



**GREATER  
CAMBRIDGE  
PARTNERSHIP**

Growing and sharing prosperity

Delivering our City Deal

**Report To:** Greater Cambridge Partnership  
Executive Board

26 July 2017

**Lead Officer:** Tanya Sheridan, Greater Cambridge Partnership Programme Director

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## Improving Greater Cambridge Partnership Governance

### Purpose

1. Effective governance arrangements are key to delivering the Greater Cambridge Partnership's vision and ambition. The Partnership's governance arrangements need to ensure: decision-making that is prompt yet considered and informed by good evidence; involvement of partners; and successful delivery of strategies, programmes and projects. This paper seeks agreement to a package of proposals to strengthen our governance. They aim to make better use of the expertise of Joint Assembly members earlier in the project and programme development lifecycle, to strengthen pre-scrutiny and ensure clear roles and responsibilities. It also sets out how the public questions process is being improved and stakeholder engagement broadened.

### Recommendations

2. It is recommended that the Executive Board agrees the following package to strengthen governance and member involvement:
  - (a) **Agrees** the Portfolios, the generic portfolio role description and their allocation between Board members (Appendix 1)
  - (b) **Agrees** to the creation of the five, portfolio-themed informal Board and Joint Assembly Working Groups to bring the energy and expertise of Joint Assembly members to strategy and project development earlier and agrees their membership and terms of reference (Appendix 2).
  - (c) **Agrees** Board meetings should be 2-monthly during 2018, with a review of frequency midway through the year.
  - (d) **Agrees** there should be a longer interval between the Assembly and Board of around 3 weeks as soon as practicable and notes the proposed reporting improvements of that advice at appendix 3.
  - (e) **Agrees** the principles for officer delegations and scheme of delegation for the Greater Cambridge Partnership in Appendix 4.
  - (f) **Notes and endorses** the principles for the setting of the Joint Assembly work programme in Appendix 5.
  - (g) **Agrees** to a review of governance arrangements commencing a year after implementation, to consider how effective the changes have been.

- (h) **Notes** other actions taken to improve public questions and ensure all Executive Board member declarations of interest are up to date.

### Reasons for Recommendations

3. The above package of recommendations represents a practical set of improvements to the current arrangements that preserves identified strengths of the current arrangements, whilst addressing identified weaknesses. It enables the advice and expertise of the Joint Assembly to be used systematically in the development of strategies, programmes and policies, strengthens pre-scrutiny, shares work load between Board members and clarifies roles and responsibilities. Clarifying roles and responsibilities, strengthening pre-scrutiny and improving engagement and communication also addresses public concerns around these issues.

### Background and considerations

4. The Greater Cambridge City Deal agreement between Government and the Greater Cambridge partners sets out the basic principles and expectations for Governance, including the importance of an effective and efficient Governance structure to ensure delivery of the infrastructure programme. It sets out the decision-making role of the Executive Board, its principle of decision-making by consensus and the role of the Joint Assembly.
5. The framework for Governance for the Greater Cambridge Partnership is set out in the Executive Board and Joint Assembly Terms of Reference and Standing Orders. This framework is set by the three Greater Cambridge Partnership Local Authority partners – Cambridgeshire County Council, Cambridge City Council and South Cambridgeshire District Council. The Greater Cambridge Executive Board is a Joint Committee of the three Councils, established by Cambridgeshire County Council under section 102(1)(b) of the Local Government Act 1972 and by Cambridge City Council and South Cambridgeshire District Councils under section 9EB of the Local Government Act 2000. The Joint Assembly is a Joint Advisory Committee of the three Councils, established under section 102(4), Local Government Act, 1972. Any changes to the Terms of Reference and Standing Orders of either body must be agreed by all three Councils.
6. It is within this framework that the Executive Board can shape the workings of the Greater Cambridge Partnership Governance arrangements. Furthermore, each Committee's powers and remit are as set out in their Terms of Reference. The Joint Assembly's Terms of Reference specifically permit it to set its own work programme consistent with its established remit and purpose.
7. Executive Board and Joint Assembly members came together to discuss the strengths and areas for improvement of the existing Greater Cambridge Partnership Governance arrangements. The following key strengths were identified:
- The involvement of business and academic representatives brings a lot to our partnership and its governance.
  - Being able to **take decisions quickly** to deliver outcomes and **seeking consensus**, as well as involving a range of players.

Along with the following areas for improvement:

- **Insufficient overview:** Assembly and Board members need to be involved more and earlier in developing strategies and projects ahead of decisions.
  - Insufficient clarity of **roles and responsibilities** – in particular, the role of the Joint Assembly is not sufficiently developed and leadership responsibilities could be clearer.
  - Also, the role of the **Local Liaison Forums** needs reviewing, along with handling of interests.
  - Decision-making is excessively drawn out, yet also needs to be more deliberative and have **stronger scrutiny**.
  - The **quality of evidence** and the expert input to inform decision-making needs to be improved.
8. A package of Governance improvements has been developed, working with Board and Joint Assembly members, to address these weaknesses, whilst preserving the strengths of the current arrangements. The elements of this package are:
- (a) Agreement of **Portfolio roles** for Executive Board members, as well as a **scheme of delegation** to define officers' tolerances and set out the safeguards for officer decisions, in order to clarify roles and responsibilities and ensure visible Board member leadership.
  - (b) The establishment of **portfolio working groups** would significantly improve member leadership and overview. These will ensure Board and Assembly members are involved earlier in the life-cycle of schemes, drawing on the energy and expertise of Assembly members to represent the views of local people, business and academia.
  - (c) The working groups would play a role in strengthening the development of proposals. Pre-scrutiny would be further strengthened through a **longer interval between Assembly and Board meetings**, a **Joint Assembly work programme** developed according to clear guiding principles and **clearer reporting** of pre-scrutiny recommendations and Board decisions on them.
9. On the handling of interests, all Executive Board members have published their updated declarations of Interest and Executive Board and Joint Assembly members receive advice on induction on the applicable Code of Conduct and on conflicts of interest.
10. In parallel with and linked to the Governance work, the Greater Cambridge Partnership has been considering how to broaden and strengthen stakeholder engagement, so that advice to the Assembly and Board is informed by an understanding of the views of the Programme's diverse range of stakeholders. Following a Communications Review in late 2016, the Greater Cambridge Partnership has launched a new website, refreshed its brand, vision and mission, broadened its communications and is building communications capacity. The Review also identified that many affected parties, such as commuters and younger people, have not been reached by our consultations or other communications. The Greater Cambridge Partnership is working to build on our communications strategy, so that our communications function has a broad reach, maximises impact within agreed budgets and manages risks that advice is given and decisions taken without knowing the views of the 'silent majority'.

11. As part of this, work has been commissioned from The Consultation Institute, a respected body, to advise on and quality assure future consultations and to do a light-touch external assurance review on Local Liaison Forums. LLF Chairs and Board and Assembly members are participating in this review, which will be reported to the Assembly and Board in the Autumn. The LLFs act as a useful forum for community engagement on key transport infrastructure projects in the context of the broader stakeholder engagement strategy: one year from their inception, it is timely to review how the early introduction of these forums is working and how they might evolve in the light of governance changes and engagement plans. In the new governance arrangements, they are important communicators of the views of local communities to the transport portfolio holder and transport director.
12. Feedback from members of the public also supports the need for clearer leadership by members (which the portfolios and working groups would provide), for stronger scrutiny with more visible tracking (which the proposed reporting improvements and longer interval between Assembly and Board provide) and a better experience of public questions and petitions. The latter issue is being addressed via an improved public questions process and through better communication with questioners and petitioners. This is set out in appendix 6.

