



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

Agenda Item No: 4.2

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## APPENDIX A



# COMBINED AUTHORITY BOARD FUNCTIONS AND RESPONSIBILITIES (TERMS OF REFERENCE & KEY FUNCTIONS)

The Combined Authority Board has collective responsibility for decision-making, acting in the best interests of Cambridgeshire and Peterborough.

## Key Functions of the Combined Authority

The following key functions sit within the responsibility of the Combined Authority Board:

- (a) To set, review, keep up to date and revise the long term vision of the Combined Authority
- (b) To agree, review, keep up to date and revise the strategic objectives for the Combined Authority
- (c) To agree key strategy and policy for the Combined Authority
- (d) To adopt, amend or withdraw any major strategy or policy
- (e) To ensure the Combined Authority undertakes statutory and appropriate communication and consultation in the setting of the budget and policy framework
- (f) Overall responsibility for the implementation and delivery of the Corporate Plan, assisted by Thematic Committees in the implementation and delivery of Priority Areas from within the Corporate Plan.
- (g) To drive future devolution and lobbying of Government
- (h) To agree prioritisation and re-purposing of funds
- (i) To agree approval of projects and programmes in line with the Scheme of Delegations
- (j) Approve the Combined Authority Budget and the Mayoral Budget (and related strategy, policy, programmes, borrowing and virements over £500k)
- (k) To agree Transport Levy/ LTCP/ Consultation on the allocation of Local Highways Maintenance Capital Grant
- (l) To appoint the Head of Paid Service (Chief Executive), Monitoring Officer and Chief Finance Officer (“the statutory officers”)
- (m) To consider employment matters referred by the Human Resources Committee
- (n) Approve business cases and loans to third party businesses including wholly owned subsidiaries
- (o) Approve applications to bid for external funding where there are wider budgetary implications, or the bid relates to a matter outside the strategic framework
- (p) To exercise General power of competence
- (q) Agree delegations to supporting committees
- (r) Auditing decisions for funding approved by the Business Board for Local Growth Funds, Growth Hub funding, Energy Hub funds and Enterprise Zones funds.
- (s) Responding to Gateway Reviews

In addition the Board is directly responsible for driving output of key deliverables/ performance measures for achieving good growth, and ensuring that Thematic Committees and the Business Board are driving delivery of good growth key deliverables as they relate to each Thematic Committee remit.

The Combined Authority Board retains a number of functions which are reserved for the Board. It can delegated authority to approve, amend or withdraw any major strategy or policy to Thematic Committees in support of delivering its functions.

## **Functions reserved to the Combined Authority Board**

The following functions are reserved to the Combined Authority Board:

### Strategy & Policy

- The adoption of, and any amendment to or withdrawal of any major strategy or policy including the Mayor's growth ambition statement, Corporate Plan, Local Industrial Strategy, Local Transport Connectivity Plan, Skills Strategy and others.

### Frameworks

- The adoption of, and any amendment to or withdrawal of the following framework documents:
  - (a) Assurance Framework
  - (b) Monitoring & Evaluation Framework
  - (c) Performance Management Framework
  - (d) Risk Management Framework

### Financial Matters

- The adoption of, and any amendment to or withdrawal of the following financial documents:
  - (a) The non-mayoral Combined Authority budgets;
  - (b) Approval of carry forward of any underspent balances between financial years;
  - (c) Annual spending plans for the allocation of transport-related funding;
  - (d) Treasury Management Strategy including approval of borrowing limits;
  - (e) Medium Term Financial Plan and Capital Programme
  - (f) Fiscal Strategy to reflect any taxation proposals, such as Business Rates, Local Taxation, and to approve any requests to Government for additional powers.
- Consultation on the allocation of Local Highways Maintenance Capital Grant
- Approve budget allocations for feasibility work from the non-transport feasibility fund
- Approve business cases and loans to third party businesses including wholly owned subsidiaries;
- Approve applications to bid for external funding where there are wider budgetary implications, or the bid relates to a matter outside the strategic framework.
- Approval of virements of £500,000 and over;
- In relation to the Mayor's General Budget, and in accordance with the Budget Framework Procedure Rules (see Chapter – Financial Regulations):
  - (a) The approval of the draft budget (or revised draft budget) or
  - (b) The decision to veto the draft budget (or revised draft budget) and approval of the Mayor's draft budget incorporating the Combined Authority Board's recommendation as the relevant amounts and calculations.

## Accountable Body

- Auditing decisions for funding approved by the Business Board for Local Growth Funds, Growth Hub funding, Energy Hub funds and Enterprise Zones funds.

## Governance

Decisions related to:

- (a) Adoption and amendment of the Constitution;
- (b) Establishment and membership of Committees and Sub-Committees;
- (c) Establishment and membership of Joint Committees and Commissions;
- (d) Approve the nomination of lead member responsibilities and membership and chairs of thematic committees and sub-committees upon recommendation from the Mayor;
- (e) Approval of Mayoral Allowance and any other allowance schemes;
- (f) Appointment of an Independent Person of the Audit and Governance Committee;
- (g) Appointment of Statutory Officers;
- (h) Delegation of functions to third parties;
- (i) Establishment of Trading Companies;
- (j) Any other matters reserved to the Board.

The Combined Authority shall exercise the general power of competence in relation to any of its functions after having due regard to the advice of the Monitoring Officer and Chief Finance Officer.

The Combined Authority Board exercises the right to call for consideration any decision taken by a Thematic Committee in line with the process and grounds set out in the constitution and subject to the statutory powers of the Overview & Scrutiny Committee, if they believe that decision has not taken into account (a) the level of expenditure (b) potential for reputational risk and/or (c) politically contentious nature of a decision when:

- Taking a decision as part of implementing a strategy approved by Board
- taking operational decisions within Policy & Budget Framework
- approval of items included within an approved Medium Term Financial Plan
- approval of applications to bid for external funding opportunities where they are within the Combined Authority strategic framework.

