.

Food and Drink

Vending machines and a water dispenser are available on the ground floor near the lifts at the front of the building. You are not allowed to bring food or drink into the meeting room.



Agenda Item 3

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of a meeting of the Corporate Governance Committee held on
Friday, 27 June 2014 at 9.00 a.m.

PRESENT:	Councillor Francis Burkitt – Chairman	
Councillors:	Andrew Fraser Bridget Smith John Williams	Douglas de Lacey Peter Topping
Officers:	Patrick Adams Alex Colyer Fiona McMillan Sally Smart	Senior Democratic Services Officer Executive Director, Corporate Services Legal & Democratic Services Manager and Monitoring Officer Principal Accountant Financial & Systems
External:	Steve Crabtree Mark Hodgson	Shared Head of Internal Audit Ernst & Young

Councillor Ray Manning was in attendance, by invitation.

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Richard Barrett and David McCraith.

2. DECLARATIONS OF INTEREST

None.

3. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on Friday 27 June were agreed as a correct record.

4. ANNUAL REPORT OF THE INTERNAL AUDIT SERVICE 2013/14

Steve Crabtree presented the Annual Report of the Internal Audit Service for 2013/14.

Correction

A correction was made to the second bullet point on page 14, as the Senior Auditor had been appointed in October 2013.

Creditors system

In response to a question regarding the limited assurance given for the audit on the Manual Creditors system, the Principal Accountant Financial and Systems explained that the Council was implementing an electronic system of procurement, but there were some sections of the Council who were still using the old paper based system, although this issue was being addressed. Whilst the Corporate Governance Committee accepted this latter reassurance they nevertheless expressed concern regarding the potential fraud risk through not using the electronic system and it was recommended that this should be put on the Corporate Risk Register.

Single Fraud Investigations Service

Steve Crabtree explained that the creation of a Single Fraud Investigations Service would mean the reduction in the number of staff hours from 2.7 Full Time Equivalent(FTE) number of staff to just 0.7 FTE. The Executive Director warned that the loss of grant from the Government was likely to outweigh the savings from a reduction/transfer of staff. It was noted that Internal Audit would be producing an annual report on fraud and irregularities.

Public Sector Internal Audit Standards (PSIAS)

Steve Crabtree confirmed that he had carried out a self-assessment to assess whether Internal Audit was compliant with the PSIAS. He reported that he considered that no significant areas needed to be addressed and that an external assessment of the internal audit service would be carried out every five years.

Overall Audit opinion 2013/14

The Committee welcomed Internal Audit's report, which stated that the "internal control environment is fundamentally well established and continues to operate well in practice throughout the year ... [and] South Cambridgeshire District Council has a sound governance framework."

The Corporate Governance Committee

NOTED

- A) The annual report into the provision of the Internal Audit service and the opinion of the Head of Internal Audit into the adequacy of governance, risk management and internal control arrangements.
- B) Progress against the delivery of the 2014/15 Audit Plan.
- C) The self-assessment of the service against best practice Public Sector Internal Audit Standards.

5. LOCAL GOVERNMENT AUDIT COMMITTEE BRIEFING

The Corporate Governance Committee

NOTED the Local Government Audit Committee Briefing.

It was suggested that in future, items that were for the Committee's information could be distributed to Members via email outside the formal meetings.

6. STATEMENT OF ACCOUNTS 2013/14 (SUBJECT TO AUDIT)

The Principal Accountant Financial and Systems presented this report, which invited the Committee to note and endorse the 2013/14 Statement of Accounts.

Minor amendment

It was noted that wording in the third paragraph on page 11 of the Statement of Accounts, which stated "will begin in April 2014" should be amended to be in the past tense.

Pensions

It was noted that CIPFA had required a presentational change in the way that the information on pensions was presented. The Executive Director explained that as the Council had increased its contribution rate above that of the actuary rate, this authority

was less likely to have to increase its contributions over the next three years, compared to other authorities.

Business rates

The Committee asked the Executive Director which item was most at risk of challenge by the External Auditors. The Executive Director said that, whilst he felt the accounts were accurate and unlikely to be challenged, an area of focus would be the treatment of business rates. This was because companies were able to appeal against the business rates charged by the Council and now that the authority was now entitled to keep approximately 40% of the Business Rates collected, the results of these appeals had financial consequences for the Council. However, the Executive Director explained that each case had been examined on its individual merits by an external assessor to estimate the cost of these appeals to the Council, and that this was as robust and accurate a method as possible for accounting for the impact of the claims; therefore, the risk of challenge by the External Auditors was small. Mark Hodgson commented that using an external assessor was indeed likely to be considered an appropriate method.

As a separate matter, the Executive Director agreed to ascertain how far back a company could appeal against its rates.

The Chairman explained that the Committee was being invited to both note that the Executive Director had signed the Statement of Accounts and to endorse the accounts itself.

The Committee unanimously

NOTED AND ENDORSED The Statement of Accounts 2013/14.

7. ANNUAL GOVERNANCE STATEMENT 2013/14

The Head of Legal and Democratic Services presented this report, which invited the Committee to approve the draft Annual Governance Statement. The final version of the Statement would be updated following the receipt of the External Auditor's opinion.

Minor amendments

The fourth bullet point under the heading "Corporate Governance Committee" on page 44 was amended to read "recommending actions to the Council in respect of any issues ..."

It was suggested that an A5 version of the Annual Governance Statement could be produced for distribution to parish councils and members of the public.

The Committee

APPROVED The draft Annual Governance Statement and noted the information which supported the report.

NOTED That the final version of the Statement would be updated following the receipt of the External Auditor's opinion.

8. REGULATION OF INVESTIGATORY POWERS ACT (RIPA)

It was **NOTED** that there had been no RIPA investigations in the last quarter.

9. COMPLAINTS TO LOCAL GOVERNMENT OMBUDSMAN 2013-14

It was **NOTED** that there had been fewer complaints referred to the Ombudsman in 2013/14 than there had been in 2012/13.

10. MATTERS OF TOPICAL INTEREST**Signing off of accounts**

The Executive Director stated that the Government was consulting on proposals to bring forward the deadline for signing of the Statement of Accounts from the end of June to the end of May each year from 2017/18 onwards. Both the Executive Director and the Principal Accountant Financial and Systems were confident that the Council could comply with these new deadlines. However, whilst it commended both for their efficiency, the Committee nevertheless expressed its preference against the change, as two months (from the 31 March end of the financial year, to an end-May deadline) felt rushed and insufficient time to ensure that the accounts were robust, accurate and had had sufficient time for review and challenge by the Committee and any other interested parties.

11. DATE OF NEXT MEETING

The Committee **AGREED** to hold its next meeting on:

- Wednesday 3 September 2014 at 8:30am to discuss the City Deal and any other matters.

The Committee **NOTED** the following meeting dates:

- Friday 26 September 2014 at 9am
- Thursday 27 November 2014 at 10am (to be cancelled if there is insufficient business)

The Meeting ended at 10.30 a.m.

