



<b>Skills &amp; Employment Committee</b>		Agenda Item
<b>5 June 2023</b>		<b>7</b>
Title:	Combined Authority Governance Arrangements	
Report by:	Jodie Townsend, Improvement Lead	
Lead Member:	Cllr Edna Murphy, Lead Member for Governance	
Public Report:	Yes	
Key Decision:	No	
Voting Arrangements:	No vote required	

<b>Recommendations:</b>	
A	Note the changes made to CPCA Governance arrangements
B	Note the Terms of Reference for the Skills & Employment Committee
C	Note the progress in developing an Education Advisory Group as set out from 2.12
D	Provide comment on the draft Education Advisory Group Terms of Reference set out in Appendix B

<b>Strategic Objective(s):</b>	
The proposals within this report fit under the following strategic objective(s):	
<input checked="" type="checkbox"/>	Achieving ambitious skills and employment opportunities
<input checked="" type="checkbox"/>	Achieving good growth
<p>The Governance Framework must reflect the Strategic Framework and should provide the platform for effective decision-making, strategy development, implementation and appropriate monitoring in line with the Strategic Objectives of the Combined Authority.</p> <p>The changes made to the governance arrangements at the Combined Authority set out clear roles and responsibilities for the delivery of the Combined Authority Corporate Plan. They place responsibility for driving delivery of the Corporate Plan priority area 'Achieving ambitious skills and employment opportunities' within the remit of the Skills &amp; Employment Committee, alongside a supporting responsibility to drive delivery of the Corporate Plan priority area 'Achieving good growth' which sits across all thematic committees and the Board.</p> <p>Business Plans within the Combined Authority are being developed to provide further detail on how the Corporate Plan will be delivered.</p>	

## 1. Purpose

1.1	The CPCA review of governance, endorsed by CPCA Board in July 2022, provided recommendations designed to reshape the governance framework at the Combined Authority. The Improvement Plan that followed, which was endorsed by the CPCA Board on 19 October 2022, incorporated and built upon the majority of those recommendations.
1.2	On 22 March 2023 (following extensive engagement with the Mayor, Leaders and Chief Executives of Local Authorities, partners and the Business Board) a report was considered and endorsed in full by CPCA Board setting out changes to the Combined Authority Governance Arrangements.
1.3	This report provides an overview of the changes to governance at the Combined Authority and the elements specific to the Skills & Employment Committee.