Combined Authority Board Member(s) should notify the Monitoring Officer within two working days of the decision being taken if they wish to undertake such consideration.

## Voting

Voting arrangements are set out in Chapter 7 (Boards and Committees) of the Constitution.

## Membership of the Combined Authority Board

The Combined Authority Board consists of the Members as set out below:

- (a) The Mayor, or Deputy Mayor acting in the Mayor's absence
- (b) An elected Member appointed by each of the Constituent Councils or Substitute Members acting in their place;
- (c) A Representative of the Business Board or Substitute Members acting in their place;
- (d) Co-opted Members (non-voting) invited to attend who shall be present to contribute on issues related to the organisation they represent.

If a Member fails throughout a period of six consecutive months from the date of their last attendance to attend any meeting of the authority, unless the failure was due to some reason approved by the authority before the expiry of that period, they cease to be a Member of the Board.

### Executive Bodies

The Combined Authority Board has the power to delegate its functions, which are not reserved to it, to Committees, Sub-Committees, Officers, Joint Committees or other Local Authorities. The Board cannot delegate its functions to individual members of the Board.

### Working Groups

The Combined Authority may establish informal working groups. These groups will be non-decision making groups of Officers and Members.

### Membership

The Combined Authority shall appoint the membership of all thematic committees, sub-committees, joint committees and working groups, including the appointment of the Chair, Substitute Members and any Co-opted Members. In accordance with Chapter 3, the Mayor shall nominate the membership and chairs of any thematic committees to the Board for approval.

The political balance rules apply to all committees, sub-committees and joint committees where political groups are formed. Where political groups are not formed the Combined Authority has agreed that at least one member of a party not of the same political affiliation as the Mayor shall be appointed to all committees.

The Monitoring Officer has delegated authority to accept changes to membership of committees notified by Board members during the municipal year to ensure there is a full complement of members or substitute members at committee meetings. The new appointment shall take effect after the nomination has been approved by the Monitoring Officer.

Voting arrangements for the Board are set out in the Constitution under *[insert section here]*.

### Quorum

The quorum for Combined Authority Board is at least at least five members. These five members must include the Mayor or Deputy Mayor acting in the place of the Mayor and four members or substitute members, appointed by the constituent councils.

### Access to Meetings

The Transparency Rules, Forward Plan and Key Decisions apply to all committees, sub-committees and joint committees (see Chapters 6: Decisions; and 10: Access to Information, Information Governance, Data Protection and Complaints). These rules do not apply to working groups and commissions.

## APPENDIX B

### Proposed Terms of Reference for the Environment & Sustainable Communities Committee

Environment & Sustainable Communities Committee	
<b>Purpose</b>	<p>Implement and deliver Priority Area – Enabling Resilient Communities as set out in the Corporate Plan</p> <p>Development of thematic strategy and key policy, engaging key stakeholders and partners to develop proposals to assist delivery of the CAs strategic objectives</p> <p>Oversee implementation of thematic strategy and key policy, taking decisions within the strategic and budgetary framework agreed by the Board to deliver strategy and key policy.</p> <p>Drive delivery of key strategic performance measures (as set out in corporate plan and key supporting strategy)</p> <p>Oversight and management of the development and delivery of thematic business cases, programmes and projects, ensuring that they are contributing to the delivery of CA Strategic Objectives and the Annual Business Plan.</p> <p>Ensure all programmes and projects comply with the Assurance Framework and are monitored and evaluated in line with the Monitoring and Evaluation Framework.</p>
<b>Accountable to:</b>	Cambridgeshire & Peterborough Combined Authority Board
<b>Accountable for:</b>	<p>Development, management and implementation of key strategy and policy relevant to remit of Committee, including:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Climate Action Plan (Combined Authority)</li> <li><input type="checkbox"/> Cambridgeshire &amp; Peterborough Independent Commission on Climate</li> <li><input type="checkbox"/> Oxford – Cambridge Pan Regional Partnership: Environmental Plan</li> <li><input type="checkbox"/> Green Homes (including approval of Green Homes Grants)</li> <li><input type="checkbox"/> Water/Power infrastructure (no strategy developed)</li> <li><input type="checkbox"/> Non-Statutory Spatial Framework</li> </ul> <p>Oversight and management of:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Net Zero Programme</li> <li><input type="checkbox"/> Sustainable Warmth Programme</li> <li><input type="checkbox"/> Affordable Housing Programme</li> </ul> <p>Performance management of key performance measures from Corporate Plan within remit of the Committee, including:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Reduction in CO2 emissions</li> <li><input type="checkbox"/> Increase in biodiversity with improvements in both common and red-list species</li> <li><input type="checkbox"/> Communities able to adapt to climate related impact (eg, flood resilience)</li> <li><input type="checkbox"/> Healthy Life Expectancy at Birth rates to increase</li> </ul>