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ENTERPRISE PARTNERSHIP



UNIVERSITY OF
CAMBRIDGE

Agenda Item 4

Cambridgeshire
County Council



South
Cambridgeshire
District Council

Report To: Corporate Governance Committee
Lead Officer: Executive Director

3 September 2014

Greater Cambridge City Deal Governance: Establishment of Joint Committee

Purpose

1. To consider proposals to establish an integrated governance framework for the Greater Cambridge City Deal.
2. This is not a key decision; the report is for information.

Recommendations

3. It is recommended that the Committee:
 - (a) Note the report and
 - (b) Consider any recommendations for Cabinet's consideration of this matter

Reasons for Recommendations

4. The report and appendices set out the draft governance arrangements for the City Deal. They have been brought forward at this stage to allow members of the Committee to have an early engagement with the emerging issues well in advance of the formal decision making process later in the autumn.

Background

5. The Greater Cambridge City Deal document (**Appendix A**) was signed on 19 June 2014 on behalf of all five local partners (Cambridgeshire County Council, Cambridge City Council, South Cambridgeshire District Council, the Greater Cambridge Greater Peterborough Enterprise Partnership and the University of Cambridge) and Government.
6. The Greater Cambridge City Deal is underpinned by a commitment to deliver transformative economic benefits through investment in infrastructure and through a collaborative governance framework, featuring an Executive Board that brings together the partner organisations (the Council, Cambridge City Council, Cambridgeshire County Council, University of Cambridge and Greater Cambridge Greater Peterborough Enterprise Partnership) and a wider Assembly. An effective and efficient governance structure is recognised in the deal document as key to the delivery of the infrastructure programme and to planning effectively for future growth.

Considerations

7. It is envisaged that the governance framework will consist of a five person Executive Board, supported by a 15 person Assembly that comprises of a mix of elected Members and wider stakeholders. The Assembly is envisaged to perform an advisory function in support of the work of the Executive Board, which is expected to

be the decision-making body for those issues within the remit of the governance framework.

8. Partners have expressed a preference for the creation of a Combined Authority, however legislation governing Combined Authorities will need to be amended if such a body is to be created in this area. An initial consultation was undertaken on potential changes to this legislation earlier this year, to which the partners submitted a combined response. It is unclear at this point when changes to legislation can be expected to be proposed by Government.
9. In the interim period, before a Combined Authority can be established, the partners have committed to set up a Joint Committee to drive greater coordination and closer working.
10. The final decision on the establishment of the City Deal governance framework will be made by Full Council on 27 November 2014, subject to the Committee's comments and the approval of Cabinet. Similar processes are currently being followed within Cambridge City Council and the County Council.

Executive Board

11. Terms of Reference for the Executive Board are attached at **Appendix B**. The Committee is invited to comment on the Terms of Reference for the Executive Board.
12. The Executive Board is expected to consist of one representative from each of the five partner organisations, with each organisation determining its own representative. It is proposed that the Leader of the Council should be appointed to represent the Council on the Executive Board. The Committee's views are sought on this proposal.
13. Each partner organisation will also need to appoint a named substitute representative who may act in all respects as a voting member of the Executive Board in the absence of the voting member appointed. The Committee's views are sought on this proposal.
14. Due to restrictions in legislation governing Local Authority Joint Committees, it is anticipated that the three Local Authority representatives on the Executive Board would hold voting powers, whilst the representatives of the University of Cambridge and Local Enterprise Partnership (who would be co-opted) would act as non-voting members. The Local Authority representatives would commit through the Terms of Reference to act with due regard to the opinions of those representatives.
15. Where possible, it is expected that the Executive Board would operate on the basis of consensus to ensure that decisions taken have the backing of Members across the city-region. It is recognised that this may not always be possible, and this is addressed in the Terms of Reference.

Assembly

16. It is anticipated that the Assembly will play an advisory role, acting as a forum for discussion with a wider range of stakeholders, with the relationship between the Executive Board and Assembly being flexible enough for the Executive Board to determine what issues should be taken to the Assembly and when.
17. The most appropriate structure for the Assembly to be constituted as, in order to fulfil its advisory role, is a forum convened by the Executive Board, which is relatively

loosely defined in order to allow it to be utilised to maximum effectiveness in supporting decision-making.

18. Draft Terms of Reference for the Assembly are set out at **Appendix C**. The Committee is invited to comment on the Terms of Reference for the Assembly.
19. It is proposed that the Assembly consist of 15 representatives, with three nominated by each partner organisation. The representatives nominated by each Council will need to be drawn from within that organisation, however that requirement does not exist for the representatives of the University of Cambridge and Local Enterprise Partnership.

Strategic spatial/transport planning

20. Throughout the deal process there has been a shared desire amongst the partner organisations to integrate more closely the Councils' responsibilities relating to strategic spatial and transport planning. Through the deal document we have committed to formalise the existing good joint working arrangements as part of the move towards a Combined Authority structure. It should be noted that the emerging Local Plans for Cambridge and South Cambridgeshire have not yet been adopted.
21. The most effective means by which this integration could be achieved would be to merge the statutory Local Plan-making responsibilities of Cambridge City Council and South Cambridgeshire District Council with the County Council's transport strategy powers relating to the city-region to form a single Growth Plan when the Local Plans are next reviewed – and we have committed to begin an early review in 2019 to take into account the changed circumstances arising from substantial City Deal investment.
22. As it stands the only means by which this could be done would be through the formation of a Section 29 Committee, which would require a parliamentary process to establish and revoke. However, there is unlikely to be a workload for such a body at this point in time, and the requirement to form a Section 29 Committee would be expected to be superseded by the creation of a Combined Authority. No action is therefore proposed at this time, but in coming years it may prove necessary to propose such action.
23. The Chairman of the Committee together with the Executive Director have prepared a summary presentation at **Appendix D** to allow the Committee's consideration to be focussed on the key emerging issues.

Options

Executive Board Terms of Reference

24. The Committee could agree to the Terms of Reference for the Executive Board as attached at **Appendix B**. Alternatively, it could recommend changes to the Terms of Reference, which would need to be discussed between the partner organisations before being taken to the relevant committees in the coming months.

Executive Board representation

25. The Committee could agree the proposal that the Leader of the Council be appointed to represent the Council on the Executive Board. It could alternatively offer a different

proposal for the most appropriate representative, which would be taken into account when the final decision is made.

Assembly Terms of Reference

26. The Committee could agree to the Terms of Reference for the Assembly as attached at **Appendix C**. Alternatively, it could recommend changes to the Terms of Reference, which would need to be discussed between the partner organisations before being taken to the relevant committees in the coming months.

Implications

27. In the writing of this report, taking into account financial, legal, staffing, risk management, equality and diversity, climate change, community safety and any other key issues, the following implications have been considered: -

Legal

28. The chief legal officers from each of the three Councils have played an active role in developing the draft terms of reference attached at **Appendices B and C**.

Consultation responses (including from the Youth Council)

29. This report sets out the emerging issues relating to the Governance Issues for the Greater Cambridge City Deal. No consultation has taken place at this point in the process although this report and appendices will form a useful

Effect on Strategic Aims

30. The Greater Cambridge City Deal is wholly aligned with the Council's Long Term Vision.

Background Papers

Greater Cambridge City Deal document

<https://www.gov.uk/government/publications/city-deals-greater-cambridge>

Report Author: Alex Colyer – Executive Director
Telephone: (01954) 713023

Greater Cambridge City Deal



Executive Summary

The Greater Cambridge City Deal aims to enable a new wave of innovation-led growth by investing in the infrastructure, housing and skills that will facilitate the continued growth of the Cambridge Phenomenon. It acknowledges the region's strong track record of delivering growth and seeks to support those existing, and new, businesses in achieving their full potential.