## 2. Proposal

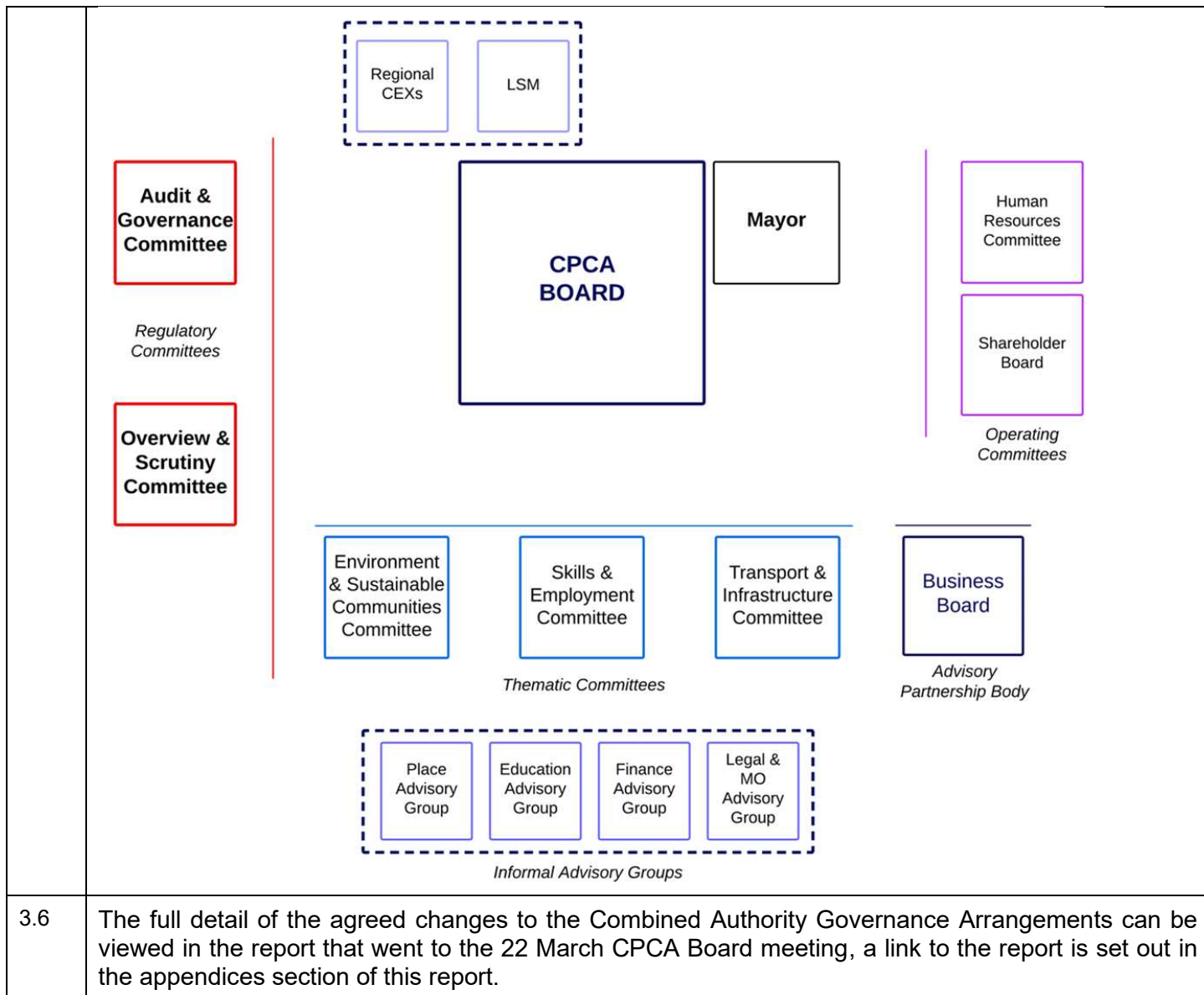
	<b>What is the ask of the Committee?</b>																					
2.1	The Skills & Employment Committee are asked to note the changes in governance arrangements at the Combined Authority and the new terms of reference for the Skills & Employment Committee.																					
2.2	The Skills & Employment Committee are asked to consider and comment on the developing draft terms of reference for an Education Advisory Group that will feed into this Committee to meet commitments within the Devolution Deal and to improve greater collaboration around key educational themes relevant to the remit of this Committee.																					
	<b>Skills &amp; Employment Committee Terms of Reference</b>																					
2.3	<p>The governance arrangements approved by CPCA Board are centred around the principle of alignment with the CPCA Board focused on its role as the strategic decision-maker with clarity on the following key roles and responsibilities as follows:</p> <table border="0"> <tr> <td>Set Strategic Objectives</td> <td>-</td> <td>CPCA Board</td> </tr> <tr> <td>Approve Strategy</td> <td>-</td> <td>CPCA Board</td> </tr> <tr> <td>Strategic Decision-Maker</td> <td>-</td> <td>CPCA Board</td> </tr> <tr> <td>Develop strategy proposals</td> <td>-</td> <td>Thematic Committees</td> </tr> <tr> <td>Implement agreed strategy</td> <td>-</td> <td>Thematic Committees</td> </tr> <tr> <td>Operational &amp; Delivery Oversight</td> <td>-</td> <td>Thematic Committees</td> </tr> <tr> <td>Strategic Scrutiny</td> <td>-</td> <td>Overview &amp; Scrutiny</td> </tr> </table>	Set Strategic Objectives	-	CPCA Board	Approve Strategy	-	CPCA Board	Strategic Decision-Maker	-	CPCA Board	Develop strategy proposals	-	Thematic Committees	Implement agreed strategy	-	Thematic Committees	Operational & Delivery Oversight	-	Thematic Committees	Strategic Scrutiny	-	Overview & Scrutiny
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2.4	They are also centred around the development and delivery of the Combined Authority strategic objectives, as set out in the CPCA Corporate Plan.																					
2.5	As a result new terms of reference have been developed for the CPCA Board and the supporting thematic committees to help drive this alignment, purpose and responsibility.																					
2.6	<p>There have been a number of key changes to thematic committees, they are:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> The Thematic Committees be chaired by the relevant CPCA Lead Member or their substitute as appointed by the Board – this will drive alignment with Board responsibilities and portfolio leadership that has been assigned by the Board and allow the Mayor of the Combined Authority to sit as a member of each Thematic Committee as the regionally elected Mayor rather than as the representative of the CPCA Board</li> <li><input type="checkbox"/> The quorum for Thematic Committees be amended from 5 voting Members to 4 voting Members – this seeks to mitigate against quoracy issues at CPCA Committees</li> <li><input type="checkbox"/> Two Representatives are appointed by the Business Board to sit on each Thematic Committee as co-opted Members – This will create greater collaboration and help drive 'Achieving Good Growth' considerations within each Thematic Committee. The membership change will also provide each Thematic Committee with access to Business representation and the work of the Business board in their considerations</li> </ul>																					