	<input type="checkbox"/> Reduction in the gap between the healthiest and least healthiest place <input type="checkbox"/> Reduction in percentage of households living in fuel poverty
<b>Membership:</b>	<input type="checkbox"/> Mayor (or their nominee) <input type="checkbox"/> CPCA Lead Member for Housing <input type="checkbox"/> CPCA Lead Member for Environment & Climate Change <input type="checkbox"/> Representative from each Constituent Authority (not represented on Committee through CPCA Lead Member position(s)) <input type="checkbox"/> Business Board Thematic Representative (x2) <p>Co-opted Members of the Combined Authority Board should receive an open invite to all thematic committees to enable them to attend for items of interest. If a co-opted member wishes to attend and speak at the meeting, they should notify the relevant Chair prior to the meeting. The rights and responsibilities of co-opted members as set out in the relevant paragraphs in <i>[insert relevant section of the Constitution]</i> of the constitution apply to committees.</p>
<b>Chair:</b>	The Committee will be jointly chaired on a rotational basis by the CPCA Lead members for Housing and for Environment & Climate Change
<b>Vice Chair:</b>	A vice-chair will be appointed by the Environment & Sustainable Communities Committee.
<b>Voting:</b>	<p>Only the members of the Committee will be entitled to vote at meetings (not co-opted Members), the Chair does not exercise a casting vote.</p> <p>Any matters that are to be decided by the Committee are to be decided by consensus of the Committee where possible. Where consensus is not possible the provisions of the Constitution shall apply as follows:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Each Member of the Committee is to have one vote and no Member including the Chair is to have a casting vote</li> <li><input type="checkbox"/> Co-opted Members cannot vote</li> <li><input type="checkbox"/> Any matter put to a vote will be decided on a show of hands. A decision will require a minimum of 4 voting members present and voting</li> </ul>
<b>Quorum:</b>	No business shall be transacted unless representatives of four Constituent Authorities or more are present at a meeting
<b>Servicing:</b>	The Committee will be serviced by CPCAs Governance Team
<b>Frequency:</b>	Minimum of 6 meetings per year
<b>Supported by:</b>	The Committee is supported by: <ul style="list-style-type: none"> <li><input type="checkbox"/> Regional Place Directors Advisory Group</li> </ul>
<b>Functions:</b> (key areas of focus under Corporate Plan)	<b>Environment &amp; Climate</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Climate Action Plan / Doubling Nature (incl. EVs)</li> <li><input type="checkbox"/> Alternative Fuel Strategy deliverables</li> <li><input type="checkbox"/> Sustainable agriculture</li> <li><input type="checkbox"/> Nature restoration</li> <li><input type="checkbox"/> Greater South East Net Zero Programme</li> <li><input type="checkbox"/> Retrofit in Care Homes and Village Halls</li> </ul>

	<p><b>Housing</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Maintain the oversight of the build out of the affordable housing programme and the re-payment of the Loan Book Identify housing initiatives and opportunities to deliver regional benefit</li> <li><input type="checkbox"/> Identify housing initiatives and opportunities to deliver regional benefit</li> </ul> <p><b>Infrastructure</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Power and water sufficiency (e.g. reservoir, renewable energy grid)</li> <li><input type="checkbox"/> Preservation of infrastructure (e.g. dykes)</li> </ul> <p><b>Social/ Communities</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Enabling creative industries</li> <li><input type="checkbox"/> Sustainable Warmth</li> <li><input type="checkbox"/> Supporting partner culture bids, e.g. City of Cambridge Culture</li> </ul> <p>The Committee can approve projects detailed in the Medium Term Financial Plan marked subject to approval.</p>
<p><b>Lead Member Functions:</b></p>	<p>Support the Lead Member for Housing and the Lead Member for Environment &amp; Climate Change by:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Providing advice and support to CPCA activity</li> <li><input type="checkbox"/> Helping engage with wider stakeholder networks and activity</li> <li><input type="checkbox"/> Identify and scale up existing good practice within the CPCA region, including cross portfolio working, improvements and initiatives</li> <li><input type="checkbox"/> Identify and secure resources to deliver new opportunities</li> </ul>
<p><b>Review:</b></p>	<p>Reviewed annually and/or following adoption of new Corporate Plan</p> <p>The review process will include consideration of co-opted membership that will support the Committees remit</p>



## Appendix C – Proposed terms of reference for Skills & Employment Committee

Skills & Employment Committee	
<b>Purpose</b>	<p>Implement and deliver Priority Area – Ambitious Skills &amp; Employment Opportunities as set out in the Corporate Plan</p> <p>Development of thematic strategy and key policy, engaging key stakeholders and partners to develop proposals to assist delivery of the CAs strategic objectives</p> <p>Oversee implementation of thematic strategy and key policy, taking decisions within the strategic and budgetary framework agreed by the Board to deliver strategy and key policy.</p> <p>Drive delivery of key strategic performance measures (as set out in corporate plan and key supporting strategy)</p> <p>Oversight and management of the development and delivery of thematic business cases, programmes and projects, ensuring that they are contributing to the delivery of CA Strategic Objectives and the Annual Business Plan.</p> <p>Ensure all programmes and projects comply with the Assurance Framework and are monitored and evaluated in line with the Monitoring and Evaluation Framework.</p>
<b>Accountable to:</b>	Cambridgeshire & Peterborough Combined Authority Board
<b>Accountable for:</b>	<p>Development, management and implementation of key strategy and policy relevant to remit of Committee, including:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Employment and Skills Strategy</li> <li><input type="checkbox"/> Work, Health and Wellbeing Strategy</li> </ul> <p>Oversight and management of:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Devolved Adult Education Budget</li> <li><input type="checkbox"/> Other Government funded programmes (Multiply, Skills Bootcamps)</li> </ul> <p>Performance management of key performance measures from Corporate Plan within remit of the Committee, including:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Closing the skills gap with the national average for: a) Peterborough b) Fenland c) pockets within wider Cambridgeshire</li> <li><input type="checkbox"/> An increase in % of the population qualified to Levels 2, 3 and 4, and high qualifications</li> <li><input type="checkbox"/> Reduced difference in household income between most deprived and least deprived areas</li> <li><input type="checkbox"/> Increase in percentage of population in well-paid employment</li> <li><input type="checkbox"/> Improved health and wellbeing as measured by ONS Health Index</li> </ul>
<b>Membership:</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Mayor (or their nominee)</li> <li><input type="checkbox"/> CPCA Lead Member for Skills &amp; Employment</li> <li><input type="checkbox"/> Representative from each Constituent Authority (not represented on Committee through CPCA Lead Member position(s))</li> </ul>