The deal agreed between Government and Greater Cambridge allows Greater Cambridge to maintain and grow its status as a prosperous economic area. Our deal will:

- create an infrastructure investment fund with an innovative Gain Share mechanism;
- accelerate delivery of 33,480 planned homes;
- enable delivery of 1,000 extra new homes on rural exception sites;
- deliver over 400 new Apprenticeships for young people;
- provide £1bn of local and national public sector investment, enabling an estimated £4bn of private sector investment in the Greater Cambridge area;
- create 45,000 new jobs;
- create a governance arrangement for joint decision making between the local councils

Introduction and economic overview

The Greater Cambridge City Deal brings together Cambridge City Council, South Cambridgeshire District Council, Cambridgeshire County Council, the University of Cambridge, and through the Greater Cambridge, Greater Peterborough Enterprise Partnership, local businesses, colleges and research facilities in the area.

Greater Cambridge competes on a global stage and is a gateway for high-tech investment into the UK. It is also the innovation capital of the country, with more patents per 100,000 population than the next six cities combined.¹ Greater Cambridge's economic success to date is the story of a networked and connected city region characterised by world-leading innovation. Research into the Cambridge Phenomenon, the cluster of technology firms around Cambridge, shows success happened because:

- A world class university drew talent into the area from across the globe, fostered innovation and encouraged business spinout from that innovation which developed into strong hi-tech, bio-medical and other clusters with over 1,525 technology companies employing more than 54,000 people and a combined revenue over £12bn;
- The area's scale and connectedness allowed overlapping networks to develop and facilitated a culture of cooperation and cross-fertilisation between entrepreneurs and with academics;
- It is an attractive place and competes with other world cities as a good place for business leaders and their families to live, not just a good place to do business.

Greater Cambridge has a diverse economic base with strengths across a broad base of knowledge-intensive sectors: professional, scientific, bio-medical, clean-tech, technology, and advanced manufacturing. The Greater Cambridge area covers the footprint of the Cambridge city and South Cambridgeshire district councils.

Why are we doing this?

Since 1960, the Greater Cambridge area has been home to an ever-increasing cluster of technology, life sciences and services business known as the "Cambridge Phenomenon", a term first coined by Peta Levi in the Financial Times in 1980. The success to date has been widely celebrated, but is now contributing to a shortage of housing and significant transport congestion that threaten to choke off further economic growth.

Retaining our success stories in the local area is as important as generating the home-grown, multi-billion pound international businesses (such as ARM, Autonomy and Marshalls) of tomorrow. In order to deliver more jobs and economic growth, and to unleash the next wave of the "Cambridge Phenomenon", the Greater Cambridge area has to grow physically whilst maintaining ease of movement between key economic hubs such as new economic centres of gravity like the Addenbrookes Bio-Medical campus to the south and the University of Cambridge's sites to the west and north-west and the high quality of life that contributes so significantly to the area's attractiveness and success.

¹ Centre for Cities, Cities Outlook 2014

Key elements of the deal

Gain Share

Greater Cambridge has a critical and essential contribution to make to drive the Government's commitment to overall growth at a national level. The city has developed a clear understanding of the drivers of its economy, its strengths and challenges and the levers it needs in order to achieve its growth potential.

This City Deal represents a step change in the ability of local partners to deliver the infrastructure necessary to support the area's ambitious growth plans. This transformative approach to infrastructure will deliver the scale and nature of investment necessary to ensure the transport network supports the economy and acts as a catalyst for sustainable growth.

Investment fund & Gain Share mechanism

Greater Cambridge will create an investment fund drawing together national and local funding streams to invest in infrastructure that will drive economic growth in the area. Government will support this through an innovative Gain Share mechanism where Greater Cambridge is rewarded for prioritising, and investing in, projects that deliver the greatest economic impact over 15-20 years, commencing in 2015-16.

Over the period 2015/6 to 2019/20, Government will provide Greater Cambridge with £100m, consisting of five annual payments of £20m. This will provide Greater Cambridge with a high level of certainty to commence investment in this ambitious programme of transport infrastructure.

Dependent on the economic impact of the local investments, Greater Cambridge will be able to access up to an additional £400m over 10-15 years.

This investment will sit alongside the over £500m that Greater Cambridge has pledged to invest to enable the supporting infrastructure needed to unlock the benefits of growth in the Greater Cambridge area. This pooling of central and local resources will lead to a total investment of £1bn over the City Deal period.

Selecting the infrastructure projects to drive economic growth

In order to deliver more jobs and economic growth, the city region has to accommodate new and growing businesses and research centres and the people who work in them whilst ensuring ease of movement between key economic hubs. Greater Cambridge needs to connect new developments to each other, and to existing research institutes, science and business parks; to Cambridge city centre and transport hubs, and to the Alconbury Enterprise Zone; to both universities and to residential areas.

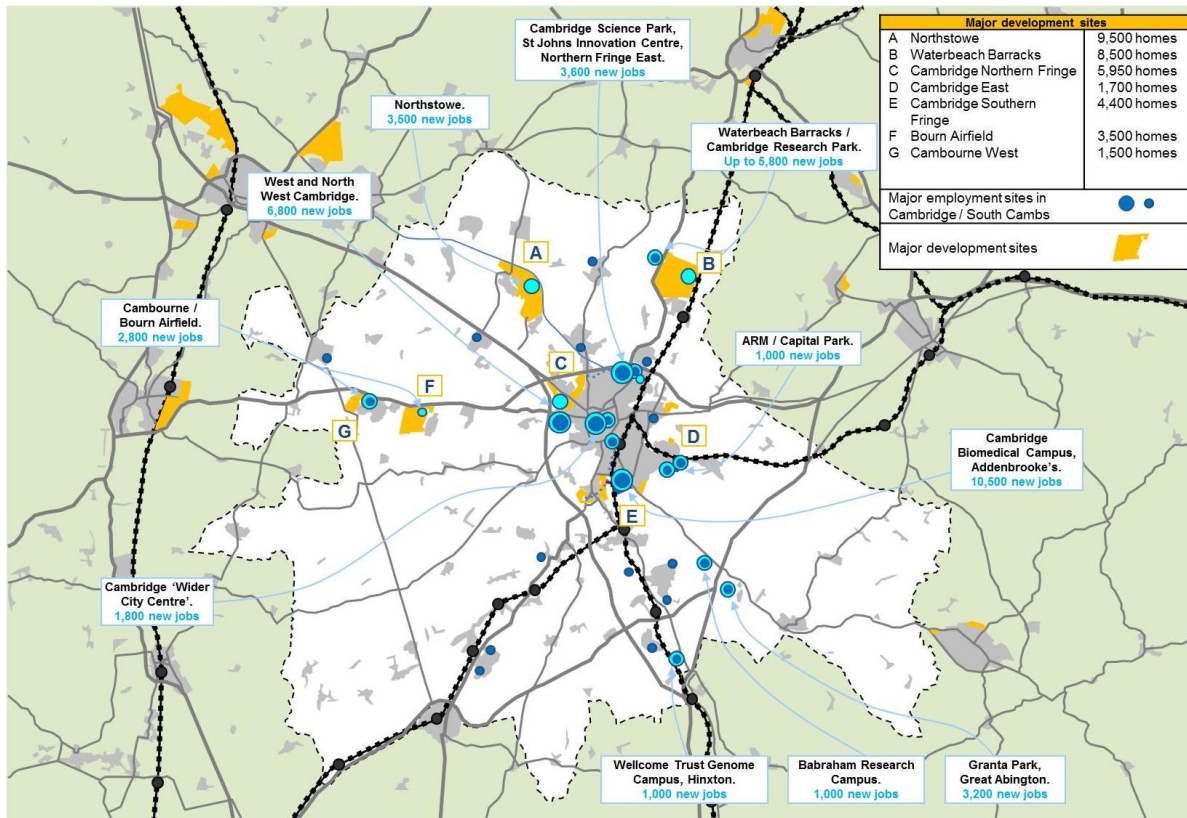
To achieve this, Greater Cambridge will undertake an ambitious programme to enhance transport capacity in the area. This capacity is needed along key strategic corridors to and from the city (particularly along those corridors where significant new housing or employment growth is planned) as well as within the built up area of the city. Development of the sustainable transport network will need to strengthen the employment hubs and high tech clusters in Greater Cambridge by making movement between them more straightforward, efficient and convenient.