### Options

13. The Governance package of portfolio leadership, working groups and strengthened pre-scrutiny addresses the identified weaknesses in existing governance arrangements whilst preserving its identified strengths, as set out above. In summary, its benefits are:
  - (a) Ensures clear Board member leadership and clarifies roles and responsibilities for Board, Joint Assembly and their members, as well as officers;
  - (b) Strengthens overview of the Programme and pre-scrutiny of decisions, makes it clearer how Joint Assembly advice has been used by the Executive Board, whilst maintaining separate pre-scrutiny of decisions;
  - (c) Ensures Board and Assembly members are involved earlier in the life-cycle of schemes, drawing on the energy and expertise of Joint Assembly members to represent the views of local people, business and academia;
  - (d) Is being supported by improved handling and use of public questions, strengthened stakeholder engagement strategy and LLF review.
14. It would not require changes to the Executive Board or Joint Assembly standing orders.
15. If agreed, most elements can be implemented in August/ September. The 3-week interval between Joint Assembly and Board meetings would be implemented as soon as practicable, and no later than January 2018. It is recommended that the effectiveness of the changes be reviewed, with a review commencing 12 months after implementation.
16. It is possible to envisage much more radical changes to the Greater Cambridge Partnership Governance arrangements, including significant changes to Board and/or Joint Assembly composition. More radical changes, particularly those that increase the size of the Executive Board, could make consensus difficult and/or diminish the role of business and academic partners.
17. Any changes to the composition of the Executive Board or Joint Assembly would require the three Local Authorities' agreement. It is clear that the Greater Cambridge

Partnership governance arrangements need to work better, which the recommended package would ensure. However, the combination of a small decision-making Board and a scrutiny committee is the model being used to govern other large Gainshare Infrastructure funds, because it ensures partnership decision-making that is efficient, as well as broader scrutiny. The proposed review could, however, look at alternative options.

18. In the light of the feedback from Board and Joint Assembly members, the Mouchel Report and public views, not changing the governance in any way (the 'do nothing' option) is not recommended.

## **Implications**

19. 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:

### ***Financial and other resources***

20. Financial governance was strengthened via the Medium Term Financial Strategy, agreed in November 2016. This included a decision that all new spending proposals needed a proportionate business case to be presented to the Executive Board ahead of decision. The proposals for the Working Groups aim to strengthen this further: their draft Terms of Reference state that part of their function is to provide challenge to ensure that developing proposals provide genuine additionality and value for money.
21. Officer time and input will be needed to support the working groups.

### ***Legal***

22. Legal advisers have been involved in the development of the Governance proposals and advised on them extensively, particularly the Scheme of Delegation and the Working Groups.

### ***Staffing***

23. Senior officer leads and the Central Programme Team will need to provide officer support for the working groups and the annual Joint Assembly work shop on the Work Programme. Democratic Services will implement the reporting changes.

### ***Risk Management***

24. The proposals improve the controls for several of the Greater Cambridge Partnership's strategic risks. They promote good decision-making and manages risks of delayed decision-making delaying the delivery of much-needed infrastructure. The informal Working Groups help manage risks around failing to invest the Partnership's monies where the greatest additional benefits could be expected.

### ***Equality and Diversity***

25. No significant implications.

### ***Climate Change and Environmental***

26. The Economy and Environment portfolio provides an opportunity to embed thinking about the environmental, as well as the economic growth, impacts of key strategies and projects across the programme.

## **Consultation responses and Communication**

27. The Governance proposals in this paper have been developed in close consultation with Executive Board and Joint Assembly members and have been shaped by their input.

### **Links to relevant background**

Greater Cambridge City Deal Agreement

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

Executive Board Standing Orders:

<https://citydeal-live.storage.googleapis.com/upload/www.greatercambridge.org.uk/about-city-deal/GCCD%20Executive%20Board%20Terms%20of%20Reference%20-%20updated%20Dec%202016.pdf>

Joint Assembly Standing Orders:

<https://citydeal-live.storage.googleapis.com/upload/www.greatercambridge.org.uk/about-city-deal/GCCD%20Joint%20Assembly%20Terms%20of%20Reference%20-%20updated%20Dec%202016.pdf>

Reports on delegations to Greater Cambridge Partnership (formerly City Deal)

Cambridge City Council:

<http://democracy.cambridge.gov.uk/ieListDocuments.aspx?CId=116&MId=2494&Ver=4>

Cambridgeshire County Council:

<http://www2.cambridgeshire.gov.uk/CommitteeMinutes/Committees/AgendaItem.aspx?agendaItemID=10841>

South Cambridgeshire District Council:

<http://scambs.moderngov.co.uk/ieListDocuments.aspx?CId=410&MId=6284&Ver=4>

**Report Author: Tanya Sheridan**

[tanya.sheridan@cambridgeshire.gov.uk](mailto:tanya.sheridan@cambridgeshire.gov.uk)

**END OF REPORT**

## **APPENDIX 1 - GREATER CAMBRIDGE PARTNERSHIP – PORTFOLIOS AND PORTFOLIO HOLDER RESPONSIBILITIES**

### **Key principles and the portfolios**

Decision-making is the collective responsibility of the Executive Board. Portfolio holders provide strategic leadership for their portfolios within this framework.

The proposed portfolios and the proposed portfolio holders for this municipal year are as follows. Figure 1, at the end of this appendix, summarises the portfolios and portfolio holder role.

- 1. Housing and strategic planning: Cllr Lewis Herbert**
- 2. Transport: Cllr Ian Bates:** This is a very significant part of the Greater Cambridge Partnership's Programme. Therefore commensurate officer support will be provided and the Portfolio holder will consult appropriately with Executive Board colleagues, particularly those who represent Cambridge and South Cambridgeshire on projects in those districts.
- 3. Smart Places: Cllr Francis Burkitt**
- 4. Skills: Mark Reeve**
- 5. Economy and Environment: Phil Allmendinger**

The Chair of the Executive Board will provide leadership on finance, strategy, communications and governance, in addition to her/his portfolio lead. The Board members representing Cambridge City and South Cambridgeshire will represent those districts in their discussions with Board colleagues.

### **Allocation of portfolios**

1. At the Annual Meeting, the Executive Board elects its Chair and will agree portfolio responsibilities. The presumption is that portfolios will be allocated based on the agreed organisational leadership for a particular portfolio and expertise.
2. The portfolio holders will act to further the objectives of the Greater Cambridge Partnership through their strategic leadership of their portfolio. The portfolio holders have a collective responsibility to the Greater Cambridge Partnership and for decision-making and individual responsibility for providing leadership in their respective policy areas.
3. This note sets out the generic responsibilities of the portfolio holders.

