



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 3.3

Governance Arrangements

To: CPCA Board

Meeting Date: 25 January 2023

Public report: Yes

Lead Member: Deputy Mayor Councillor Anna Smith

From: Jodie Townsend
Governance Improvement Lead

Key decision: No

Forward Plan ref: N/A

Recommendations: CPCA Board is recommended to:

- a) Approve Combined Authority Board functions and responsibilities set out in Appendix A
- b) Approve delegations to Thematic Committees set out in 3.3.2 and 3.3.3 of this report
- c) Approve the meetings Calendar set out in Appendix B
- d) Approve changes to Thematic Committees set out in 3.7.1 to 3.7.4 of this report
- e) Approve Thematic Committee terms of reference set out in Appendices C to F
- f) Approve Lead Member role profile in Appendix G
- g) Note improvement actions set out in this report

Voting arrangements: A simple majority of all Members present and voting.

To be carried, the vote must include the vote of the Mayor, or the Deputy Mayor when acting in place of the Mayor.

1. Purpose

- 1.1 The review of governance provided conclusions and recommendations designed to reshape the governance framework at the Combined Authority. The Improvement Plan that followed and which was endorsed by Board on 19 October 2022 incorporates and builds upon the majority of those recommendations.
- 1.2 This report sets out proposed changes to governance arrangements at the Combined Authority in line with the recommendations within the review of governance and the actions within the Improvement Plan.
- 1.3 The proposed changes are part of improvement actions to bring alignment between the Corporate Plan, Medium Term Financial Plan and supporting governance arrangements.

2. Background

- 2.1 In response to the review of governance and concerns raised by the external auditors, the Improvement Plan endorsed by Board in October 2022 contains a number of governance arrangement improvement requirements. These are set out in Workstream B of the Improvement Plan.
- 2.2 These improvement outcomes have a clear interdependency with Workstream A of the Improvement Plan, particularly developing a Strategic Corporate Plan (with deliverables) to take the Combined Authority to the end of current Mayoral Term alongside identified Mayoral ambitions.
- 2.3 The Governance Framework must reflect the Strategic Framework in that it should provide the platform for effective decision-making, strategy development, implementation and appropriate monitoring in line with the Strategic Objectives of the Combined Authority. A key driver for proposals has been aligning Corporate Plan responsibilities within the Committee structure.
- 2.4 The key background to this paper can be found in the Review of Governance and the Improvement Plan, links to both are included in section 13 of this report.

3. Proposed Governance Arrangements

- 3.1 The following proposed governance arrangements aim to deliver a clear focus on the Corporate Plan, provide clarity on roles and responsibilities, respond to key drivers above and deliver Improvement Plan outcomes. The proposals set out a committee structure with key functions within that structure at Board and supporting Committees.
- 3.2 The proposed governance arrangements are set out under each appropriate Improvement Plan outcome that they will contribute to achieving.

Improvement Outcome B1: The Board's ways of working have been reset to enable it to operate in an effective and strategic manner

- 3.3 The following proposed governance arrangements are made in support of delivering Improvement Outcome B1:
 - 3.3.1 Enhanced terms of reference for the Board set out in [Appendix A](#) be adopted
 - 3.3.2 Board delegates ability to Thematic Committees to implement strategy approved by Board, taking operational decisions within Policy & Budget Framework

- 3.3.3 Board delegates 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 creates delegation for Thematic Committees to move project budget (as identified in MTFP) from 'subject to approval' to 'approved' *(to note as a result no longer need for summary paper from Committee to Board)*
- 3.3.4 Clarity that Board has the ability to call for clarification any decision taken under delegation set out in 3.3.2 and 3.3.3 if any Board Member has concerns regarding the cost, reputational risk and/or politically contentious nature of decision(s) 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.
- 3.3.5 Meeting Calendar as set out in Appendix B for 2022/23 be adopted, sequencing changed following engagement with Members so that Board is at the end of cycle.
- 3.4 For clarification 3.3.3 delegates authority to Thematic Committees to agree the approval of projects that have been identified within the MTFP and are therefore in compliance with the Corporate Plan.
- 3.5 In regards to 3.3.4, this should not be confused with the statutory power of call-in that sits with the Overview and Scrutiny function. The intention here is to provide the Board with an opportunity to intervene in exceptional circumstances by adding an item to a Board agenda for clarification and discussion.
- 3.6 In support of Improvement Outcome B1 the following actions will be implemented at the earliest opportunity:
- ☐ New 'Member Friendly' Board report template and report writing training for report authors
 - ☐ Implementation of a 6 month Forward Plan that reflects Corporate Plan
 - ☐ Adjusted Board and Committee cycle with longer feed into pre-meeting process
 - ☐ Board to move to a 6-8 week cycle
 - ☐ Member Development Programme proposal developed for LSM consideration
 - ☐ Mayor is supported by CPCA Officers in utilising tool of Mayoral Advisory Groups as appropriate in support of developing Mayoral ambitions