The backbone of the proposed strategy is a transport network to link areas of population and employment within the City Deal area. There will be new orbital bus routes around Cambridge and new high quality public transport links into Cambridge on key corridors, connecting with major employment centres. There

will be a comprehensive network of pedestrian and cycle routes within Cambridge and the main radial routes will have high quality bus priority measures.

This will transform connectivity within and beyond the City Deal area, and will allow significant increases in bus and cycle use, particularly within Cambridge, that will maximise the capacity for movement, particularly within the historic core. This strategy supports carbon objectives and promotes high quality of life for local communities by minimising the environmental impact of transport whilst promoting the ability for the area to grow.

Greater Cambridge City Deal area – housing and business growth areas



Assurance framework

Greater Cambridge has developed an assurance framework which establishes the responsibilities, processes and principles that will underpin delivery of the City Deal transport schemes. By adopting this framework, Greater Cambridge will ensure that schemes that offer maximum benefits and value for money are prioritised for investment. The Greater Cambridge authorities will prioritise projects that will deliver against four key strategic objectives:

- to nurture the conditions necessary to enable the potential of Greater Cambridge to create and retain the international high-tech businesses of the future;
- to better target investment to the needs of the Greater Cambridge economy by ensuring those decisions are informed by the needs of businesses and other key stakeholders such as the universities;
- to markedly improve connectivity and networks between clusters and labour markets so that the right conditions are in place to drive further growth;

- to attract and retain more skilled people by investing in transport and housing whilst maintaining a good quality of life, in turn allowing a long-term increase in jobs emerging from the internationally competitive clusters and more university spin-outs.

The selected schemes will be assessed to ensure they deliver value for money (where the economic benefits of the scheme exceed the costs of investment and maintenance), contribute to City Deal, Local Plan and Local Enterprise Partnership objectives and can be delivered on time and to budget. Greater Cambridge will use the Department for Transport's Early Assessment and Sifting Tool methodology to support the prioritisation of schemes.

Planning for development

Greater Cambridge partners recognise that an appropriate mix of housing is vital to economic growth. The area's economic success and high quality of life have made it an attractive place to live and work. However, the shortage of available, and affordable, housing within a reasonable distance of key employment centres has driven an unsustainable increase in house prices, which in turn affects the recruitment and retention of talented employees. Average house prices in Cambridge have increased 50% in the last 8 years and are now 9.2 times average salary compared to 6.7 for England.² Housing waiting lists across the City Deal area exceed 11,000 people. Population growth in Cambridgeshire from the 2001 census to 2011 was faster than in any other English county.³ The City Deal will enable further economic growth by enabling and connecting housing growth.

Greater Cambridge partners have long recognised the need to support housing development, and are planning for this in the draft local plans which are planned for adoption in early 2015. The majority of the housing requirement is being addressed through strategic developments on the southern and north-west fringes of Cambridge, at Cambourne and another new village at Bourn Airfield, and through the new towns of Northstowe and Waterbeach. Northstowe will comprise around 10,000 homes once fully built, with the first phase comprising 1,500 homes and new employment areas. Building on this, through the City Deal Greater Cambridge will undertake a package of measures to support housing delivery and to take advantage of national infrastructure investments such as East West Rail in the area.

A new model for housing investment

Local partners and employers already see lack of access to affordable housing as a real barrier to economic growth in the area – and are committed to taking steps to address this. Greater Cambridge partners are keen to explore a new model for housing investment, a joint venture company that could potentially draw in land holdings from Cambridgeshire County Council and the other Councils, and external investment, including possibly from the University of Cambridge, in order to deliver more affordable housing. The homes would be rented to people employed in the area. This model will be developed through the City Deal.

Supporting housing growth

Investment in infrastructure through Gain Share will enable the acceleration of the delivery of 33,480 houses by 2031. In recognition of this, local partners are committed to an early review of their local plans beginning in 2019 in order to establish what impact the anticipated changed infrastructure landscape and economic growth in the area might have on housing need and other aspects of spatial and transport planning. In addition to this, Greater Cambridge partners commit to the delivery of an additional 1,000 new homes on rural exception sites. This will support the creation, and maintenance of sustainable rural communities in market towns and villages.

² Hometrack December 2013

³ Census 2011

Streamlined planning

Greater Cambridge partners recognise that delivery of these ambitious plans for housing growth requires planning at local level adopting a positive and pro-active approach which is informed by evidence. The two planning authorities have adopted a pro-active and joined up planning approach and are already focused on delivering new development on the fringe sites surrounding Cambridge and at Cambourne and Northstowe, as well as a number of smaller major sites across the districts.

The partner local authorities have established joint working arrangements for the delivery of strategic sites and have recruited teams of appropriately experienced staff and established elected member Joint Development Control Committees dedicated to this task. Best practice approaches such as master-planning, design coding and the use of Planning Performance Agreements are already part of the approach and will be rolled out across the City Deal area.

Greater Cambridge will develop a Planning Charter by December 2014 which will provide the detail of the future Planning Performance Agreement offer to developers. Part of the offer is a joined up, simplified approach from the Council with a Single Point of Contact including streamlined access to the Building Control Service.

The partner authorities have worked closely together on the new local plans and associated transport strategy and have aligned plan-making processes to achieve the benefits of what amounts to a single overarching development, infrastructure and delivery strategy for Cambridge.

Greater Cambridge partners are keen to remain at the cutting edge of good planning practice, and to build on the simplified planning measures and initiatives outlined above as the City Deal evolves, and will formalise this joint working across planning authorities as part of the move towards a combined authority governance structure.

City Deal partners have worked with the Department for Environment, Food and Rural Affairs (Defra), and the relevant agencies in the Defra Network (Environment Agency, Natural England and Forestry Commission) in the development of the Local Plans. The Environment Agency has been a key partner assisting the delivery of planning consents at Cambourne, Northstowe, Waterbeach Barracks and Bourn Airfield.