2.7	The key change to Thematic Committees is a drive to empower them through delegation of responsibility from the Board to deliver on each Corporate Plan priority area as well as provide clarity of roles and responsibilities in alignment with the detail set out in 2.3 of this report.
2.8	The Board has delegated responsibility to Thematic Committees to implement strategy approved by Board, taking operational decisions within the Policy & Budget Framework.
2.9	Previously Thematic Committees were responsible for the development of strategy proposals for consideration and approval at Board who would then oversee implementation of delivery of those strategies. Now each Thematic Committee is responsible for not only developing strategy proposals but also for taking any decisions required for their implementation. This also includes the responsibility for operational oversight of delivery and performance against Corporate Plan requirements.
2.10	The Board has also agreed to delegate to Thematic Committees approval of items included within an approved Medium Term Financial Plan to be drawn down by the relevant Thematic Committee at the appropriate time. This enables Thematic Committees to move relevant project budgets identified in the MTFP from 'subject to approval' to 'approved'.
2.11	The new terms of reference for the Skills & Employment Committee picks up the changes highlighted above and sets out alignment of the Committees role with the CPCA Corporate Plan. The new terms of reference are set out in <b>Appendix A</b> of this report
	<b>Education Advisory Group</b>
2.12	The Governance Arrangements changes endorsed by the Board include the creation of a number of informal governance mechanisms such as officer advisory groups. These groups are being created to help shape ways of working between the Combined Authority, Local Authorities and partners and include membership from across these key areas.
2.13	The advisory groups will work in support of Thematic Committees and the Board with the following key roles: <ul style="list-style-type: none"> <li><input type="checkbox"/> to support the work programme of relevant Thematic Committee</li> <li><input type="checkbox"/> coordinating and monitoring delivery of Thematic specific action plans</li> <li><input type="checkbox"/> to ensure appropriate links and communication channels are developed and maintained between constituent authorities, CPCA, key partners and government agencies</li> <li><input type="checkbox"/> sharing information and good practice to ensure effective, joined up, cross-boundary working and improved performance</li> <li><input type="checkbox"/> forward planning effectively to ensure the timely consideration of issues within the Thematic Committees' remit and to allow for analysis of emerging opportunities and risks and consideration of steps to either exploit or minimise their impact</li> <li><input type="checkbox"/> to formulate advice to Members of the Committees on areas within their remit</li> </ul>
2.14	Board agreed that an Education Advisory Group will be created in support of the Skills & Employment Committee. This followed initial conversations with the lead officer at Cambridgeshire County Council and Peterborough City Council for Education.
2.15	The advisory groups are not Member bodies, they are intended to be officer groups that will work in support of the formal member governance arrangements. The membership being considered for the Education Advisory Group consist of: <ul style="list-style-type: none"> <li><input type="checkbox"/> Assistant Director- Skills, CPCA</li> <li><input type="checkbox"/> Director for Education, Cambridgeshire County Council</li> <li><input type="checkbox"/> Director for Education, Peterborough City Council</li> <li><input type="checkbox"/> Regional Schools Commissioner</li> <li><input type="checkbox"/> Ofsted representative</li> <li><input type="checkbox"/> Education Investment Zone representative</li> <li><input type="checkbox"/> Senior officers from CCC, PCC and CPCA with responsibility for Early Years provision, Post 16 transition, Education workforce planning and Post 16 SEND.</li> </ul>
2.16	The devolution deal for Cambridgeshire & Peterborough Combined Authority sets out a requirement in paragraph 35 that states:

	<i>To ensure continued collaboration the Combined Authority will establish an Education Committee with the Regional Schools Commissioner and other key local education stakeholders. The Regional Schools Commissioner will work with the committee to provide strategic direction on education across the Combined Authority area.</i>
2.17	Engagement with key education officers has identified the creation of an Education Advisory Group as the preferred forum for develop and collaboration around strategic direction on education matters, this approach also fits with the new governance arrangements of the Combined Authority and does not require the formal establishment of a new Member Committee which Board had set as a key design principle for the governance arrangements.
2.18	Conversations have taken place at the informal meeting of this Committee in March 2023, with Cambridgeshire County Council, Peterborough City Council and Ofsted to help inform a draft terms of reference for the advisory group.
2.19	The draft terms of reference are attached at <b>Appendix B</b> , Committee Membership is asked to consider and comment on these draft terms of reference.