### **Project and Policy Development**

4. Portfolio Holders will:
  - Work with the Interim Chief Executive, Senior Lead officer, officers working on behalf of the Greater Cambridge Partnership, along with other officers across the Partnership and subject matter experts to develop strategies, programmes and

projects

- Work with members of the Joint Assembly and the Senior Lead officer through the relevant Portfolio working group
- Work with and build relationships with other external partners and stakeholders to negotiate and build the best policy and delivery options and outcomes
- Provide political guidance to the Interim Chief Executive, Senior lead officer, external parties and other officers to ensure understanding of the priorities of the Greater Cambridge Partnership
- Liaise with Executive Board colleagues and political leaders as necessary to ensure collective responsibility for strategies, programmes and projects developed
- Proactively challenge all options to ensure the best option is recommended to the Greater Cambridge Partnership Board and make recommendations that meet the overall objectives of the Greater Cambridge Partnership, that represent value for money and ensure that the activity is genuinely additional.
- Appear before the Joint Assembly to present decision proposals, receive feedback and challenge and be held to account for progress
- Gauge the political and public acceptability of strategies, programmes and projects – ensuring there is strong engagement throughout the process of their development
- Communicate clear and achievable objectives.

### **Project Delivery**

5. Portfolios Holders will:

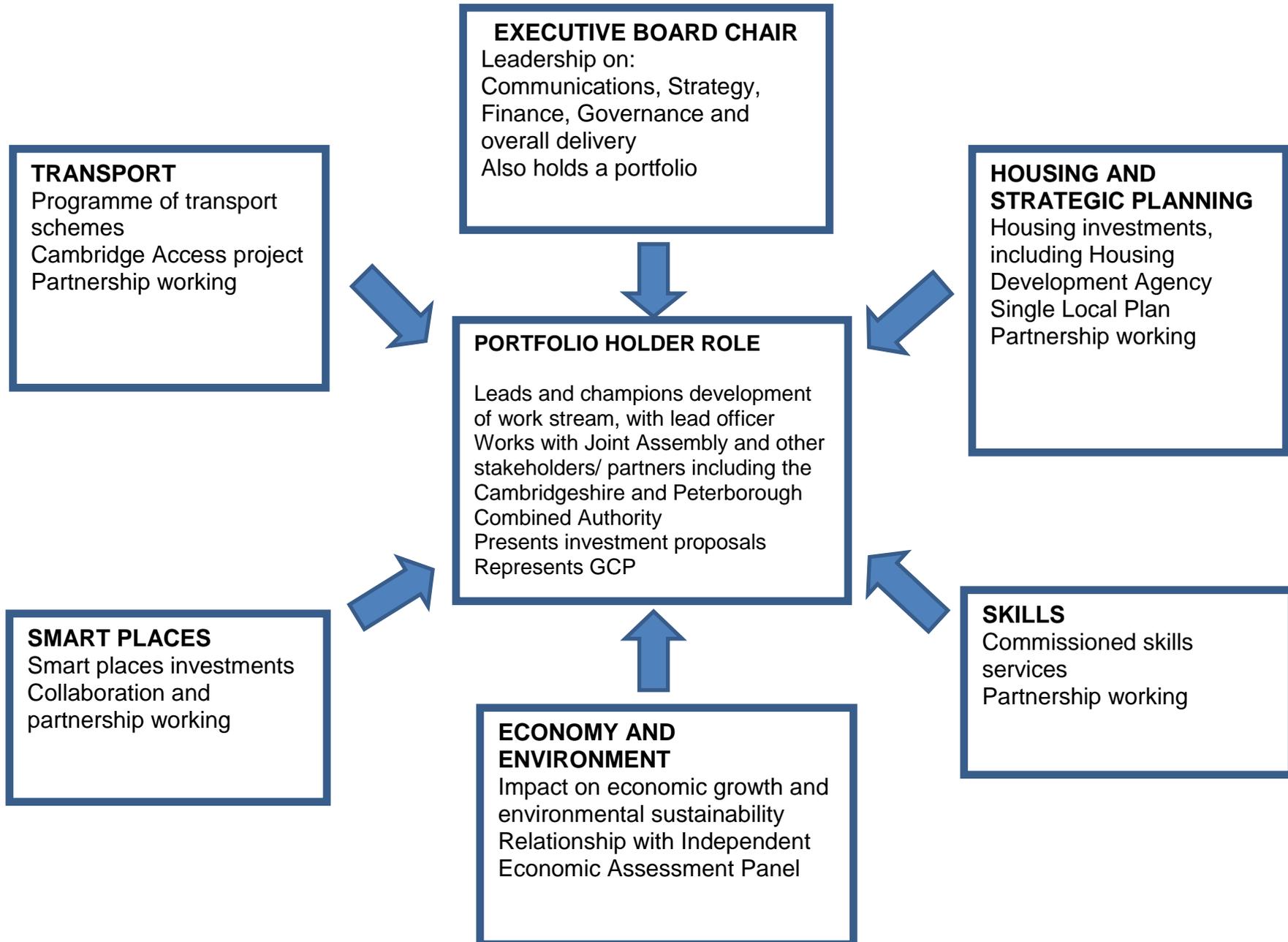
- Work with senior lead officers to oversee the delivery of programmes and projects ensuring that they are delivered on time, to budget and are on target to meet the agreed outputs and outcomes
- Report delivery issues to the Executive Board chair and colleagues
- Where targets are not being achieved, challenge those involved, identify blockages and raise as necessary with the senior lead officer, the Interim Chief Executive of the Greater Cambridge Partnership or relevant members or senior officers in the Greater Cambridge Partnership partner responsible for delivery.

### **Representative Role and Public Relations**

6. Board members represent the Greater Cambridge Partnership in promoting its objectives, plans and projects. They will:

- Approve any press releases and undertake press interviews in connection with their portfolios (in consultation with the Chair of the Executive Board)
- Answer public questions related to their Portfolios at Greater Cambridge Partnership Executive Board meetings
- As Board members, represent the Greater Cambridge Partnership at their own constituent councils' council meetings and other bodies (for the avoidance of doubt, this is not confined to the Portfolio)
- Keep the Chair and other board members up to date on key issues
- Promote the Greater Cambridge Partnership's vision and explain this to the public and other external bodies
- Promote and defend Executive Board decisions to the media, their nominating Partner organisation and to other interested parties
- Manage the political interface between the Greater Cambridge Partnership and the Partner organisation that nominated them.