	<input type="checkbox"/> Business Board Thematic Representative (x2)  Co-opted Members of the Combined Authority Board should receive an open invite to all thematic committees to enable them to attend for items of interest. If a co-opted member wishes to attend and speak at the meeting, they should notify the relevant Chair prior to the meeting. The rights and responsibilities of co-opted members as set out in the relevant paragraphs in [insert section] of the constitution apply to committees.
<b>Chair:</b>	The Committee will be chaired by the CPCA Lead member for Skills & Employment
<b>Vice Chair:</b>	A vice-chair will be appointed by the Skills & Employment Committee.
<b>Voting:</b>	Only the members of the Committee will be entitled to vote at meetings (not co-opted Members), the Chair does not exercise a casting vote.  Any matters that are to be decided by the Committee are to be decided by consensus of the Committee where possible. Where consensus is not possible the provisions of the Constitution shall apply as follows: <ul style="list-style-type: none"> <li><input type="checkbox"/> Each Member of the Committee is to have one vote and no Member including the Chair is to have a casting vote</li> <li><input type="checkbox"/> Co-opted Members cannot vote</li> <li><input type="checkbox"/> Any matter put to a vote will be decided on a show of hands. A decision will require a minimum of four voting members present and voting</li> </ul>
<b>Quorum:</b>	No business shall be transacted unless representatives of four Constituent Authorities or more are present at a meeting
<b>Servicing:</b>	The Committee will be serviced by CPCAs Governance Team
<b>Frequency:</b>	Minimum of 6 meetings per year
<b>Supported by:</b>	The Committee is supported by: <ul style="list-style-type: none"> <li><input type="checkbox"/> Employment &amp; Skills Board</li> <li><input type="checkbox"/> Education Advisory Group</li> </ul>
<b>Functions:</b> (key areas of focus under Corporate Plan)	<p><b>Enhancing Careers Education, Information, Advice and Guidance</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Cambridgeshire &amp; Peterborough Careers Hub</li> <li><input type="checkbox"/> Influencing national providers of Careers</li> <li><input type="checkbox"/> Lobbying Government for an all age careers service</li> </ul> <p><b>Delivery of Lifelong learning and workforce skills</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Continue to target the delivery of the Skills Fund (AEB and Free Courses for Jobs)</li> <li><input type="checkbox"/> Skills Bootcamps to better meet local need</li> <li><input type="checkbox"/> Improve numeracy and number-confidence among our citizens through delivery of Multiply</li> </ul> <p><b>Employer engagement and access to talent</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Implementing a Health &amp; Work Strategy to address economic inactivity and productivity</li> <li><input type="checkbox"/> Delivering Growth Works with Skills</li> </ul>

	<p><b>Lobbying for a second Skills Devo Deal that strengthens our current programme and delivers greater impact. Our asks:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> A simplified Single devolved revenue budget for all skills programmes</li> <li><input type="checkbox"/> A Single devolved capital budget for all skills infrastructure funding streams</li> <li><input type="checkbox"/> A Single devolved Careers budget</li> </ul> <p><b>Building Skills Infrastructure</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> FE Cold Spots</li> <li><input type="checkbox"/> ARU Peterborough Phase 3</li> <li><input type="checkbox"/> Centre for Green Technology at Peterborough College</li> <li><input type="checkbox"/> Net Zero Centre at Wisbech</li> <li><input type="checkbox"/> North Cambridgeshire Training Centre</li> </ul> <p><b>Generic</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Provide leadership in developing an approach to future devolution of powers from Government to the region on matters of Skills and Employment</li> <li><input type="checkbox"/> To consider and advise upon major policy change</li> </ul> <p>The Committee can approve budgets and projects detailed in the Medium Term Financial Plan marked subject to approval including:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Approval of employment projects detailed in approved MTFP</li> <li><input type="checkbox"/> Approval of AEB Budget as detailed in MTFP</li> <li><input type="checkbox"/> Approval of commissioning of delivery partners where this is required and authorise the staged release of budget for education and skills projects detailed in and funded from the MTFP</li> </ul>
<p><b>Lead Member Functions:</b></p>	<p>Support the Lead Member for Skills and Employment by:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Providing advice and support to CPCA activity</li> <li><input type="checkbox"/> Helping engage with wider stakeholder networks and activity</li> <li><input type="checkbox"/> Identify and scale up existing good practice within the CPCA region, including cross portfolio working, improvements and initiatives</li> <li><input type="checkbox"/> Identify and secure resources to deliver new opportunities</li> </ul>
<p><b>Review:</b></p>	<p>Reviewed annually and/or following adoption of new Corporate Plan</p> <p>The review process will include consideration of co-opted membership that will support the Committees remit</p>