Improvement Outcome B2: Executive Committee ways of working are reset to enable them to operate in a more effective manner

- 3.7 The following proposed governance arrangements are made in support of delivering Improvement Outcome B2:
- 3.7.1 Housing & Communities Thematic Committee be replaced by a Environment & Sustainable Communities Thematic Committee
- 3.7.2 Board delegates oversight of the Greater South East Net Zero Hub and the Sustainable Warmth Programme to the Environment & Sustainable Communities Committee
- 3.7.3 Quorum for Thematic Committees be amended from 5 to 4
- 3.7.4 Thematic Committees be chaired by relevant CPCA Lead Member(s)
- 3.7.5 Terms of Reference for Environment & Sustainable Communities Committee set out in Appendix C be approved
- 3.7.6 Terms of Reference for Skills & Employment Committee set out in Appendix D be approved
- 3.7.7 Terms of Reference for Transport & Infrastructure Committee set out in Appendix E be approved

3.7.8 Employment Committee to be renamed Human Resources Committee and terms of reference set out in Appendix F be approved (*note proposed change to membership*)

3.7.9 Thematic Committees are supported by a senior lead officer within the CPCA

3.8 In support of Improvement Outcome B2 the following actions will be implemented at the earliest opportunity:

- ☐ Minutes of Thematic Committee meetings will be included in the Agenda Pack for CPCA Board meetings for noting to ensure wider Board awareness of Thematic Committee activity and an opportunity to debate activity if required
- ☐ Business Board representative to be appointed by the Business Board as a non-voting member for each Thematic Committee (with exception of Human Resources Committee)