**FIGURE 1: GREATER CAMBRIDGE PARTNERSHIP: PORTFOLIOS**



## APPENDIX 2 – WORKING GROUPS

1. This appendix explains the proposed Working Groups and sets out the Terms of Reference for each individual Working Group. The Working Groups are advisory, non-decision making groups appointed by the Executive Board. Each is chaired by the relevant portfolio holder and they aim to take forward the Board-Assembly collaboration that has been enhanced by the use of theme-specific groups.
2. The Joint Assembly agrees which of its members to nominate to the Working Groups, ensuring that where possible each: includes Councillors, business and academic representatives; brings in perspectives from Cambridge and South Cambridgeshire; and makes the most of individual Joint Assembly members' expertise. Each Joint Assembly member is asked to participate in at least one group, but no more than two, to spread the workload.
3. The five Working Groups are:
  - a. Transport
  - b. Housing and strategic planning
  - c. Skills
  - d. Innovation and Smart Cities
  - e. Economy and Environment
4. Working Groups will provide an informal space to discuss initial ideas and options for Greater Cambridge Partnership schemes. They may offer advice to the relevant Portfolio Holder and officers on developing strategies, programmes and projects for that work stream which meet the objectives of the Greater Cambridge City Deal agreement and the strategies and other frameworks agreed by the Executive Board. They ensure Board and Assembly members are involved earlier in the life-cycle of schemes, drawing on the energy and expertise of Assembly members to represent the views of local people, business and academia. They may make recommendations to the Assembly and Board via Board reports but are not decision-making bodies.
5. In particular, Working Groups will provide input and challenge to ensure developing plans lead to activities and investments that are 'additional' to the activity of other public, private and voluntary sector actors and that proposals can be expected to provide good returns and/or value for money in line with assurance frameworks and the 'Gain share' deal.
6. Working Group meetings are not held in public, as they are informal meetings. In the interests of transparency, their membership and terms of reference will be published. They will not be formally minuted.
7. In March 2015, a Skills Working Group consisting of Executive Board and Joint Assembly members was set up to steer proposals for the GCP Skills Service, which was agreed in June 2015. The Working Group was retained as an Advisory Group, whose remit was to monitor the progress of the Service against its core purposes. Give the risk of duplication, it is proposed that the functions of this Skills Advisory group be incorporated into the new Skills Working Group and the Skills Advisory group would then no longer be needed.

The expertise of Advisory Group members would be of significant benefit to the Skills Working group going forward.

8. The working groups will generally meet 1-4 times per year, however, the collaborations involved in developing Smart Places work mean that working group will meet more frequently.

<b>Working group: Transport</b>	<b>Appointed by: Executive Board</b>
<p><u>1. Purpose of the working group:</u></p> <p>1.1 The Working Group has an advisory role for transport. Specifically the Working Group will act as a sounding board ahead of the decision-making process for developing strategies, programmes and projects that achieve the transport objectives set out in the Greater Cambridge City Deal document and any other relevant objectives and decisions of the Greater Cambridge Partnership's Executive Board. It will provide advice, expertise and challenge to the Portfolio Holder and Transport Director on the Greater Cambridge Partnership's major transport programmes and projects.</p> <p>1.2 The aim of the Working Group's input, expertise and challenge is to:</p> <p>1.2.1 Ensure that all proposals lead to investments and activities that are 'additional' to the activity of other public, private and voluntary sector actors</p> <p>1.2.2 Ensure that proposals can be expected to provide good returns and/or value for money in line with assurance frameworks and the funding deal with Government</p> <p>1.2.3 Ensure proposals are evidence-based including evidence of the views or likely views of key stakeholders.</p>	
<p><b>Terms of Reference</b></p> <p>2. <u>Membership and composition</u></p> <p>2.1 The Working Group's members are appointed annually by the Greater Cambridge Partnership's Executive Board.</p> <p>2.2 The Working Group will be chaired by the Transport Portfolio Holder.</p> <p>2.3 In addition to the Chair, the Working group will consist of no more than six members of the Joint Assembly, consisting of a mix of Councillors, Business and Academic representatives with relevant expertise and each will include at least one Councillor representing a ward/ division in Cambridge and in South Cambridgeshire.</p> <p>2.4 The Working Group will be supported by the Greater Cambridge Partnership's Transport Director and other officers as needed.</p>	

### 3. Framework for discussions

3.1 Any agendas for working group meetings will be agreed between the Portfolio Holder and the Senior Lead officer.

3.2 In providing advice and input, the Working Group will have regard to the area's future needs for transport investment and how this can contribute to economic growth, whilst continuing to protect the environment and quality of life in Greater Cambridge.

3.3 The Framework within which the GCP takes its investment decisions is set by the GC City Deal agreement, associated agreements and the Assurance Framework, as well as relevant plans and strategies adopted by the constituent Councils. For Transport, these will include the Transport Strategy for Cambridge and South Cambridgeshire and the Cambridgeshire and Peterborough Combined Authority Transport plans. The Working Group will be fully mindful of this framework in providing its advice, and advice will be available to it on this framework and its impact.

### 4. **Governance**

4.1 The Working Group will meet at least twice per year, with increased frequency at the discretion of the Portfolio Holder and Transport Director.

4.2 The remit of the Working Group is set out above, as an advisory group on achieving the Greater Cambridge Partnership's agreed transport objectives. It shall operate within these Terms of Reference, which are agreed by the Greater Cambridge Partnership's Executive Board.

4.3 The Working Group does not meet in public and is not a decision-making body. It will publish any recommendations it make through reports to the Joint Assembly and Executive Board.

4.4 The Working Group meetings are not formal and will not be minuted. Key actions may be captured, at the discretion of the Senior Lead Officer and Portfolio Holder. The membership and Terms of Reference of this Working Group will be published.

### 5. Review

5.1 These terms of reference will be reviewed for relevance and to ensure they are fit for purpose, on an annual basis. Membership of the Working Group will also be reviewed annually, along with the impact and continued need for the Working Group.

**Working group: Housing and Strategic Planning**

**Appointed by: Executive Board**

1. Purpose of the working group:

1.1 The Working Group has an advisory role for housing and strategic planning. Specifically the Working Group will act as a sounding board for the Greater Cambridge Partnership's key Housing and Strategic Planning programmes and projects ahead of the decision-making process. It will provide advice, expertise and challenge to the Portfolio Holder and Senior lead officers.

1.2 The aim of the Working Group's input, expertise and challenge is to:

1.2.1 Ensure that all proposals lead to investments and activities that are 'additional' to the activity of other public, private and voluntary sector actors

1.2.2 Ensure that proposals can be expected to provide good returns and/or value for money in line with assurance frameworks and the funding deal with Government

1.2.3 Ensure proposals are evidence-based including evidence of the views or likely views of key stakeholders.

**Terms of Reference**

2. Membership and composition

2.1 The Working Group's members are appointed annually by the Greater Cambridge Partnership's Executive Board.

2.2 The Working Group will be chaired by the Housing and Strategic Planning Portfolio Holder.

2.3 In addition to the Chair, the Working group will consist of no more than six members of the Joint Assembly, consisting of a mix of Councillors, Business and Academic representatives with relevant expertise and each will include at least one Councillor representing a ward/ division in Cambridge and in South Cambridgeshire.

2.4 The Working Group will be supported by the Senior Lead Officer and other officers as needed.

3. Framework for discussions

3.1 Any agendas for working group meetings will be agreed between the Portfolio Holder and the Senior Lead officer.

3.2 In providing advice and input, the Working Group will have regard to the

area's future needs for housing and employment sites insofar as this is not being considered elsewhere and if there is a role for the partnership. It will consider how any proposals can contribute to economic growth, whilst continuing to protect the environment and quality of life in Greater Cambridge.

3.3 The Framework within which the GCP takes its investment decisions is set by the GC City Deal agreement, associated agreements and the Assurance Framework, as well as relevant plans and strategies adopted by the constituent Councils. For Housing and Strategic Planning, these will include the current and submitted Cambridge and South Cambridgeshire Local Plans. The Working Group will be fully mindful of this framework in providing its advice, and advice will be available to it on this framework and its impact.