Greater Cambridge City Deal partners will strengthen the good working relationship with Defra and its agencies through taking up their "Network Offer". Greater Cambridge will continue to engage actively and appropriately with them and other relevant agencies and stakeholders at an early stage in the design and delivery of the City Deal projects so as to ensure environmental constraints and opportunities are taken into account from the outset and to help make Cambridge an attractive and sustainable place to live and work. Local partners are developing a Countywide Supplementary Planning Document on Flood Risk Management and will work with the Defra Network to develop that for adoption in summer 2015.

East-West Rail

The deal acknowledges the importance of the transport links between Cambridge and Oxford. The Government is reinstating the western section of the closed Oxford – Cambridge railway as far east as Bedford, termed East West Rail in conjunction with the East-West Rail Consortium. The first phase of the

study looking at the business case and options for the reinstating the section between Bedford and Cambridge is due to report in mid 2014. As part of the City Deal, both Government and Greater Cambridge commit to working together with the East-West Rail Consortium to examine the recommended options and to ensure that the case for the East-West Rail (central section) is as robust as possible, and should it be possible, to work together to accelerate delivery.

Summary

Through the City Deal, Greater Cambridge will:

- plan for 1,000 additional new homes on rural exception sites by 2031;
- enable accelerated delivery of 33,480 new homes already in draft local plans by 2031;
- explore the creation of a joint venture to drive quicker delivery of 2,000 of the affordable new homes envisaged in the draft local plans;
- continue early engagement and positive working with the Defra network in strategic planning, working together to build resilience to extreme weather events and helping to ensure that growth, where possible leads to the enhancement of important habitats and species. City Deal partners will continue to take into account the work of the Local Nature Partnership and Nature Improvement Areas in growth planning – and will build on this by taking up the Defra “Network offer”;
- the new Local Plans will, when adopted, have a 16 year time horizon, but the councils will start the review of local plans in 2019 to take into account the anticipated acceleration of housing delivery and to objectively assess housing and business needs at that point and plan accordingly;
- work closely with Government to examine the recommended options and to ensure that the case for the East-West Rail (central section) is as robust as possible, and should it be possible, to work together to accelerate delivery.

A locally responsive skills system that will support Greater Cambridge's growing sectors

To maximise the potential of the area, City Deal partners want to create a locally responsive skills system that will maximise the impact of public investment, forge stronger links between employers and the education system and drive growth across Greater Cambridge. There are three aspects of an integrated programme that will support growth sectors (professional scientific, bio-medical, clean-tech, technology, and advanced manufacturing) and deliver the next wave of the Cambridge Phenomenon:

1) Supporting employers to increase training

Greater Cambridge will create, and locally fund, Local Skills Teams to work with small and medium-sized businesses in the area to support development of their training plans, including a five year funding commitment from the employer. Local skills teams would provide a co-ordination and brokerage role between businesses, training providers and the local community, bringing together providers and businesses to jointly develop training that meets employers' needs and supports growth.

2) Enhancing Information, Advice and Guidance in growth sectors

City Deal partners will build on a successful model established in early 2013 by the Cambridge Area Partnership, in which local businesses aim to provide support for all schools and colleges in the area. Greater Cambridge will accelerate the programme using independent advisors to offer information and advice on careers in growth sectors, creating and locally funding Adult Career Team Advisors. It will work in partnership with the National Careers Service so as to avoid duplication and align services delivered locally through the National Careers Service to provide up-to-date Greater Cambridge-centric careers advice and guidance based on local labour market information about growth sectors, and will raise awareness amongst young people of science, technology, engineering and maths career choices. It will also broker more strategic links between business and the education sector to encourage more business involvement in schools and colleges, and greater uptake of training such as traineeships and Apprenticeships, in line with the Government's objectives.

3) Increasing the uptake of Apprenticeships in growing sectors

By working more closely with employers and young people, City Deal partners will generate increased demand for an additional 420 Level 2 and 3 Apprenticeships over five years in areas aligned to Greater Cambridge's growth sectors. In return, Government commits to ensuring that funding is made available within the skills system over the five years of City Deal from 2014/15, in line with the level of demand brought forward from employers. Usual Adult Skill Budget funding parameters will apply and this additional capacity will be drawn down when demand outstrips existing local budget capacity. Subject to affordability and meeting performance and quality thresholds, additional funding will be available to support increases in 16-23 year old Apprenticeships through the growth process.

Through the City Deal, partners commit to greater alignment of learner demand with employer need, making the skills system more responsive locally:

- delivering 1,556 apprenticeships aligned to local growth sectors; 420 of which are additional;

- increasing employer awareness of training opportunities and engaging with schools and colleges;
- supporting local growth in Small and Medium Sized Enterprises and larger employers in growth sectors; and
- supporting industries linked to the central government's Industrial Strategy.

Leadership and Governance

All of the elements of the Greater Cambridge City Deal have been designed with input from Greater Cambridge, Greater Peterborough Enterprise Partnership and key stakeholders such as the University of Cambridge. The Deal is underpinned by a commitment to deliver through a collaborative governance framework featuring an Executive Board bringing together the Greater Cambridge City Deal partners (Cambridge City council, Cambridgeshire County council, South Cambridgeshire district council, the Greater Cambridge, Greater Peterborough Enterprise Partnership and the University of Cambridge), and a wider Assembly.

City Deal partners recognise that an effective and efficient governance structure is key to the delivery of the infrastructure programme and to planning effectively for future growth. The City Deal partners have a strong history of working closely together – and now look to formalise those roles and responsibilities through strengthened governance arrangements through the creation of an Executive Board.

The Executive Board will provide a coordinated approach to the overall strategic vision and necessary skills and bring together expertise to assess project viability and to administer the necessary funds.

Greater Cambridge partners have proposed forming a combined authority to co-ordinate key planning and transport functions. A combined authority is a corporate structure with a statutory underpinning – designed to provide strong governance and accountability over an area’s natural economic footprint. They are voluntary arrangements, where the relevant local authorities enter into partnership in order to collaborate more closely to support economic development, including through the delegation of existing statutory powers from partner bodies into the new authority. The principle benefits of entering into a combined authority are to provide:

- stronger and more coordinated governance and accountability;
- improved long-term strategic, binding decision making;
- improved coordination and delivery of transport and economic development plans and projects; and
- a clear “voice” of the area for Government and investors.

In order for a combined authority to be created over this area, the legislation governing combined authorities will need to be amended. The Department for Communities and Local Government is currently considering what changes need to be made to the relevant legislation in order to make it easier for local partners to form these kinds of statutory and legally-binding governance structures to drive growth.

Greater Cambridge commits to explore the creation of a combined authority, subject to amendment of the relevant legislation.

In the interim, the Greater Cambridge authorities will set up a joint committee in order to drive greater coordination and closer working, and to deliver the City Deal. Whilst this is being established, the Leaders of the three local authorities will continue to work with colleagues from the Greater Cambridge Greater Peterborough Enterprise Partnership and Cambridge University as a Shadow Board, to ensure that the committee is established and the work to deliver the programme can commence as soon as possible.