## Appendix D – Proposed terms of reference for Transport & Infrastructure Committee

Transport & Infrastructure Committee	
<b>Purpose</b>	<p>Implement and deliver Priority Area - Improving Connectivity as set out in the Corporate Plan</p> <p>Development of thematic strategy and key policy, engaging key stakeholders and partners to develop proposals to assist delivery of the CAs strategic objectives</p> <p>Oversee implementation of thematic strategy and key policy, taking decisions within the strategic and budgetary framework agreed by the Board to deliver strategy and key policy.</p> <p>Drive delivery of key strategic performance measures (as set out in corporate plan, the LTCP and key supporting strategies)</p> <p>Oversight and management of the development and delivery of thematic business cases, programmes and projects, ensuring that they are contributing to the delivery of CA Strategic Objectives and the Annual Business Plan.</p> <p>Ensure all programmes and projects comply with the Assurance Framework and are monitored and evaluated in line with the Monitoring and Evaluation Framework.</p>
<b>Accountable to:</b>	Cambridgeshire & Peterborough Combined Authority Board
<b>Accountable for:</b>	<p>Development, management and implementation of key strategy and policy relevant to remit of Committee, including:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> The Local Transport and Connectivity Plan suite of policy and strategic documents including implementation plans</li> <li><input type="checkbox"/> Bus Strategy and implementation of appropriate passenger transport framework</li> <li><input type="checkbox"/> Transport budget, including any transport levy</li> <li><input type="checkbox"/> Annual programme of strategic transport and infrastructure projects</li> <li><input type="checkbox"/> Delegation of passenger transport functions to delivery partners</li> </ul> <p>Oversight and management of:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Agreements with the Minister or strategic highways companies for the exercise of functions relating to the strategic transport and infrastructure networks</li> <li><input type="checkbox"/> Strategic relationships with national bodies (Network Rail, Great British Railways, National Highways), utility providers and other key stakeholders</li> <li><input type="checkbox"/> Delegation of passenger transport functions to delivery partners</li> </ul> <p>Performance management of key performance measures from Corporate Plan within remit of the Committee, including:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> LTCP Performance Measures</li> <li><input type="checkbox"/> Increasing public transport usage and sustainable travel connectivity</li> <li><input type="checkbox"/> Reduction in numbers of people killed or seriously injured on region's roads</li> </ul>

	<ul style="list-style-type: none"> <li><input type="checkbox"/> Reduced congestion on major roads</li> <li><input type="checkbox"/> Measurable improvement in connectivity for 'left behind' areas</li> </ul>
<b>Membership:</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Mayor (or their nominee)</li> <li><input type="checkbox"/> CPCA Lead Member for Transport</li> <li><input type="checkbox"/> Representative from each Constituent Authority (not represented on Committee through CPCA Lead Member position(s))</li> <li><input type="checkbox"/> Business Board Thematic Representative (x2)</li> </ul> <p>Co-opted Members of the Combined Authority Board should receive an open invite to all thematic committees to enable them to attend for items of interest. If a co-opted member wishes to attend and speak at the meeting, they should notify the relevant Chair prior to the meeting. The rights and responsibilities of co-opted members as set out in the relevant paragraphs in [insert section] of the constitution apply to committees.</p>
<b>Chair:</b>	The Committee will be chaired by the CPCA Lead Member for Transport
<b>Vice Chair:</b>	A vice-chair will be appointed by the Transport & Infrastructure Committee
<b>Voting:</b>	<p>Only the members of the Committee will be entitled to vote at meetings (not co-opted Members), the Chair does not exercise a casting vote.</p> <p>Any matters that are to be decided by the Committee are to be decided by consensus of the Committee where possible. Where consensus is not possible the provisions of the Constitution shall apply as follows:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> The committee shall apply the weighted voting rights that the Combined Authority Board applies to transport matters as set out in the committee procedure rules.</li> </ul>
<b>Quorum:</b>	No business shall be transacted unless representatives of four Constituent Authorities or more are present at a meeting
<b>Servicing:</b>	The Committee will be services by CPCAs Governance Team
<b>Frequency:</b>	Minimum of 6 meetings per year
<b>Supported by:</b>	<p>The Committee is supported by:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Transport Advisory Group</li> </ul>
<b>Functions:</b> (key areas of focus under Corporate Plan)	<p><b>Transport Functions (recommendations to Board)</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> The Local Transport &amp; Connectivity Plan (Suite of policy and strategic documents including implementation plans)</li> <li><input type="checkbox"/> Bus Strategy and implementation of appropriate passenger transport framework</li> <li><input type="checkbox"/> Transport budget, including any transport levy</li> <li><input type="checkbox"/> Annual programme of strategic and sustainable transport and infrastructure projects</li> <li><input type="checkbox"/> Delegation of passenger transport functions to delivery partners</li> <li><input type="checkbox"/> Assessment of innovative forms of transport to allow for the potential appropriate implementation within the region</li> <li><input type="checkbox"/> Spending plans or plans for the allocation of transport-related funding</li> </ul>

	<p><b>Accessibility</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Reform the bus network (including assessing bus framework options, including franchising) and bus sustainability</li> <li><input type="checkbox"/> Rail and station improvements</li> <li><input type="checkbox"/> Road enhancements and improvements</li> <li><input type="checkbox"/> Strategic freight improvements</li> <li><input type="checkbox"/> Other transport planning initiatives, including fiscal measures, neighbourhood improvements</li> <li><input type="checkbox"/> Alternative vehicles infrastructure, such as electric and hydrogen</li> <li><input type="checkbox"/> Road safety - Vision Zero and junction upgrades</li> </ul> <p><b>Active Travel</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Cycling schemes</li> <li><input type="checkbox"/> Micro-mobility</li> <li><input type="checkbox"/> Walking routes</li> </ul> <p><b>Digital Connectivity Infrastructure</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Digital resilience</li> <li><input type="checkbox"/> Smart streets and towns</li> <li><input type="checkbox"/> Broadband and mobile</li> </ul> <p><b>Generic</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Provide leadership in developing an approach to future devolution of powers from Government to the region on matters of Transport</li> <li><input type="checkbox"/> Lobbying of government and sub national transport bodies</li> <li><input type="checkbox"/> To consider and advise upon major policy change</li> <li><input type="checkbox"/> To bid for funds made available by government</li> <li><input type="checkbox"/> Respond to key transport consultations that will impact on the Combined Authority</li> </ul> <p>The Committee can approve budgets and projects detailed in the Medium Term Financial Plan marked subject to approval including:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Approval of Transport projects detailed in approved MTFP</li> <li><input type="checkbox"/> Approving the commissioning of delivery partners where this is required and authorising the staged release of budget for transport and infrastructure projects in the Business Plan and funded from allocation within the Medium Term Financial Plan.</li> </ul>
<p><b>Lead Member Functions:</b></p>	<p>Support the Lead Member for Skills and Employment by:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Providing advice and support to CPCA activity</li> <li><input type="checkbox"/> Helping engage with wider stakeholder networks and activity</li> <li><input type="checkbox"/> Identify and scale up existing good practice within the CPCA region, including cross portfolio working, improvements and initiatives</li> <li><input type="checkbox"/> Identify and secure resources to deliver new opportunities</li> </ul>
<p><b>Review:</b></p>	<p>Reviewed annually and/or following adoption of new Corporate Plan. The review process will include consideration of co-opted membership that will support the Committees remit.</p>