#### **4. Governance**

4.1 The Working Group will meet at least twice per year, with increased frequency at the discretion of the Portfolio Holder and Senior Lead Officer.

4.2 The remit of the Working Group is set out above, as an advisory group on achieving the Greater Cambridge Partnership's agreed housing and strategic planning objectives. It shall operate within these Terms of Reference, which are agreed by the Greater Cambridge Partnership's Executive Board.

4.3 The Working Group does not meet in public and is not a decision-making body. It will publish any recommendations it make through reports to the Joint Assembly and Executive Board.

4.4 The Working Group meetings are not formal and will not be minuted. Key actions may be captured, at the discretion of the Senior Lead Officer and Portfolio Holder. The membership and Terms of Reference of this Working Group will be published.

#### **5. Review**

5.1 These terms of reference will be reviewed for relevance and to ensure they are fit for purpose, on an annual basis. Membership of the Working Group will also be reviewed annually, along with the impact and continued need for the Working Group.

**1. Purpose of the working group:**

1.1. The Working Group has an advisory role for skills. Specifically the Group will act as a sounding board for developing and monitoring investments to deliver the skills commitments in the Greater Cambridge City Deal agreement and any other skills projects agreed by the Executive Board. It will provide advice, expertise and challenge to the Portfolio Holder and Senior lead officer.

1.2. The aim of the Working Group's input, expertise and challenge is to:

1.2.1. Ensure as far as possible that all proposals lead to activities and investments and activities that are 'additional' to the activity of other public, private and voluntary sector actors

1.2.2. Ensure that proposals can be expected to provide good returns and/or value for money in line with assurance frameworks and the funding deal with Government

1.2.3. Ensure proposals are evidence-based including evidence of the views or likely views of key stakeholders.

**Terms of Reference****2. Membership and composition**

2.1. The Working Group's members are appointed annually by the Greater Cambridge Partnership's Executive Board.

2.2. The Working Group will be chaired by the Skills Portfolio Holder.

2.3. In addition to the Chair, the Working group will consist of no more than six members of the Joint Assembly, consisting of a mix of Councillors, Business and Academic representatives with relevant expertise and if possible will include at least one Councillor representing a ward/ division in Cambridge and in South Cambridgeshire.

2.4. The Working Group will be supported by the Senior Lead Officer and other officers as needed.

**3. Framework for discussions**

3.1. Any agendas for working group meetings will be agreed between the Portfolio Holder and the Senior Lead officer.

3.2. In providing advice and input, the Working Group will have regard to the area's future needs, as well as the activities of other bodies working to improve lifelong learning and skills and how best to ensure the GCP's activities are genuinely additional to those other bodies'.

3.3. The Framework within which the GCP takes its investment decisions is set by the GC City Deal agreement, associated agreements and the Assurance Framework, as well as relevant plans and strategies adopted by the Greater Cambridge Partners. The Working Group will be fully mindful of this framework in providing its advice, and advice will be available to it on this framework and its impact.

3.4. The Group will also monitor the delivery of commissioned skills services against agreed performance frameworks, to ensure they are sufficient and effective to deliver the commitments in the City Deal Agreement between Government and the Greater Cambridge Partners and to assist with monitoring and evaluation.

#### **4. Governance**

4.1. The Working Group will meet at least twice per year, with increased frequency at the discretion of the Portfolio Holder and Senior Lead Officer.

4.2. The remit of the Working Group is set out above, as an advisory group on achieving the Greater Cambridge Partnership's agreed skills objectives, including the commitments in the Greater Cambridge City Deal Agreement. It shall operate within these Terms of Reference, which are agreed by the Greater Cambridge Partnership's Executive Board.

4.3. The Working Group does not meet in public and is not a decision-making body. It will publish any recommendations it make through reports to the Joint Assembly and Executive Board.

4.4. The Working Group meetings are not formal and will not be minuted. Key actions may be captured, at the discretion of the Senior Lead Officer and Portfolio Holder. The membership and Terms of Reference of this Working Group will be published.

#### **5. Review**

5.1. These terms of reference will be reviewed for relevance and to ensure they are fit for purpose, on an annual basis. Membership of the Working Group will also be reviewed annually, along with the impact and continued need for the Working Group.

<b>Working group: Smart Places</b>	<b>Appointed by: Executive Board</b>
<p>1. <u>Purpose of the working group:</u></p> <p>1.1. The Working Group has an advisory role for Smart Places activity. Specifically the Working Group will act as a sounding board for the strategic direction of this work stream ahead of the decision-making process. It will provide advice, expertise and challenge to the Portfolio Holder and Senior lead officer.</p> <p>1.2. The aim of the Working Group’s input, expertise and challenge is to:</p> <p>1.2.1. Ensure that as far as possible all proposals lead to activities and investments that are ‘additional’ to the activity of other public, private and voluntary sector actors</p> <p>1.2.2. Ensure that proposals deliver the strategic objectives and can be expected to provide good long-term returns and/or value for money in line with assurance frameworks and the funding deal with Government</p> <p>1.2.3. Ensure proposals are evidence-based including evidence of the views or likely views of key stakeholders.</p>	
<p><b>Terms of Reference</b></p> <p>2. <u>Membership and composition</u></p> <p>2.1. The Working Group’s members are appointed annually by the Greater Cambridge Partnership’s Executive Board.</p> <p>2.2. The Working Group will be chaired by the Smart Cities Portfolio Holder.</p> <p>2.3. The Working group will also consist of no more than six members of the Joint Assembly, consisting of a mix of Councillors, Business and Academic representatives with relevant expertise and if possible will include at least one Councillor representing a ward/ division in Cambridge and in South Cambridgeshire.</p> <p>2.4. The Working Group will be supported by the Senior Lead Officer and other officers as needed.</p> <p>3. <u>Framework for discussions</u></p> <p>3.1. In providing advice and input, the Working Group will have regard to future needs and potential for Smart Places collaboration and investment in Greater Cambridge insofar as this is not being considered by other public, private or voluntary sector organisations and/or partnerships and how this can contribute to economic growth, whilst protecting the environment and quality of life in Greater Cambridge.</p>	

#### **4. Governance**

- 4.1. The Working Group will meet as frequently as needed to support the strategy development and at least twice per year.
- 4.2. The remit of the Working Group is set out above, as an advisory group on achieving the Greater Cambridge Partnership's agreed smart cities objectives. It shall operate within these Terms of Reference, which are agreed by the Greater Cambridge Partnership's Executive Board.
- 4.3. The Working Group does not meet in public and is not a decision-making body. It will publish any recommendations it makes through reports to the Joint Assembly and Executive Board.
- 4.4. The Working Group meetings are not formal and will not be minuted. Key actions may be captured, at the discretion of the Senior Lead Officer and Portfolio Holder. The membership and Terms of Reference of this Working Group will be published.

#### **5. Review**

- 5.1. These terms of reference will be reviewed for relevance and to ensure they are fit for purpose, on an annual basis. Membership of the Working Group will also be reviewed annually, along with the impact and continued need for the Working Group.