Once the Joint Statutory Committee is established it is intended that it will perform all the functions envisaged for the Executive Board.

The Greater Cambridge partners envisage a five person Executive Board, supported by a twelve person “Assembly” comprising a mix of elected members and wider stakeholders. The Assembly would perform

a scrutiny-type function, holding the Executive Board to account. In the Executive Board, decision-making would be by consensus underpinned by a memorandum of understanding. The local authority representatives would be able to vote, with a commitment to consider advice from the Local Enterprise Partnership and the University of Cambridge.

It is envisaged that the membership of the Executive Board will comprise the leaders or the nominated representative of Cambridge City Council, Cambridgeshire County Council, South Cambridgeshire District Council, one the Pro-Vice Chancellors of the University of Cambridge, and the Chair of the Greater Cambridge Greater Peterborough Local Enterprise Partnership or their nominated representatives.

Including the Local Enterprise Partnership as a member of the Executive Board, will ensure close alignment between the objectives and plans of the City Deal and the Enterprise Partnership. Officers and members of the authorities will also maintain close liaison with the Greater Cambridge Greater Peterborough Enterprise Partnership to encourage that alignment.

It is expected that there would be joint officer groups and joint member bodies taking forward much of the detailed work commissioned by the Executive Board – a number of joint working arrangements and committees already exist, and Greater Cambridge will review these to ensure that what exists is necessary and sufficient, with an intention to streamline wherever possible.

Once a Combined Authority is established it will be legally and financially independent and accountable. Prior to that, Cambridgeshire County Council is likely to perform the accountable body function.

The City Deal partners are committed to delivering the ambition expressed in the City Deal. In addition, the local authorities are already doing much to review and reform the public services they provide in order to deliver more efficient, effective and co-ordinated services across the county.

Summary of Commitments

Infrastructure Investment fund and Gain Share

Greater Cambridge Commitments	Central Government Commitments
<ul style="list-style-type: none"> • Pool local resources to form infrastructure investment fund; • Invest in the schemes that deliver the greatest economic impact in line with the assurance framework; • Commission an independent assessment of the economic benefits and economic impact of the first tranche of transport investments. 	<ul style="list-style-type: none"> • Provide £100m in grant funding to support the infrastructure fund from 2015/16 to 2019/20; • Subject to an independent review, provide up to £400m of additional funding to support infrastructure investment.

Planning for development

Greater Cambridge Commitments	Central Government Commitments
<ul style="list-style-type: none"> • Accelerate the delivery of 33,480 planned houses by 2031 across the City Deal area; • Deliver an additional 1,000 units on rural exception sites; • Build on the existing early engagement and positive working with the Defra network in strategic planning by taking up their “Network Offer”, working together to build resilience to extreme weather events and helping to ensure that growth, where possible leads to enhancement of important habits and species. City Deal partners will also take into account the work of Local Nature Partnership and Nature Improvement Areas in growth planning; • The local authorities will work with the Government Property Unit and ensure that available data on their assets is available to be utilised in the most effective way by Summer 2014; • Share expertise and accumulated experience to support project/programme delivery in a cost-effective and lean way across Greater Cambridge, building on the joint working arrangements and joint committees already in 	<ul style="list-style-type: none"> • The Defra network will work with Cambridge to find solutions where there are environmental constraints to growth and to advise on opportunities for environmental gains which are achievable with local growth; • To work closely with Greater Cambridge to ensure that the case for the East-West Rail (central section) is as robust as possible and to examine the options for delivery, and should it be possible, to work together to accelerate delivery.

<p>place;</p> <ul style="list-style-type: none"> • To work closely with Government and the East-West Rail Consortium to ensure that the case for the East-West Rail (central section) is as robust as possible and to examine the options for delivery, and should it be possible, to work together to accelerate delivery. 	
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The locally responsive skills system

Greater Cambridge Commitments	Central Government Commitments
<ul style="list-style-type: none"> • Create locally-funded local skills teams to work with small and medium-sized businesses in the area to develop training plans and to act as co-ordinators to ensure training provision aligns with employer need; • Establish skills plan/ action plan for each of the priority sectors including identifying the Apprenticeships framework offer; • Create locally-funded Adult careers teams to enhance the delivery of information, advice and guidance in growth sectors – based on local labour market intelligence provision and working with local businesses; • Develop local labour market intelligence to inform the provision of information, advice and guidance for young people, providers, parents and employers; • To work closely with the National Careers Service and schools careers advisers to enable a localised careers offer and ensure that this complements the National Careers Service local offer. 	<ul style="list-style-type: none"> • That Government commits to ensuring that funding, within Adult Skills Budget parameters, is made available as needed to meet additional demand within the skills system over the five years of city deal from 2014/15 to support the growth in provision of Apprenticeships (for 16-23 year olds) brought forward by city deal partners: 420 Apprenticeships over five years in growth sectors; • The National Careers Service commits to working with Greater Cambridge to align local activity through the contracted service offer.

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APPENDIX B: PROPOSED EXECUTIVE BOARD TERMS OF REFERENCE

GREATER CAMBRIDGE EXECUTIVE BOARD

Constitution

1. The Greater Cambridge Executive Board has been established by Cambridgeshire County Council, South Cambridgeshire District Council and Cambridge City Council. It is a joint committee of the three Councils, established by Cambridgeshire County Council under section 102(1)(b), Local Government Act, 1972, and by South Cambridgeshire District Council and Cambridge City Council under section 9EB, Local Government Act 2000.

Membership

2. The Committee shall have a voting membership of three, each Council being entitled to appoint one voting member. The Committee shall also have two non-voting members, to be co-opted by the Committee on a nomination by each of the University of Cambridge and the Greater Cambridge Greater Peterborough Enterprise Partnership.

3. Each Council shall be entitled to appoint one named alternate (or substitute) member who may act in all respects as a voting member of the Committee in the absence of the voting member appointed. The University of Cambridge and the Greater Cambridge Greater Peterborough Enterprise Partnership shall each be entitled to nominate an alternate or substitute non-voting member to act in the absence of their principal co-opted member.

4. Appointment of voting and alternate members shall be made, in the case of Cambridgeshire County Council, by the Council and, in the case of South Cambridgeshire District Council and Cambridge City Council by their Leader or Executive or otherwise in compliance with The Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012. Voting and alternate members appointed by South Cambridgeshire District Council and Cambridge City Council shall be members of their Executive.

5. The term of office of voting and alternate voting members shall end:

- if rescinded by the appointing Council; or
- if the member ceases to be a member of the appointing Council (in the case of Cambridgeshire County Council) or of the Executive of the appointing Council (in the case of South Cambridgeshire District Council and Cambridge City Council).

6. The University of Cambridge and the Greater Cambridge Greater Peterborough Enterprise Partnership may at any time ask the Committee to replace their nominated co-opted member and alternate member by way of further nomination.

7. The Committee shall appoint a Chair and Vice Chair at its first meeting and thereafter annually at the first meeting following the Annual Meetings of the three Councils. The Chair and, in his or her absence, the Vice Chair shall have a casting vote.