## Appendix E – Proposed terms of reference for Human Resources Committee

Human Resources Committee	
<b>Purpose</b>	<p>To discharge the functions of the authority in respect of the appointment, dismissal or other disciplinary action relating to the Chief Officers in accordance with the Constitution and any relevant employment policies and procedures.</p> <p>Development, management and review of human resources policy to assist delivery of the CAs strategic objectives.</p>
<b>Accountable to:</b>	Cambridgeshire & Peterborough Combined Authority Board
<b>Accountable for:</b>	<p>Development, approval management and implementation of Human Resources Policy.</p> <p>To make recommendations to the Combined Authority Board on the appointment of the Head of Paid Service (Chief Executive), Monitoring Officer and Chief Finance Officer (“the statutory officers”)</p> <p>To determine:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Appointment of Chief Officers</li> <li><input type="checkbox"/> Approval of new Human Resources Policies</li> <li><input type="checkbox"/> To take disciplinary action falling short of dismissal against the statutory officers and to suspend and keep under review any suspension of those statutory officers</li> <li><input type="checkbox"/> To take disciplinary action against Chief Officers in circumstances capable of resulting in the dismissal of those officers and to suspend and keep under review any suspension of those officers</li> <li><input type="checkbox"/> To determine appeals by Chief Officers against decisions made in relation to grievance proceedings</li> <li><input type="checkbox"/> To determine employment procedures for the officers of the Combined Authority, including dismissal and redundancy procedures</li> <li><input type="checkbox"/> To determine local terms and conditions of employment for officers of the Combined Authority</li> <li><input type="checkbox"/> Oversee whistleblowing and grievance policy and practice</li> </ul>
<b>Membership:</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Mayor (or their nominee)</li> <li><input type="checkbox"/> Representative appointed by each Political Party represented at Combined Authority Board</li> </ul>
<b>Chair:</b>	The Committee will be chaired by the Mayor or their nominee
<b>Vice Chair:</b>	A vice-chair will be appointed at a Committee meeting at which appropriate CPCA Lead Members are not present
<b>Voting:</b>	Voting is by a show of hands and shall be decided by a majority of those present and voting.
<b>Quorum:</b>	No business shall be transacted unless representatives of 3 Constituent Authorities or more are present at a meeting
<b>Servicing:</b>	The Committee will be serviced by CPCAs Governance Team

<b>Frequency:</b>	Called as and when required
<b>Supported by:</b>	<p>The Committee is supported by:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> The Combined Authority's Director/Head/Manager of Human Resources or their representative</li> </ul>
<b>Functions:</b> (key areas of focus under Corporate Plan)	<p>Key functions for the Committee to undertake:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Review and agree all new HR policies. Any amendments that are due to legislative changes or are minor operational matters will be implemented in consultation with Trade Unions and Executive Team</li> <li><input type="checkbox"/> Establish and undertake, as required, a Statutory Officer Investigatory Panel with authority to make recommendations to the Combined Authority as to the dismissal arising from disciplinary action [as defined at paragraph 2.2 below] of any of the statutory officers. The membership of this Panel shall be as set out in the Officer Employment Procedure Rules</li> <li><input type="checkbox"/> Consider, and recommend appropriate actions where necessary, in response to proposals relating to changes within a Department's/Division's structure which involve substantial changes in the responsibilities of the Head of Paid Service [Chief Executive] and Chief Officers.</li> <li><input type="checkbox"/> Promotion and pursuit of policies of equal opportunities in employment</li> <li><input type="checkbox"/> Determine policies relating to local government pensions and discretionary compensation for early termination of employment. Upon the commencement of the Restriction of Public Sector Exit Payments Regulations to approve applications for waivers under the Regulations.</li> </ul>
<b>Review:</b>	<p>Reviewed annually and/or following adoption of new Corporate Plan</p> <p>The review process will include consideration of co-opted membership that will support the Committees remit</p>