<b>Working group: Economy and Environment</b>	<b>Appointed by: Executive Board</b>
<p><b>1. <u>Purpose of the working group</u></b></p> <p>1.1. The Working Group provides support and challenge to ensure that the Greater Cambridge Partnership’s programme of investments as a whole:</p> <p>1.1.1. Can be expected to ensure additional economic growth in Greater Cambridge</p> <p>1.1.2. Does so in a way which respects the environment and seeks opportunities to achieve environmental objectives, particularly around climate change, quality of place and air quality.</p> <p>1.2. The Working Group may provide advice, expertise and challenge to the Portfolio Holder and Interim Chief Executive on the cross-cutting Economic and Environmental impacts of the GCP’s Programme as a whole and on cross-cutting Economy and Environment projects where the Portfolio Holder has a lead role.</p>	
<p style="text-align: center;"><b><u>Terms of Reference</u></b></p> <p><b>2. <u>Membership and composition</u></b></p> <p>2.1. The Working Group’s members are appointed annually by the Greater Cambridge Partnership’s Executive Board.</p> <p>2.2. The Working Group will be chaired by the Economy and Environment Portfolio Holder.</p> <p>2.3. In addition to the Portfolio Holder, the Working group will also consist of no more than six members of the Joint Assembly, consisting of a mix of Councillors, Business and Academic representatives with relevant expertise and if possible will include at least one Councillor representing a ward/ division in Cambridge and in South Cambridgeshire.</p> <p>2.4. The Working Group will be supported by the Senior Lead Officer and other officers as needed.</p> <p><b>3. <u>Framework for discussions</u></b></p> <p>3.1. Any agendas for working group meetings will be agreed between the Portfolio Holder and the Senior Lead officer.</p> <p>3.2. The Framework within which the GCP takes its investment decisions is set by the GC City Deal agreement, associated agreements and the Assurance Framework, as well as relevant plans and strategies adopted by the Greater Cambridge Partners. The Working Group will be fully mindful of this framework in providing its advice, and advice will be available to it on key aspects of this framework and its impact.</p>	

#### **4. Governance**

- 4.1. The Working Group will meet at least once per year, with increased frequency at the discretion of the Portfolio Holder and Senior Lead Officer.
- 4.2. The remit of the Working Group is set out above, as an advisory group on the cross-cutting Economic and Environmental impacts of the Greater Cambridge Partnership's programme. It will publish any recommendations it makes through reports to the Joint Assembly and Executive Board.
- 4.3. The Working Group meetings are not formal and will not be minuted. Key actions may be captured, at the discretion of the Senior Lead Officer and Portfolio Holder. The membership and Terms of Reference of this Working Group will be published.
- 4.4. The Working Group meetings are not formal and will not be minuted. Key actions may be captured, at the discretion of the Senior Lead Officer and Portfolio Holder. The membership and Terms of Reference of this Working Group will be published.

#### **5. Review**

- 5.1. These terms of reference will be reviewed for relevance and to ensure they are fit for purpose, on an annual basis. Membership of the Working Group will also be reviewed annually, along with the impact and continued need for the Working Group.

### **APPENDIX 3: REPORTING CHANGES**

This note briefly summarises how the reporting of Joint Assembly and Board meetings will be improved to show more clearly what issues have been raised by Joint Assembly scrutiny, what recommendations have been made and the Executive Board's decisions in respect of them.

- Democratic Services will report on the views, advice and recommendations of the Joint Assembly, to provide a formal record for the Executive Board. This change requires the interval between the Joint Assembly and the Board to be extended and will be implemented when that is agreed and implemented.
- Decision notices of the Executive Board will set the Board's decisions in the context of Joint Assembly recommendations and advice and will explain the reasons for agreeing, agreeing in a modified form or rejecting recommendations/ advice.
- The Executive Board minutes will include reference to those decisions
- Executive Board and Joint Assembly minutes will also include action logs, for review at the following meetings.

## **APPENDIX 4: PRINCIPLES FOR OFFICER DELEGATION AND INITIAL SCHEME OF DELEGATION**

1. Each of the Greater Cambridge Partner Councils, the Cambridgeshire and Peterborough Combined Authority, and other local government bodies adopt some form of scheme of delegations to empower lead officers to deliver their work in an agile and appropriate manner, within the framework set by elected members. Roles and responsibilities could be further clarified and agile delivery enabled for the Greater Cambridge Partnership by adopting this Scheme of Delegation, which implements the following principles:
2. The purpose of delegations is to enable the Executive Board to ‘task’ officers with running day to day business, whilst ensuring this is done within a clear, strong framework of Executive Board oversight and accountability.
3. The Executive Board may delegate powers that the Local Authorities have delegated to it to officers. Where it does, it will require that officers exercising delegations do so in consultation with relevant Executive Board members, as set out in the scheme. These will typically include the Portfolio Holder and the Chair, as well as any relevant officers eg. the Chief Finance Officer.
4. Delegations shall ‘mirror’ those of the constituent Councils and the Cambridgeshire and Peterborough Combined Authority that are relevant to the work of the Greater Cambridge Partnership Executive Board, to ensure consistency.

### **General conditions for use of delegations**

5. Any decisions under delegated powers will be reported to the Executive Board as soon as practicable after they are taken and the decisions and their rationale will be published as soon as possible.
6. The Chair of the Executive Board can require an officer not to exercise their delegated power in a particular case and, if so, a report will be taken to the next available meeting for consideration. 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 relevant Portfolio Holder before exercising the delegated powers.
7. When exercising functions delegated to them, officers must comply with:
  - i) Any legal requirement or restriction.
  - ii) The City Deal Agreement, the supporting Policy Framework and any other relevant plans and strategies approved by the Executive Board.
  - iii) The relevant in-year budget.

- iv) The Greater Cambridge Partnership's revenue and capital budgets, subject to any variation which is permitted by the Financial Regulations of Cambridgeshire County Council, in particular the Financial Procedure Rules.
  - v) The Code of Conduct of the Local Authority that employs the officer, for the avoidance of doubt, the Financial Regulations of Cambridgeshire County Council still apply.
  - vi) The requirements of the Openness of Local Government Bodies Regulations 2014 and any supporting guidance.
  - vii) All other relevant policies, procedures, protocols and provisions.
8. Officers in the exercise of their delegated functions may not:
- i) Make Key Decisions as defined in the Constitution of Cambridgeshire County Council unless it is specifically delegated to the officer.
  - ii) Change or contravene policies or strategies approved by the Executive Board.
  - iii) Create or approve new policies or strategies, in the absence of the specific delegated authority from the Executive Board to do so.
  - iv) Take decisions to withdraw services, in the absence of specific delegated authority to do so.
  - v) Take decisions to significantly modify services without consulting the Chair of the Executive Board and the relevant Portfolio Holder before exercising the delegated power.
  - vi) Take decisions where the matter is reserved to the Executive Board, by law cannot be discharged by an officer, or where the Executive Board has agreed that the matter should be discharged otherwise than by an officer.

### **Scheme of Delegation**

9. This scheme sets out the 'ongoing' delegations enabling four key officers of the Greater Cambridge Partnership to implement the decisions of the Executive Board and provide day to day management of the Greater Cambridge Partnership's business. The Executive Board may also agree 'one off' delegations for specific tasks, for example the proposed delegation to the Interim Chief Executive to sign off the Local Assessment Framework for the independent economic assessment.