8. The quorum for meetings of the Committee shall be three voting members.

9. Committee members appointed by the three Councils shall be bound by the Code of Conduct of their nominating authority. Committee members nominated by the the University of Cambridge and the Greater Cambridge Greater Peterborough Enterprise Partnership shall be bound by the Code of Conduct of South Cambridgeshire District Council.

Meeting frequency

10. The Committee will meet on a quarterly basis, with one of those meetings acting as the annual meeting.

Terms of reference

11. The Committee is established to ensure that the objectives of the Greater Cambridge City Deal Agreement dated 19 June 2014 are met. To this end, the Committee shall have oversight of the strategic direction and delivery of the City Deal and its objectives.

12. The Committee shall also be responsible for the commissioning of projects funded by money provided through the City Deal, and for overall control of that programme of investments. The scheme promoter for each individual project will be responsible for the delivery of that budget, under the oversight of the Committee. This shall also apply to circumstances in which funding is provided to the Committee by the member Councils or by other parties, e.g. the Local Enterprise Partnership.

13. The three Councils agree to delegate exercise of their functions to the Committee to the extent necessary for the Committee to exercise its powers. The three Councils may also, from time to time, agree to delegate further functions to the Committee. The Committee may further delegate to officers of the three Councils.

Professional and administrative support

14. Cambridgeshire County Council shall act as the accountable body for the Committee in respect of financial matters and its financial procedure rules shall apply in this context.

15. Committee management shall be provided by South Cambridgeshire District Council and its standing orders shall apply in respect of committee procedure rules.

16. The lead role on projects shall be determined by the Committee, subject to the principle that the lead authority should be the Council primarily responsible for the service in question for their area. The procurement and other rules of the lead authority shall apply in respect of projects.

Costs

17. The three Councils shall each bear its own costs in relation to the operation of the Committee, with the exception of approved project delivery costs met from budgets managed by the Committee.

18. Each Council makes a legally binding commitment that, should it withdraw from or modify its role within the Committee, it agrees to pay all additional costs that fall to be met by the other partner Councils that are reasonably attributable to that decision. This could include, for example, the costs that are locked in to projects that have already been committed to, or the costs of dissolving integrated officer and Member arrangements and re-establishing independent arrangements.

19. The firm intention is that the Committee will continue until it is either replaced by a Combined Authority, subject to the carrying out of a governance review following necessary legislative changes, or until the programme is completed. Recognising the very serious implications of withdrawal from the Committee for the delivery of the City Deal programme, if a Council decides to withdraw from or modify its role within the Committee, it commits to

sharing this with the Committee at the earliest possible opportunity, and to entering into constructive discussions to avoid this happening or to reach a way forward.

Consensus voting and dispute resolution

20. The Committee members commit to seek, where possible, to operate on the basis of consensus.

21. Should it not be possible in a specific instance to find a consensus, the issue will be deferred to a later meeting of the Committee. The Committee members can choose to either simply re-submit the item to a following meeting, or to refer the item to the Assembly for consideration and recommendation. Following this, a vote will again be taken and, if a consensus is still not achievable, the decision will be made on the basis of a simple majority.

22. The voting members of the Committee will act with due regard to the opinions of the non-voting members of the Committee.

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APPENDIX C: PROPOSED ASSEMBLY TERMS OF REFERENCE

GREATER CAMBRIDGE ASSEMBLY

Constitution

1. The Greater Cambridge Joint Assembly has been established by Cambridgeshire County Council, South Cambridgeshire District Council and Cambridge City Council. It is a joint advisory committee of the three Councils, established the three Councils under section 102(4), Local Government Act, 1972.

Terms of reference

2. The Assembly is established to advise the Greater Cambridge Joint Committee (“the Joint Committee”) with regard to the latter’s role in achieving the objectives of the Greater Cambridge City Deal Agreement dated 19 June 2014.

3. To this end, the Assembly may receive and comment on reports from the Joint Committee, may offer advice to the Joint Committee on the discharge of its functions and may review its work.

Membership

4. The Assembly shall have the following membership:

- Three members appointed by each of the three Councils;
- Three members nominated by Cambridge University; and
- Three members nominated by The Greater Cambridge Greater Peterborough Enterprise Partnership.

5. Members nominated by Cambridge University and The Greater Cambridge Greater Peterborough Enterprise Partnership shall become co-opted members on endorsement by the Executive Board.

6. Each Council shall be entitled to appoint one named alternate (or substitute) member. Cambridge University and The Greater Cambridge Greater Peterborough Enterprise Partnership shall each be entitled to nominate an alternate (or substitute) member. Alternate members may act in all respects as a member of the Assembly in the absence of a principal member.

7. The term of office of members appointed by the Councils shall end:

- if rescinded by the appointing Council;
- if the member ceases to be a member of the appointing Council;

8. Cambridge University and The Greater Cambridge Greater Peterborough Enterprise Partnership may at any time ask the Assembly to replace any of their nominated co-opted members and alternate member by way of further nomination.

9. The Assembly shall appoint a Chair and Vice Chair at its first meeting and thereafter annually at the first meeting following the Annual Meetings of the three Councils.

10. The quorum for meetings of the Assembly shall be one representative of each partner organisation (i.e. five members).

11. Assembly members appointed by the three Councils shall be bound by the Code of Conduct of their nominating authority. Assembly members nominated by the Cambridge University and The Greater Cambridge Greater Peterborough Enterprise Partnership shall be bound by the Code of Conduct of South Cambridgeshire District Council.

Voting

12. All Assembly members shall be voting members.

13. The Chair and, in his or her absence, the Vice Chair shall have a casting vote.

Meeting frequency

14. The Assembly may set its own timetable for meeting but will initially meet quarterly on a date preceding meetings of the Joint Committee in order to allow the Assembly to comment on matters to be considered by the Joint Committee.

Professional and administrative support

15. Committee management support to the Assembly shall be provided by South Cambridgeshire District Council and its standing orders shall apply in respect of committee procedure rules.

16. Other professional support shall be provided to the Assembly on an ad hoc basis as agreed between the three Councils.

Costs

17. The three Councils, Cambridge University and The Greater Cambridge Greater Peterborough Enterprise Partnership shall each bear its own costs in relation to the operation of the Assembly.



The emerging framework
for the
governance and administration
of
the Greater Cambridge City Deal