## Appendix F – Proposed terms of reference for Leaders Strategy Meeting

<b>Leaders Strategy Meeting</b>	
<b>Purpose</b>	To act as the political policy and strategy development forum for the Combined Authority  To engage, brief and prepare Board Members
<b>Membership:</b>	Combined Authority Board Membership
<b>Chair:</b>	CPCA Mayor
<b>Supported by:</b>	CPCA Executive Team Regional Chief Executives Group
<b>Servicing:</b>	The Committee will be services by CPCAs Chief Executive Unit
<b>Frequency:</b>	Monthly, with a minimum of 3 in-person meetings per year
<b>Functions:</b> (key areas of focus under Corporate Plan)	<ul style="list-style-type: none"> <li><input type="checkbox"/> Provide an informal opportunity for the region’s political leadership to meet and discuss matters of shared interest</li> <li><input type="checkbox"/> Receive briefings on region-wide issues impacting Constituent Authorities of the CA and the CA itself</li> <li><input type="checkbox"/> Provide an opportunity to ‘horizon scan’ potentially contentious or difficult issues expected to arise in the medium term.</li> <li><input type="checkbox"/> Debate, discuss and develop key Combined Authority strategy and policy direction</li> <li><input type="checkbox"/> Discuss and agree devolution approach</li> <li><input type="checkbox"/> Debate, discuss and develop the regional vision for Cambridgeshire and Peterborough</li> <li><input type="checkbox"/> To brief Board Members on upcoming Board agenda items</li> <li><input type="checkbox"/> To engage Board Members in the production and content of Board reports prior to publication in order to provide an early steer to content and clearance of drafts</li> <li><input type="checkbox"/> To own and manage the Forward Plan</li> <li><input type="checkbox"/> To engage Board Members in key debates and discussion on topics before they are formally added to Forward Plan</li> <li><input type="checkbox"/> To provide briefings and oversight of items considered at Thematic Committees</li> <li><input type="checkbox"/> To provide oversight of delivery (project pipeline progress and challenges, learning, benefits realised)</li> </ul>

## Appendix G – Proposed Meeting Calendar 2023/24

### CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY MEETING CARD - 2023/24

MEETING	TIME	2023								2024					
		May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
Combined Authority Board	10:00 am			26	[30]	20	[18]	29		31	[28]	20	[24]		
Annual Combined Authority Board	10.00 am	31													5
<b>Committees</b>															
Transport and Infrastructure	10.00 am		14	12		13		15		17		13			19
Skills	10:00 am		5	3		4		6		15		4			10
Environment & Sustainable Communities	10:00 am		12	10		11		13		22		11			17
Overview and Scrutiny	11:00 am		19	24	[25]	18	[16]	27		29	[26]	18	[22]		3
Audit and Governance	10:00 am		9	7		8		17		12	9	8			7
Employment Committee	10:00 am			[5]			[4]				[5]				
<b>Business Board</b>															
Business Board	14:30 pm	15		10	[14]	4	[2]	13		15	[5]	4	[15]	20	
Leaders Strategy Meetings		10	28		[2]&30	27		1	13	3	[7]&21	27	17	8	
CACEG Meetings		3	21	26	23	13	25		6	30	14	[19]	10	1	
<b>Other Bodies</b>															
Fire Authority	14:00 pm		15					9			8				20
Cambridgeshire Public Service Board (uns	09:30 am														
GCP Joint Assembly	14:00 pm		8			7		23							
GCP Executive Board	16:00 pm		29			28			14						
Local Government Association Board			7	19		6	18		7	24		6	17		
Cambridgeshire CC Full Council	10:30 am	16		18			17		19		6 [9]	19		21	
Cambridge City Council Full Council	18:00 pm	25		20			19				22/29			23	
East Cambridgeshire DC Full Council	18:00 pm	25		13			19				20 [22]		18	23	
Fenland DC Full Council	16:00 pm	22		10			2		11		26			13	
Huntingdonshire DC Full Council	19:00 pm	17		19			11		13		21	27			
Peterborough CC Full Council	18:00 pm	22													
South Cambridgeshire DC Full Council	14:00 pm	25		21		22		24			21	30			
<b>Conferences</b>															
Conservative Party Annual Conference							1-4								
Labour Party Annual Conference							8-11								
Liberal Democrat Annual Conference						23-26									

Board meets Bi Monthly on a Wednesday. No meeting in December  
 Overview and Scrutiny to meet the Monday before the Board  
 Audit and Governance Committee to meet on a Friday  
 Business Board - Monday 2 weeks ahead of CA Board  
 Transport, Housing and Skills Committees Bi Monthly

# Cambridgeshire & Peterborough Business Board

## Purpose

The Business Board:

- sits as the strategic business voice to the Combined Authority Board, Mayor, Committees and Officers. Providing strategic business advice on economy, business, skills, transport, housing, UKSPF and future devolution deals
- act as the lead business voice to the Combined Authority for the region, representing business to the CPCA
- take the lead role in developing economic growth strategy iterations for the CPCA through close working with the Executive Director for Economic Growth and the relevant Combined Authority Lead Member for Economic Growth
- develop proposals for strategy and key policy for Combined Authority Board consideration, engaging key stakeholders and partners in order to assist delivery of the CPCAs strategic objectives
- provide advice on the development and shaping of economic strategy and day to day oversight of progress on implementation, on behalf of the CPCA Board who decide on and own the strategy
- engage specific business sectors as and when required to provide advice, guidance and responses to consultation to the Combined Authority
- members individually act as sector champions for their areas of expertise – leading on engaging with local and national networks, bringing insight into CA discussions, and supporting stakeholder engagement with CA officers on specific pieces of work
- works with the Combined Authority to identify key opportunities to engage the business community on influencing priorities with Government and maintain a role of developing local networks to support this

## Combined Authority Representation

The Combined Authority provide the public Sector representation on the Business Board. That representation be as follows:

- Mayor of the Combined Authority
- CPCA Lead Member for Economic Growth
- CPCA Lead Member for Skills & Employment

## Key Functions

- Strategic business voice to the Board, Mayor and CA committees on economy, business, skills, transport, housing, UKSPF and future devolution deals
- Engagement with Government and national bodies/networks as agreed with CPCA
- Oversight and strategic direction of business support (currently delivered through Growth Works programme), inward investment, R&D and innovation
- Lead partnerships on good business practices and inclusive growth – e.g. a Good Employment Charter, Living Wage commitments for local businesses

