

Update on Governance Review Recommendations (September 2020)

Combined Authority Board Oversight & Assurance:

In line with the recommendations of the Business Board Governance Review, Combined Authority members considered revising the ratification process for LGF funding decisions. The outcome of those considerations was to make no change to the ratification process. Members noted that the current ratification process works well, and change was not required.

Board Membership & Governance:

Member feedback	Action taken
Implementation of a written notice/declaration register which notifies of conflicts of interests. That document could be circulated before every Board meeting.	A written notice has been developed for circulation ahead of all future Business Board meetings with agenda and papers. This will be implemented from the November Business Board going forwards.
Greater detail and breakdown of information on Business Board agendas to clearly show each item and to better inform Board members of decisions which gave rise to conflicts of interests.	This feedback is captured within the above written notice. Detail includes the agenda item, the report title and the conflicting member(s) or officer(s).
Clarity between Commercial, Personal, & Relationship, including family conflicts of interests. This could be provided via written guidance to members.	Improving the clarity between different types of conflicts will be addressed as part of the current review of the Cambridgeshire & Peterborough Combined Authority Constitution. The revised Constitution will be circulated to all Business Board members once updated.
Post approval conflicts (which may materialise at a future date from original declaration), should also be recorded at the earliest opportunity.	All Business Board members must ensure that they notify the Monitoring Officer of any conflicts as they arise and update their Business Board Register of Interest form accordingly.
Regular updating of conflicts of interest forms. This could be implemented by sending conflict forms out every three months.	It is unlikely that conflicts will arise within this short time frame and it is also a responsibility of members to notify of any new

	conflicts not detailed on their Register of Interests when they become aware of them.
Guidance on format and how Board meetings operate via a protocol could be adopted which sets out the interaction between the Business Board and the Combined Authority Board.	Business Board members are now familiar with the format of Business Board meetings and how the Board interacts with the Combined Authority and this is reflected with representation of the Business Board on the Combined Authority Board itself and Sub-Groups such as the Entrepreneur Assessment Panel (EAP) and the Employment & Skills Board.
Members identified that training for members on dealing with press, the public and social media would be beneficial.	Officers are exploring training options and contact has been made with the CPCA Communications Team to help facilitate this.
Pre-meeting briefings should include all Board members and not just the Chair and/or Vice Chair.	A process in place allowing for Business Board member input on the forward plan on a specific item on the Business Board meeting agenda. Members are equally encouraged to propose agenda items by email to the Chair and/or Business Board Manager at any time. This feedback can then be discussed at the pre meeting briefings with the Chair and Vice-Chair in the development of agendas and forward plans.
Location of Board meetings should be flexible to include the locations in which projects are based and where members are located	For the time being, all Business Board meetings are currently held virtually and this action will be kept under review.
Maintaining a register of preferred methods of contact for each member	A spreadsheet of preferred methods of contact exists for all Business Board members. Members are encouraged to update the Business Board Team of any change in preferred methods of contact.
Defining member lead responsibilities/accountability (based on B&S key deliverables). Officer mentoring opportunity to promote member development and operational knowledge.	Work has already begun to assign members to specific workstreams within the CPCA alongside Business & Skills project leads. This will be discussed further at Business Board Activity Update meetings.
Provision of key contacts list of officers and Stakeholder partners	Work has begun on collating stakeholder mapping data from each member to establish the wider network of the Business Board.

Sharing of best practice from other LEPs (at Business Board and Officer level)	This feedback is being addressed as a separate item on the Business Board Agenda to establish the LEP Partnering Strategy which will be brought to Business Board in November 2020.
The recruitment processes adopted in August 2019, along with the formal induction day, should be continued. In addition, the composition of the appointment panel should be reduced to a maximum of 4 panel members. Arrangements for resignation of all members including the Chair and Vice Chair should fully reflect the National Assurance Framework.	The recruitment process and arrangements for resignation of all members has been adopted and is reflected within the CPCA Constitution. These changes will also be reflected in Local Assurance Framework.
The Conflict of Interest policy should be updated and include a process for declaration of officer conflicts.	The Code of Conduct is being reviewed as part of a wider CPCA Constitutional review. Register of Interest forms for Officers are being developed and will be implemented in due course.
The implementation of a gifts and hospitality policy could provide better clarity for Board members and should be implemented.	The CPCA Gifts and Hospitality policy is being reviewed as part of a wider CPCA Constitutional review.
A Remuneration and Expenses policy should be adopted.	The Business Board Remuneration Scheme was approved in July 2019 and is available on the Business Board website.

Board Performance:

Board performance is indirectly and broadly measured through improvement outcomes arising from the LIS and the various delivery plans stemming from it, as well as the BEIS annual performance review process.

MCAs with a Single Pot and LEPs are required to ensure that there is appropriate input, output and outcome monitoring, as well as evaluation of projects taken forward. The LGF Monitoring and Evaluation is currently in its first phase of work, assessing projects from the Greater Cambridge Greater Peterborough Local Enterprise Partnership. Following this, a second phase of evaluation of the whole LGF programme will be undertaken.

The Government encourages LEPs to share and support best practice. An update on the LEP Partnering Strategy will be brought to Business Board at its meeting in November 2020. It is anticipated that best practice will be shared and that improved processes for Board performance or otherwise will be recommended for implementation after the peer process has concluded. Further to this, strategic partnership agreements are being implemented with overlapping authorities and LEPs, based on a mutual understanding

of commitments beyond Cambridgeshire & Peterborough. An update on the strategic partnership agreements will be brought to the Business Board at its meeting in November 2020.

It is noted there is a need for a Business Board Communication Plan. Work has begun on stakeholder mapping of member networks to strengthen channels of communication. The Combined Authority proposes to appoint a Business & Market Engagement Officer to strengthen the link between the Combined Authority, the Business Board and wider business community. The input of Business Board members on developing Business Board communications is recognised and valued.

The LGF Programme Management Review paper updates on progress made with overall programme and at different stages of each project, including development, contract, delivery, and monitoring.

Officers are looking at a process to establish activity/workstream leads to allow for more accountability around individual member performance. This will be discussed further at Business Board Activity Update meetings.

Annual Performance Review 2019/20 – following formal review meetings, officials in the Cities and Local Growth Unit undertook a review to look at

the performance of each LEP across the three themes: governance (good), delivery (requires improvement) and strategic impact (requirement met). CPCA officers are working together with BEIS to review the wider LEP requirements in relation to the assurance and reporting processes for 2020-21 given the current circumstances around Covid19.

Effective Decision Making:

The input of all Business Board members is of significant value in forward planning and aligning strategic priorities from the LIS. The process in place allows for Business Board member input on the forward plan at a specific item on the Business Board meeting agenda. Members are equally encouraged to propose agenda items by email to the Chair and/or Business Board Manager at any time. This feedback can then be discussed at the pre meeting briefings with the Chair and Vice-Chair in the development of agendas and forward plans.

To assist robust decision-making at Combined Authority Level, Business Board meetings have now been scheduled to take place two weeks before Combined Authority Board meetings. The dates of the Business Board meetings and invitations have been circulated to members until May 2021.

To ensure a timelier process for updating Business Board members on Combined Authority Board meetings, where recommendations from the Business Board are approved, officers now circulate the Combined Authority Board Decision Summary to members following publication.

As no revisions have been made to the ratification process, no amendments are needed to the current urgency procedure.

Officers are encouraged to use appendices to reduce the length of board papers. In addition to the full agenda document pack available on the meeting web page, each agenda item is displayed on the web page with individual links to papers and appendices to allow for ease of access.