Improvement Outcome B3: Transitional Committee Structure implemented

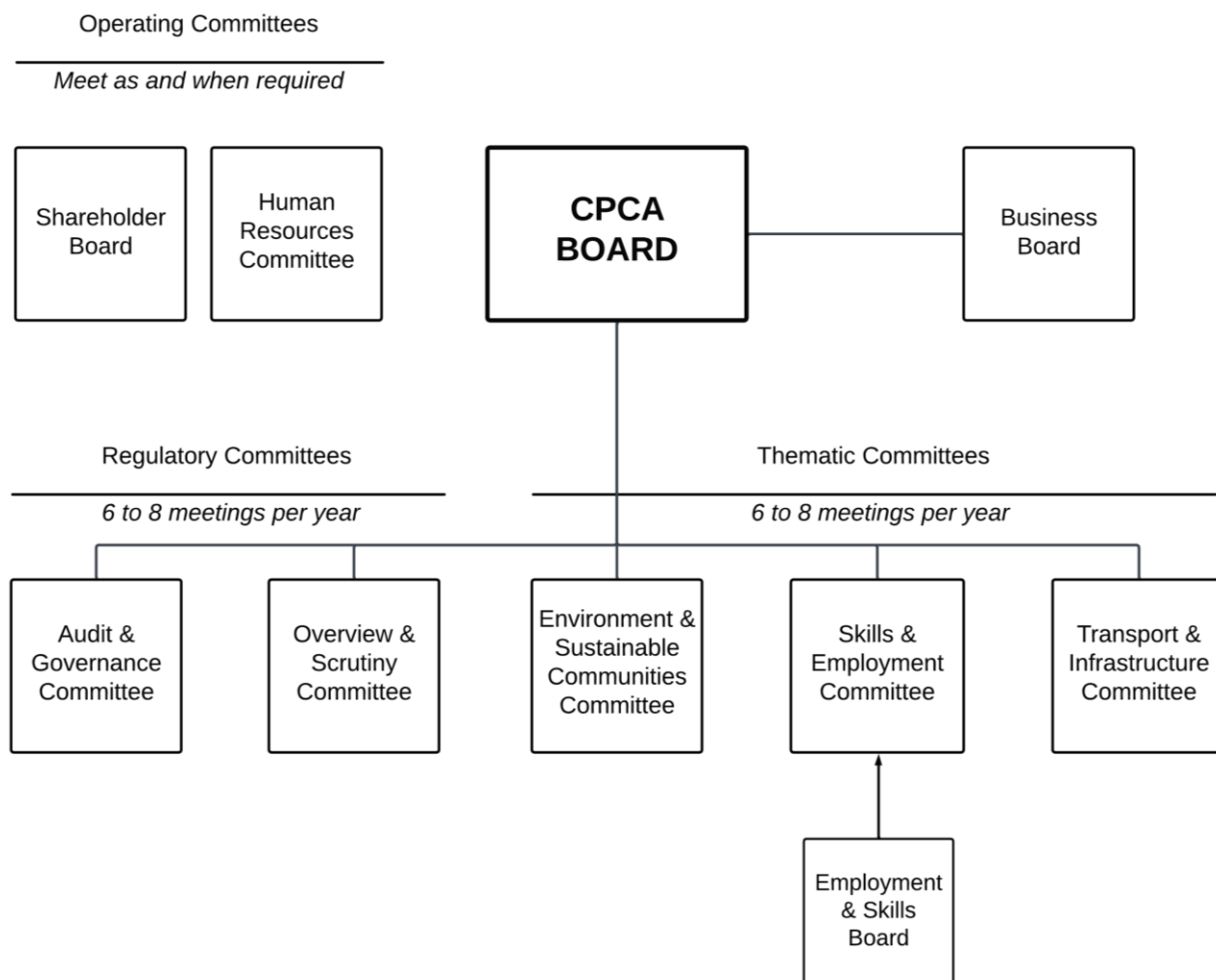
3.9 The following proposed governance arrangements are made in support of delivering Improvement Outcome B3:

3.9.1 Principle that all Constituent Council Leaders are offered a Portfolio Lead Role appointed by Mayor that is in line with Constituent Council responsibilities

3.9.2 Agreement that each Constituent Council substitute appointment to Board play a lead supporting role for their Leader in delivering their Board and Lead Member responsibilities, this would include chairing of Thematic Committees

3.9.3 Approval of role profile set out in Appendix G for CPCA Lead Members

3.9.4 The Committee structure for the Combined Authority until the Annual General Meeting of the CPCA in June 2025 be as follows (*please note the location within the diagram of the Business Board aims not to prejudice the outcome of work on future role & responsibilities of the Business Board*):



Improvement Outcome B4: Policy space for Board is developed and aligned to the policy development process

3.10 The following proposed governance arrangements are made in support of delivering Improvement Outcome B4:

3.10.1 Leaders Strategy Meeting terms of reference as set out in [Appendix H](#) be approved

Improvement Outcome B5: Informal governance mechanisms are in place that reset ways of working with constituents and partners

3.11 The following informal governance arrangements will be developed in support of delivering Improvement Outcome B5:

- Informal Advisory Groups consisting of lead Constituent Council officers and CPCA Officers be set up in support of Thematic Committees as follows:
 - Place Advisory Group (consisting of Constituent Council Directors of Place)
 - Finance Advisory Group (consisting of Directors of Finance)
 - Education Advisory Group (consisting of Directors of Education and Regional Schools Commissioner)
 - Transport Advisory Group (consisting of Greater Cambridge Partnership, Directors of Transport and key Transport Partners)
 - Legal Advisory Group (consisting of Constituent Council Directors of legal and monitoring officers)
- Informal Advisory Groups key functions be as follows:
 - 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
- formulate advice to Members of the Committee on areas within its remit