- ❑ Contribute to and advise on CPCA economic and skills evidence base, playing a lead role in the development of state of the region assessments
- ❑ Supporting implementation of CPCA strategies

## **CPCA Corporate Plan Key Functions**

- ❑ support the Executive Director for Economic Growth to drive implementation and delivery of CPCA Priority Area – Achieving Good Growth as set out in the CPCA Corporate Plan
- ❑ provide operational oversight of Achieving Good Growth Priority Area and associated strategy, policy and performance
- ❑ Through close working with the CPCA develop, manage and implement key sector strategy such as:
  - o Agri-Tech Sector Strategy
  - o Life Sciences Sector Strategy
  - o Advanced Manufacturing and Materials Strategy
  - o Digital Sector Strategy
- ❑ Provide operational oversight of implementation of key deliverables and performance measures of CPCA Priority Area – Achieving Good Growth as set out in the CPCA Corporate Plan

## **Appendix I – Audit & Governance Committee comments and response**

The Audit and Governance Committee is responsible for keeping under review the governance arrangements, such as the constitution, of the Combined Authority and is empowered to make recommendations to the Combined Authority Board. As a result the key proposals within this report were considered by the Audit & Governance Committee on the 13 January 2023.

The comments of the Audit & Governance Committee and how they have been responded to are set out as follows:

*(A&G comment) There was confusion about the way that the voting arrangements were articulated in the draft. The Committee could not support the proposals as currently presented, ie that only Members of the Board would be entitled to vote, as their understanding was that the new thematic committees were there to reduce the workload of the CA Board. However, the Committee was supportive of the general move to thematic committees and the delegation of work if they were given the ability to vote.*

(Response) The intention has always been that Committee membership will have one vote each with co-opted membership of Thematic Committees not having a vote at present, although this has been suggested as a key topic for review when terms of reference are reviewed. This will lead to wider councillor membership of thematic committees and help reduce the burden on Leaders, although they will act as Chairs of thematic committees where their CPCA Lead Member role is relevant. Accepting that the wording in each Thematic Committee terms of reference can be clearer it has been amended to provide clarity.

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*(A&G comment) The terminology be reviewed so that there was a consistent approach rather than, for example, the alternating use of thematic, and executive, committees.*

(Response) Terminology has been reviewed and thematic committee has been used throughout to ensure consistency.

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*(A&G comment) The Monitoring Officer confirmed that under the terms of the 2017 order that Combined Authorities were unable to pay allowances. However, in order to assist the Constituent Councils with their own remuneration deliberations, the CPCA should provide assessments of the work involved in Committee roles.*

(Response) This is a matter separate from content of the report and will be picked up by the Monitoring Officer.

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*(A&G Comment) The CA Board would have to take particular care of conflicts of interest when ratifying the appointments of Chairs of the Committee, given that constituent councils were likely to put forward members with experience and ability in these roles who likely sat on other committees and boards.*

(Response) This is a matter separate from content of the report and will be picked up by the Monitoring Officer

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*(A&G comment) It was not clear how the concept of informal advisory groups would work in practice and how they linked in with the Committees. It was felt it would be useful to include information on who calls for these groups, how their brief was set and how they were organised. It was suggested that in six months' time and in the light of some experience, further clarity on their operation should be provided.*

(Response) Key to resetting the ways of working at the Combined Authority is the informal governance mechanisms. The Combined Authority will be most effective when it is intertwined with the workings of its Constituent Councils, the informal governance arrangements look to drive this, they are vital at ensuring appropriate engagement, communication, issue identification and assisting delivery within each thematic area, even more so in a Combined Authority setting due to the partnership and consensus requirements needed for a Combined Authority to effectively operate.

This was highlighted in the Review of Governance.

Informal governance refers to the supporting officer groups that assist the governance structure, those groups should reflect appropriate constituent council officer membership alongside that of the CA and key partners. Other Combined Authorities engaged as part of the Review of Governance identified informal governance bodies within their governance frameworks and set out the positive value that they added to the governance process.

The purpose of such groups would be:

- to support the work programme of relevant Thematic Committee
- coordinating and monitoring delivery of Thematic specific action plans
- ensure appropriate links and communication channels are developed and maintained between constituent authorities, CPCA, key partners and government agencies
- sharing information and good practice as necessary to ensure effective joined up, cross-local authority boundary working and improved performance - 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

A 6 month review of Advisory Groups will be built into ongoing review arrangements as suggested.

*(A&G comment) The Board needed to establish resource requirements and make suitable financial provision to deliver the Governance requirements.*

(Response) This is a matter for the Board.

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*(A&G comment) The Key Functions of the CA Board (as shown in Appendix A to the report) be amended so that they better captured the requirements of the Authority's response to the concerns expressed in the External Auditor's letter of 1 June 2022. These include:*

- a. *That the CA Board's responsibility for driving performance of key deliverables and performance measures for good growth be elevated to a Key Function and included in the list (a)- (q), and reflected throughout the terms of reference.*

(Response) This has been added

- b. *A dynamic element to the key functions be included so that for example (a) should read to set, review, keep up to date and revise the long term vision of the CA.*

(Response) This has been added

- c. *That a substantive reference to communication and consultation be included as, for example, consultation on the Budget was a statutory responsibility*

(Response) This has been added

- d. *That the wording of (n) - to exercise General power of competence - be exemplified with a much clearer and stronger statement as to its meaning.*

(Response) There is already a reference in the Board details which separately from the key functions list states that The Combined Authority shall exercise the general power of competence in relation to any of its functions after having due regard to the advice of the Monitoring Officer and Chief Finance Officer. It is the intention for the guide to the constitution to pick up a definition.