#### **1. Interim Chief Executive**

10. The GCP officer structure is led by an interim Chief Executive. That individual is responsible for the oversight and ensuring delivery of the Executive Board's agreed Programme and acts as advisor to the Executive Board and Joint Assembly. The Interim Chief Executive has the following powers and functions, to enable her to oversee the day-to-day running of Greater Cambridge Partnership business on behalf of the Executive Board:
- i) Coordinating the Greater Cambridge Partnership's functions, including holding officers to account for performance and delivery.

- ii) Organising and ensuring the proper management of Greater Cambridge Partnership -funded staff, including proposing changes to the management structure and the number and grades of staff required in the directly-managed Greater Cambridge Partnership structure, and for the appointment of staff fully-funded by Greater Cambridge Partnership funds.
- iii) Providing a policy advice service in relation to the programme and, in particular, to advise on the Greater Cambridge Partnership's plans and strategies.
- iv) Placing items of business on agendas for formal Greater Cambridge Partnership Member meetings.
- v) Responding to any Government consultation on behalf of the Greater Cambridge Partnership, subject to consultation with the Chair of the Executive Board and the relevant Portfolio Holder.
- vi) Coordinating public relations for the Greater Cambridge Partnership, including the approval of press releases, having consulted where necessary the Chair of the Executive Board and the relevant Portfolio Holder.
- vii) Authorising another officer to act in his/her place on any matter within his/her authority
- viii) Discharging any function of the Greater Cambridge Partnership which:
  - a. Has not been specifically delegated to another officer, Committee or reserved to the Executive Board; and/or
  - b. Has been delegated to another officer where that officer is absent or otherwise unable to act (excluding the functions of the Greater Cambridge Partnership Solicitor and Chief Finance Officer).
- ix) Taking any action which is required as a matter of urgency in consultation (where practicable) with the Chair of the Executive Board, the relevant Portfolio Holder, the Monitoring Officer and the Chief Finance Officer.

## **2. Chief Finance officer**

11. The Greater Cambridge Partnership also has a nominated Chief Finance Officer role. Due to Cambridgeshire County Council's responsibility as 'Accountable Body' for the Greater Cambridge Partnership, this is fulfilled by Cambridgeshire County Council's Chief Finance Officer.
12. With that in mind, authority is delegated to the Chief Finance Officer to give effect to Executive Board decisions and ensure effective management of the Partnership's funds in accordance with:
- Relevant provisions in Cambridgeshire County Council's Scheme of Delegation
  - The Financial Procedure Rules of Cambridgeshire County Council.

## **3. The Greater Cambridge Partnership Solicitor**

13. The Greater Cambridge Partnership is not a Council, therefore does not have a statutory monitoring officer. The Monitoring Officer for Cambridgeshire County Council is designated Solicitor to the Greater Cambridge Partnership, as

Cambridgeshire County Council is the Accountable Body for the Greater Cambridge Partnership. The Greater Cambridge Partnership solicitor provides advice to the Executive Board and Joint Assembly on the scope of powers, authority to take decisions and on legal matters.

14. The Executive Board authorises the Greater Cambridge Partnership Solicitor to take the steps necessary to give effect to its decisions, to defend its interests, to advise on legal compliance and to defend any legal proceedings related to those decisions, in consultation with the Executive Board Chair and the relevant Portfolio Holder. For the avoidance of doubt, this includes the authority to deal with and determine exemptions under section 36 of the Freedom of Information Act 2000.

#### **4. Transport Director**

15. The Greater Cambridge Partnership transport programme is led by a Transport Director, who is empowered to exercise the following delegated functions in relation to Greater Cambridge Partnership infrastructure schemes<sup>1</sup>. These delegations mirror those that Cambridgeshire County Council has made to senior transport officers in respect of its transport schemes:

- i) Publishing any draft order for traffic management and speed limit matters to implement Executive Board decisions]and, if there are no objections, to approve the making of the order.
- ii) Determining objections associated with minor Traffic Regulation Orders and Side Roads Orders, in conjunction with the appropriate Local Members.
- iii) Taking all operational decisions necessary to secure the provision of services and/or discharge of statutory functions in relation to delivery of agreed Greater Cambridge Partnership infrastructure schemes, including the power to enter into contracts, in accordance with the approved policies and Financial Procedure Rules of Cambridgeshire County Council and in consultation with the Greater Cambridge Partnership Solicitor.

The following Table summarises the Scheme of Delegation:

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<sup>1</sup> The three partner Councils agreed when delegating functions to the City Deal Executive Board that a “City Deal infrastructure scheme” is defined as “...one arising from the Greater Cambridge City Deal which has all of the following characteristics:

- i. Has been and remains designated by the Greater Cambridge City Deal Executive Board as a City Deal infrastructure scheme.
- ii. Is, or has been funded in whole or in part by funds received by the County Council under the auspices of the Greater Cambridge City Deal or allocated to the Greater Cambridge City Deal Executive Board by participating authorities.”

**Summary table of delegated authority:**

<b>Delegation from Executive Board</b>	<b>Delegation to officer</b>	<b>Conditions</b>
Coordinating the Greater Cambridge partnership's functions, including holding officers to account for performance and delivery.	Interim Chief Executive	In accordance with the general conditions.
Organising and ensuring the proper management of Greater Cambridge Partnership -funded staff, including proposing changes to the management structure and the number and grades of staff required in the directly-managed Greater Cambridge Partnership structure, and for the appointment of staff fully-funded by Greater Cambridge Partnership funds.	Interim Chief Executive	In accordance with the general conditions.
Providing a policy advice service in relation to the programme and, in particular, to advise on the Greater Cambridge Partnership's plans and strategies.	Interim Chief Executive	In accordance with the general conditions.
Placing items of business on agendas for formal Greater Cambridge Partnership Member meetings.	Interim Chief Executive	In accordance with the general conditions.
Responding to any Government consultation on behalf of the Greater Cambridge Partnership.	Interim Chief Executive	In accordance with the general conditions and subject to consultation with the Chair of the Executive Board and the relevant Portfolio Holder.
Coordinating public relations for the Greater Cambridge Partnership, including the approval of press releases.	Interim Chief Executive	In accordance with the general conditions and in consultation where necessary with the Chair of the Executive Board and

		the relevant Portfolio Holder.
Authorising another officer to act in his/her place on any matter within his/her authority	Interim Chief Executive	In accordance with the general conditions.
Discharging any function of the Greater Cambridge Partnership which: a. Has not been specifically delegated to another officer, Committee or reserved to the Executive Board; and/or b. Has been delegated to another officer where that officer is absent or otherwise unable to act (excluding the functions of the Greater Cambridge Partnership Solicitor and Chief Finance Officer).	Interim Chief Executive	In accordance with the general conditions.
Taking any action which is required as a matter of urgency.	Interim Chief Executive	In accordance with the general conditions and in consultation (where practicable) with the Chair of the Executive Board, the relevant Portfolio Holder, the Monitoring Officer and the Chief Finance Officer.
Officer to give effect to Executive Board decisions and ensure effective management of the Partnership's funds	Chief Finance officer	In accordance with the general conditions and:  Relevant provisions in Cambridgeshire County Council's Scheme of Delegation.  The Financial Procedure Rules of Cambridgeshire County Council
Authority to take the steps necessary to give effect to the Executive Boards decisions, to defend its interests, to	Greater Cambridge Partnership	In accordance with the general conditions and in consultation with the

advise on legal compliance and to defend any legal proceedings related to those decisions. For the avoidance of doubt, this includes the authority to deal with and determine exemptions under section 36 of the Freedom of Information Act 2000.	solicitor	Executive Board Chair and the relevant Portfolio Holder
Publishing any draft order for traffic management and speed limit matters to implement Executive Board decisions and, if there are no objections, to approve the making of the order.	Transport Director	In accordance with the general conditions.
Determining objections associated with minor Traffic Regulation Orders and Side Roads Orders.	Transport Director	In accordance with the general conditions and in conjunction with the appropriate Local Members (District and County)
Taking all operational decisions necessary to secure the provision of services and/or discharge of statutory functions in relation to delivery of agreed Greater Cambridge Partnership infrastructure schemes, including the power to enter into contracts.	Transport Director	In accordance with the general conditions and in accordance with the approved policies and Financial Procedure Rules of Cambridgeshire County Council and in consultation with the Greater Cambridge Partnership Solicitor.