4. Reasons for proposal

- 4.1 The proposals set out above for approval and noting by Board have been developed as part of the improvement journey that the Combined Authority finds itself on, these proposals have been developed to directly mitigate against findings made in the 2022 review of governance and the significant areas of concern raised by the external auditors to the Audit & Governance Committee in June 2022.
- 4.2 The review of governance concluded that the CPCA needed to establish solid governance foundations and fundamentals that are critical to supporting wider ownership of governance, identification of purpose and approach, and creating more trusted, open decision-making.
- 4.3 Providing appropriate governance arrangements and seeking to create conditions to support effective, efficient and transparent decision-making within the Combined Authority is the intended goal of these proposals.
- 4.4 In short the intended benefits of all the proposals above are to:
- ☐ Ensure direct alignment of governance arrangements with the Corporate Plan
 - ☐ Provide clear roles and responsibilities regarding key functions
 - ☐ Create a Strategic focused Board
 - ☐ Empower Thematic Committees with the ability to make decisions to drive implementation of Board approved strategy
 - ☐ Reduce the burden of business on Board and Council Leaders
 - ☐ Seek wider constituent council engagement, involvement and collaboration in delivering the CPCA agreed objectives
- 4.5 Greater justification in support of the proposals, the key drivers for them and the benefits that can be delivered as a result can be found in the review of governance and the Improvement Framework report to Board (July 2022), links to both are included in section 12 of this report.

5. Audit & Governance Committee consideration

- 5.1 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.
- 5.2 The comments of the Audit & Governance Committee and how they have been responded to are set out as follows:

- 5.3 *(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.

- 5.4 *(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.

- 5.5 *(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.

- 5.6 *(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

- 5.7 *(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.

5.8 *(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.

5.9 *(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.

6. What will follow

- 6.1 There are additional areas of improvement in development as part of the Improvement Plan and internal CPCA improvements that will support these proposals and the wider governance arrangements of the Combined Authority.

Future Role and Responsibilities of the Business Board

- 6.2 Key to these will be the future role and responsibilities of the Business Board. Improvement outcome C2 requires proposals be developed to ensure the role and function of the Business Board is fit for purpose in line with Government recommendations. This outcome also requires proposals for the future role of the Business Board to address conclusions and recommendations raised in the review of governance.
- 6.3 Metro Dynamics, external consultants, have been commissioned to undertake a review of the role and responsibilities of the Business Board in support of Improvement Outcome C2, they will work with Combined Authority Officers to produce proposals for consideration on key functions, operating principles and governance arrangements for the Business Board that support CPCA's strategic priorities, Government's expectations for the functions of an integrated LEP, and local business and economic priorities.
- 6.4 The Review of Governance provided some steer regarding the Business Board which has been fed into the work being undertaken by Metro Dynamics. A Joint CPCA Board/ Business Board workshop took place in December at which early thoughts around the future role of the Business board were discussed.
- 6.5 There appears to be clear support for the Business Board to become a strategic business advisory and business engagement body, providing support to the CPCA Board and its thematic committees. The Improvement Workstream is of the view that:
- ☐ the Business Board should be an advisory body available to all of the CPCA Governance bodies, providing specific business perspective on a multitude of issues.
 - ☐ For the above to add real value the Business Board will need to ensure that its membership is truly reflective of the regions business sectors and community.
 - ☐ This approach would retain the Business Board Chair amongst the membership of the CA Board but would also allow for thematic champions from the Business Board to be members of the Thematic Committees.
 - ☐ Moving to advisory role requires change as the Business Board will no longer have a programme management function, because of its advisory role, and because like other LEPs is not anticipated to receive further Government programme funding.
- 6.6 The Thematic Committee proposals within this report include provision for a Business Board thematic representative to sit on each Thematic Committee, this will ensure collaboration and engagement on cross cutting issues such as skills and will also provide a link between economic growth and the remit of each Thematic Committee.

- 6.7 The Metro Dynamics review is anticipated to be completed in January 2023 and will be reported to the March 2023 meeting of the CPCA Board.