### 3. Background

<b>CPCA Governance Arrangements</b>	
3.1	The Governance Arrangements report endorsed by CPCA Board on 22 March 2023 provides a significant response to the review of governance, concerns raised by the CPCA external auditors and demonstrates to Government a commitment to improved operation and delivery by the Combined Authority.
3.2	The governance arrangements were developed in alignment with work to develop the CPCA Corporate Strategy and drive delivery of agreed strategic objectives.
3.3	<p>The changes include:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> New Terms of Reference for Board placing it as strategic body</li> <li><input type="checkbox"/> New Committee structure</li> <li><input type="checkbox"/> Delegated authority to Thematic Committees to implement as well as develop strategy, have an operational and delivery oversight role, approve projects identified in MTFP</li> <li><input type="checkbox"/> Thematic Committees chaired by Board appointed Portfolio Lead</li> <li><input type="checkbox"/> New Terms of Reference for each Thematic Committee focused on Corporate Plan responsibilities</li> <li><input type="checkbox"/> Membership changes to allow Mayor to act as Mayor rather than Board representative at Thematic Committees and Business Board representation on Thematic Committees to drive Economic Growth and Business link</li> <li><input type="checkbox"/> New strategic advisory and partnership engagement role for the Business Board</li> <li><input type="checkbox"/> Repurposed Human Resources Committee</li> <li><input type="checkbox"/> Reenvisaged Leaders Strategy Meeting</li> <li><input type="checkbox"/> Supporting CA/ LA Officer Groups</li> </ul>
3.4	<p>The changes to the governance arrangements are intended to:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Focus the CPCA Board as a Strategic body supported by Thematic Committees</li> <li><input type="checkbox"/> Reduce the burden of work on the Board and on Board Members</li> <li><input type="checkbox"/> Empower Thematic Committees, through appropriate delegation, to implement agreed strategy as well as develop proposals for Board consideration</li> <li><input type="checkbox"/> Address 'thematic gaps' identified in the Governance Review by creating an Environment &amp; Sustainable Communities Committee which will pick up ongoing Housing issues</li> <li><input type="checkbox"/> Clarify the role and functions of the Business Board</li> </ul>
3.5	The changes made have created the following governance structure at the CPCA:



## 4. Appendices

4.1	Governance Arrangements report to CPCA Board, March 2023: <a href="#">Document.ashx (cmis.uk.com)</a>
4.2	Appendix 1 - Skills & Employment Committee Terms of Reference
4.3	Appendix 2 - Draft Education Advisory Group Terms of Reference

## 5. Implications

### Financial Implications

5.1	There will be a requirement to provide secretariate and co-ordination of the new Education Advisory Group, which the Combined Authority's Skills Service will absorb with support from the new Democratic Services.
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### Legal Implications

6.1	Decision relating to amendments to the Combined Authority's Constitution which includes the terms of Reference for the Skills and Employment Committee, are for the Combined Authority Board to make. As a result, the adoption of a new Constitution must be agreed by the Combined Authority Board.
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6.2	As detailed in the body of the report, the Combined Authority Board has endorsed and adopted the revised governance arrangements and amendments to the Constitution.
<b>Public Health Implications</b>	
7.1	No direct public health implications have been identified within this report.
<b>Environmental &amp; Climate Change Implications</b>	
8.1	No direct environmental and climate change implications have been identified within this report
<b>Other Significant Implications</b>	
9.1	The new governance arrangements will place additional focus on delivery of the CPCA Corporate Plan through clarity of roles and responsibilities and the incorporation of key priority areas into each Thematic Committee terms of reference.
<b>Background Papers</b>	
10.1	2022 Improvement Assessment Report to Board: <a href="#">Agenda Item No (cmis.uk.com)</a> + <a href="#">Document.ashx (cmis.uk.com)</a>
10.2	2022 Review of Governance: <a href="#">Document.ashx (cmis.uk.com)</a>
10.3	Governance Arrangements Report to CPCA Board, 22 March 2023: <a href="#">Document.ashx (cmis.uk.com)</a>
10.4	CPCA Improvement Plan: <a href="#">Document.ashx (cmis.uk.com)</a>