## **APPENDIX 5 – GUIDING PRINCIPLES FOR SETTING THE JOINT ASSEMBLY WORK PROGRAMME**

1. The Joint Assembly work programme is set annually via a Joint Assembly workshop.
2. The work programme supports the achievement of the Greater Cambridge Partnership programme aims, its agreed projects and strategies and ensures the Joint Assembly's activity is focused on the work of the Executive Board.
3. The work programme should be capable of evolving to reflect changes in the Board's forward plan.
4. Reports going to the Board will be made available to the Joint Assembly. The Joint Assembly's work programme will largely consist of pre-scrutinising reports to the Executive Board ahead of decision making.
5. The Joint Assembly may focus its pre-scrutiny activities, for example on strategy, resource allocation and key decisions – it is not required to pre-scrutinise every report that goes to the Executive Board.
6. The work programme and the efforts of the Joint Assembly and Executive Board should to be focused on strategies and projects with demonstrable additionality and clear impact.
7. Where the Joint Assembly envisages activities with resource implications, senior officers will advise on the potential additionality benefits, as well as resource impacts. The Executive Board would need to agree any increased resource.
8. The Executive Board sets priorities, takes decisions on new projects, investments and resource allocation and does so based on a business case.

## **APPENDIX 6 – PUBLIC QUESTIONS AND PETITIONS AT JOINT ASSEMBLY AND EXECUTIVE BOARD MEETINGS**

1. Members of the public are welcome to attend Joint Assembly and the Executive Board meetings. Both Committees take public questions, at the discretion of the Chair Person.
2. The deadline for sending public questions is 10am three working days before the public meeting.
3. Questions should be sent to the Democratic Services team at South Cambridgeshire District Council via [Democratic.Services@scambs.gov.uk](mailto:Democratic.Services@scambs.gov.uk) who will log the question.
4. Questioners are asked to limit their questions to no more than 300 words so as to maximise the use of time in the public meeting.
5. For a question to be asked in one of the above public meetings, it is suggested that they relate to an agenda item. Papers are published 8 working days in advance of the meeting to enable everyone to publicly see the agenda items to see if they have a question which relates to those.
6. Papers can be found on the South Cambridgeshire District Council website and there are specific Joint Assembly and Executive Board areas. Links are:
7. [July Joint Assembly](#)
8. [July Executive Board](#)
9. Any questions identified by the chair which are felt to not relate to agenda items will not be answered in the meeting but will be dealt with by the Greater Cambridge Partnership communications team so that an answer is provided. This is to maximise the use of time. If a question relates to an item on a future meeting agenda, we may suggest you table your question for that meeting.
10. The Chair Person will review all questions and make decisions about which questions are answered at the meeting and which questions will be forwarded for a separate answer. She/he does have the discretion to allow questions to be asked on issues not on the agenda that are within the remit of the Greater Cambridge Partnership, but will be mindful of the available time when considering which questions to take in the meeting.
11. At the meeting, questioners are asked to speak for no more than three minutes, and the question is also to be answered within the same timescale of three minutes. However, if there are a large number of public questions received, please note that the Chair Person may decide to give only 1 minute per questioner
12. There are likely to be questions of a similar nature. Where and if possible, we invite questioners to come together to ask questions that closely resemble each other if that is possible. If this is the case questions can be submitted in more than one part so as to include all aspects of one or two questioner's questions, but we request that the question still tries to remain within the 300 word limit.

13. Where similar questions are submitted individually, there are requirements in the public questions standing orders that state that a spokesperson should be nominated to ask a question and if that is not possible, the first person to table the question would act as spokesperson. However, in reality we understand that it is not always possible to agree a spokesperson. In this instance we would try to give everyone a chance to ask their question, but to ensure that everyone gets a chance to ask their question and for the Assembly or Board to give full consideration to everyone's views, we would ask that questioners just ask the succinct aspect of the question and not take up the full 3 minutes. Of course, Chair person's discretion applies.
14. The list of questions that have been submitted will be available at least 24 hours in advance of the public meeting with copies of the questions also available in paper format for members of the public attending the meeting.
15. Questions about a matter on the meeting agenda will generally be taken as part of that item, so they can be discussed at the appropriate time. Where possible, we will give you advance notice of where in the meeting proceedings you will be invited to ask your question.
16. If you have submitted a question, the Chair Person has ruled it in and you are not then able to attend the Assembly or Board meeting, your question will be answered by e-mail.
17. After each public meeting a running public questions log is published which shows what happened to each question submitted. For example whether it was answered in the public meeting or whether it was sent to the Greater Cambridge Partnership communications team for a response. This is to ensure transparency around all public questions submitted.

### **Petitions**

18. Members of the public may submit and present petitions to the Joint Assembly, at the discretion of the Chair Person. Petitions with more than 500 signatures will normally be considered by the Joint Assembly and members are informed about any with more than 50 signatures. Petitions must be received by South Cambridgeshire District Council's Democratic Services team at least 5 working days before the Joint Assembly meeting you would like to present it at.
19. Please make it clear on your petition what your concerns are and what you would like the Joint Assembly to do. The Joint Assembly can only consider petitions relating to something the Joint Assembly has responsibility for, or over which it has some control.
20. Any matters from the discussion of petitions by the Joint Assembly can be referred to the Executive Board through the report to the Executive Board.
21. We may get in touch with you to ask whether you would be willing to defer your petition to the next meeting when the issue/ decision it relates to is being debated, so that it can be considered as part of the Joint Assembly's pre-scrutiny of

relevant decisions or issues. If there are two or more petitions on the same matter, the Chair may ask that the petitioners nominate a spokesperson if that is possible.

The Executive Board and Joint Assembly Standing Orders set the framework for questions and petitions. Links:

Executive Board Standing Orders:

<https://citydeal-live.storage.googleapis.com/upload/www.greatercambridge.org.uk/about-city-deal/GCCD%20Executive%20Board%20Terms%20of%20Reference%20-%20updated%20Dec%202016.pdf>

Joint Assembly Standing Orders:

<https://citydeal-live.storage.googleapis.com/upload/www.greatercambridge.org.uk/about-city-deal/GCCD%20Joint%20Assembly%20Terms%20of%20Reference%20-%20updated%20Dec%202016.pdf>