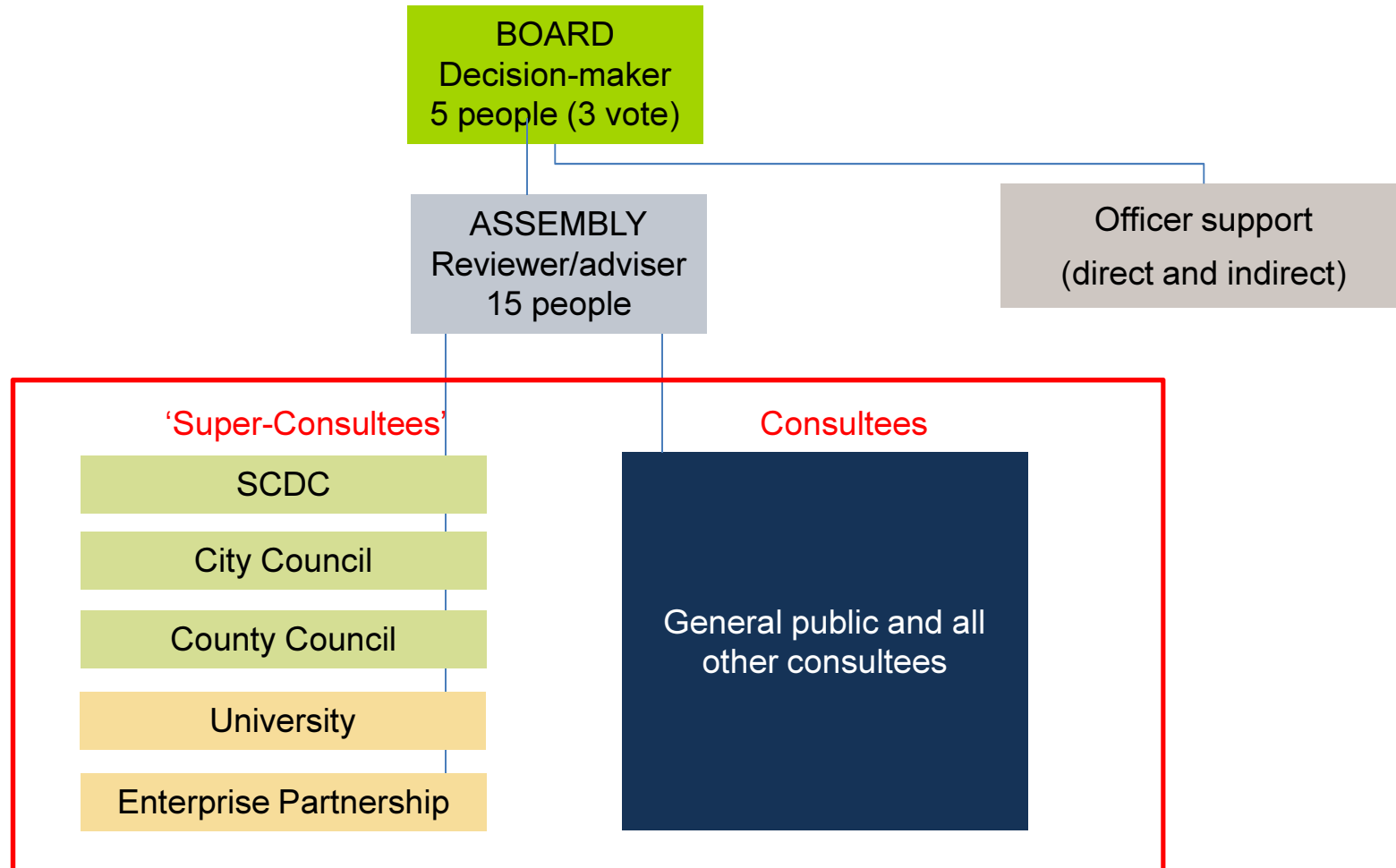
Discussion materials for
SCDC Corporate Governance Committee
3 September 2014



- The purpose of this document is to set the emerging framework for the governance and administration of the Greater Cambridge City deal, so that SCDC's ('District') Corporate Governance Committee, and other interested parties, can learn about it and comment on it
- It is deliberately written in 'Plain English' rather than 'legalese'
- Given the collaborative nature of the City Deal, this document has been seen by relevant senior Councillors and Officers at Cambridge City Council ('City') and Cambridge County Council ('County'), as well as by the University and Enterprise Partnership, before being publicly published on the SCDC CorpGov agenda papers. But it should not be assumed that this denotes approval by any of them.
- No decisions have yet been taken, and nothing is yet set in stone
- This CorpGov Committee is not asked to approve anything at this early stage, but just to hold an open discussion on this paper, after which SCDC Officers will feed the Committee's thoughts back to those responsible for drawing up the final City Deal structure



- The arrangements described here will, once fully in place, be responsible for:
 - producing the **next integrated Local Spatial and Transport Plan** for the SCDC & City area; a single plan for the whole area (*whereas in 2014 there were 2 Local Plans: one produced by SCDC and one by the City and a Transport Plan produced by the County*). *We have committed to start work on this plan by 2019 at the latest.*
 - deciding how the **City Deal transport money** will be spent
 - a range of other related functions
- For the avoidance of doubt:
 - SCDC and City will cease producing Local Plans, but will of course continue to process all planning applications in their areas
 - County will continue to be responsible for Transport planning outside the SCDC/City area



Board composition



South
Cambridgeshire
District Council

Appointer (1 each)	Appointee	Approval process	Voting member?
SCDC	<ul style="list-style-type: none"> • Must be an elected Councillor of that Council • Expected to be that Council’s Leader, but can be any Councillor 	Each Council to approve its own appointee by vote at its own AGM	Yes
City Council			
County Council			
University	<ul style="list-style-type: none"> • Can be anyone, but: • <i>University</i>: Expected to be the Pro Vice-Chancellor for Institutional Affairs • <i>Enterprise Partnership</i>: expected to be [Chairman/CEO] of LEP 	Up to University / LEP to devise its own procedure	No
Enterprise Partnership			

- No rules on political proportionality (not possible)
- Each year, the 3 voting members to vote one of them to be Chair. If they can’t agree after 2 rounds of voting, to be decided by toss of a coin.
- Voting members expected to reach consensus decisions; Terms of Reference deal with deadlock but, if needed, Chairman to have a casting vote (only needed if 1 abstains)
- The Board (i.e. the 3 voting members thereof) is the sole decision-maker of the entire City Deal arrangements; everyone/thing else are consultees

Board meetings



South
Cambridgeshire
District Council

- At least quarterly, potentially more frequently
- In public
- Agendas & minutes on SCDC web-site; City and County websites to link through to SCDC site
- Public may speak; normal 3-minute etc rules apply
- Time and location to be decided

Assembly composition



Appointer (3 each)	Appointee	Approval process	Voting member?
SCDC	<ul style="list-style-type: none"> Must be an elected Councillor of that Council 	Each Council to decide its own process; SCDC likely to be Leader's decision	Yes
City Council			
County Council			
University	<ul style="list-style-type: none"> Can be anyone 	Up to University / LEP to devise its own procedure	Yes
Enterprise Partnership			

- Political proportionality rules will not apply. Each Council to decide how its 3 people are appointed (no rules apply 9-wide)
- Each year, the 15 members to vote one of them to be Chair. If they can't agree after 2 rounds of voting, to be decided by toss of a coin.
- Consensus approval hoped-for; majority voting if need be; Chairman to have a casting vote
- The Assembly is a reviewer/adviser. Only "decisions" are recommendations to the Board (See overleaf).



- The Assembly is an advisory forum to the Board
- Meets 2-3 weeks before each Board meeting
- Function 1 ('bottom-up')
 - It receives the draft Agenda/Papers that Officers have produced for the Board meeting, and comments on them
 - It cannot change the draft Agenda/Papers
 - It produces a report/comment/suggestions, which are then added to the Board's Agenda Pack
- Function 2 ('top-down')
 - If the Board wishes, it can refer matters to the Assembly, requesting comment/advice/etc
 - Logistics
- In public
 - Agendas & minutes on SCDC web-site; City and County websites to link through to SCDC site
 - Public may speak; normal 3-minute etc rules apply
 - Time and location to be decided