Assurance Framework

- 6.8 The key next phase of governance developments will focus upon the Assurance Framework and the approach taken to the lifecycle of projects including how they are developed and approved.
- 6.9 Engagement with Board on this area has identified support for simplification and clarity around the project process through a single approach, similar in line with the principles of the Single Assurance Framework approach taken at West Midlands Combined Authority.
- 6.10 West Midlands Combined Authority has developed a Single Assurance Framework (SAF) that applies to processes associated with the application and approval of all external funding opportunities and the initiation, development and delivery of projects, programmes and activity that places a financial liability onto the CA that is not classed as a corporate continuous improvement/Business as Usual (BAU) project. A key purpose of a SAF is to provide consistency of approach for assurance, appraisal and decision-making across all funding pots. It also allows for proportionality to be applied for the development of business cases via defined development routes.
- 6.11 The engagement undertaken to date has identified support for greater engagement and collaboration with Constituent partners with the creation of a Technical Officer Group which would consist of officer representatives from all Constituent Councils and from within the Combined Authority. This is standard practice within other MCAs as a key part of the project lifecycle and approval process. A Technical Officer Group would provide technical challenge to proposals, examining the development of business cases, appraisal of those cases and examination against Green Book 5 case criteria.
- 6.12 This phase of work will be driven through a reprofiled Workstream E within the Improvement Plan and will begin with an engagement exercise with Constituent Authorities to better understand experiences to date around the project lifecycle.

Significant Implications

7. Financial Implications

- 7.1 Additional costs associated with the proposals as set out in this paper such as those required for Member Development, to provide additional secretariat support to Committees or to fund activities of advisory groups will need to be provided for from within existing revenue budgets and be approved by the Board.

8. Legal Implications

- 8.1 The review of governance arrangements will need to ensure that the recommendations are legal and adhere to processes within the Cambridgeshire and Peterborough Order 2017 and other relevant legislation. When implementing a change in governance it is necessary to comply with the Local Government Acts. Any changes may require an update to the Council's Constitution.

9. Public Health Implications

9.1 No Public Health implications have been identified.

10. Environment and Climate Change Implications

10.1 No Environmental and Climate Change implications have been identified.

11. Other Significant Implications

11.1 No other significant implications have been identified.

12. Appendices

12.1 Appendix A – Proposed CPCA Board Terms of Reference

12.2 Appendix B – Proposed CPCA Calendar of Meetings 2023/24

12.3 Appendix C – Proposed terms of reference for Environment & Sustainable Communities Committee

12.4 Appendix D – Proposed terms of reference for Skills & Employment Committee

12.5 Appendix E – Proposed terms of reference for Transport & Infrastructure Committee

12.6 Appendix F – Proposed terms of reference for Human Resources Committee

12.7 Appendix G – Proposed Lead Member Role Profile

12.8 Appendix H – Proposed terms of reference for Leaders Strategy Meeting

13. Background Papers

13.1 July 2022 Improvement Assessment Report to Board: [Document.ashx \(cmis.uk.com\)](#)

13.2 2022 Review of Governance: [Document.ashx \(cmis.uk.com\)](#)

13.3 External Auditor letter to Audit & Governance Committee: [Cambridgeshire & Peterborough Combined Authority - VFM Significant Risk Letter \(cmis.uk.com\)](#)

13.4 October 2022 Chief Executive Assessment Report to Board: [Agenda Item No \(cmis.uk.com\)](#) + [Document.ashx \(cmis.uk.com\)](#)

13.5 October 2022 Improvement Plan: [Document.ashx \(cmis.uk.com\)](#)

APPENDIX A



CAMBRIDGESHIRE & PETERBOROUGH
COMBINED AUTHORITY

COMBINED AUTHORITY BOARD FUNCTIONS AND RESPONSIBILITIES (TERMS OF REFERENCE)

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) Responsibility for driving performance 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.
- (h) To drive future devolution and lobbying of Government
- (i) To agree prioritisation and re-purposing of funds
- (j) To agree approval of projects and programmes in line with the Scheme of Delegations
- (k) Approve the Combined Authority Budget and the Mayoral Budget (and related strategy, policy, programmes, borrowing and virements over £500k)
- (l) To agree Transport Levy/ LTCP/ Consultation on the allocation of Local Highways Maintenance Capital Grant
- (m) To appoint the Head of Paid Service (Chief Executive), Monitoring Officer and Chief Finance Officer (“the statutory officers”)
- (n) To consider employment matters referred by the Human Resources Committee
- (o) Approve business cases and loans to third party businesses including wholly owned subsidiaries
- (p) Approve applications to bid for external funding where there are wider budgetary implications, or the bid relates to a matter outside the strategic framework
- (q) To exercise General power of competence
- (r) Agree delegations to supporting committees
- (s) Auditing decisions for funding approved by the Business Board for Local Growth Funds, Growth Hub funding, Energy Hub funds and Enterprise Zones funds.
- (t) Responding to Gateway Reviews

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.

Lead Member Functions

The following functions of the Combined Authority are grouped into lead member responsibilities, allocated to Constituent Council Members of the Combined Authority and include the following responsibilities:

- (a) To lead and champion their allocated lead member functions;
- (b) To act as key spokesperson for the Combined Authority within their respective Constituent Councils
- (c) To chair and lead a committee where established;
- (d) To provide leadership for officers on the development of key strategic documents or investment proposals for approval by relevant committees or the Combined Authority Board;
- (e) To provide leadership for their geographical area within the collective Combined Authority into future devolution proposals and public sector reform;

- (f) To liaise with Members holding similar lead member responsibilities within the Constituent Councils.
- (g) To lead on the development of key strategic documents for approval by the Combined Authority;
- (h) To communicate with the public on matters within their portfolios and to be accountable for their portfolio areas;
- (i) To input into any future devolution proposals and public sector reform.
- (j) To delegate (a) –(i) to a designated member, including members of their constituent authorities when unable to act for any reason

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

CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY MEETING CARD - 2023/24

Cambridgeshire and Peterborough Combined Authority Meeting Calendar 2023/24															
		2023					2024								
MEETING	TIME	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
Committees															
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		12	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 (unscheduled)															
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	
Other Bodies															
Fire Authority	14:00 pm		15					9			8				20
Cambridgeshire Public Service Board (unscheduled)	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			
Conferences															
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															
CPSB Meeting are on Fridays															
[] Reserve dates															

APPENDIX C

Proposed Terms of Reference for the Environment & Sustainable Communities Committee

Environment & Sustainable Communities Committee	
Purpose	<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>
Accountable to:	Cambridgeshire & Peterborough Combined Authority Board
Accountable for:	<p>Development, management and implementation of key strategy and policy relevant to remit of Committee, including:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Climate Action Plan (Combined Authority) <input type="checkbox"/> Cambridgeshire & Peterborough Independent Commission on Climate <input type="checkbox"/> Oxford – Cambridge Pan Regional Partnership: Environmental Plan <input type="checkbox"/> Green Homes (including approval of Green Homes Grants) <input type="checkbox"/> Water/Power infrastructure (no strategy developed) <input type="checkbox"/> Non-Statutory Spatial Framework <p>Oversight and management of:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Net Zero Programme <input type="checkbox"/> Sustainable Warmth Programme <input type="checkbox"/> Affordable Housing Programme <p>Performance management of key performance measures from Corporate Plan within remit of the Committee, including:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Reduction in CO2 emissions <input type="checkbox"/> Increase in biodiversity with improvements in both common and red-list species <input type="checkbox"/> Communities able to adapt to climate related impact (eg, flood resilience) <input type="checkbox"/> Healthy Life Expectancy at Birth rates to increase <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

Membership:	<ul style="list-style-type: none"> <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 <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>
Chair:	The Committee will be jointly chaired on a rotational basis by the CPCA Lead members for Housing and for Environment & Climate Change
Vice Chair:	A vice-chair will be appointed by the Environment & Sustainable Communities Committee.
Voting:	<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"> <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 <input type="checkbox"/> Co-opted Members cannot vote <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
Quorum:	No business shall be transacted unless representatives of four Constituent Authorities or more are present at a meeting
Servicing:	The Committee will be serviced by CPCAs Governance Team
Frequency:	Minimum of 6 meetings per year
Supported by:	<p>The Committee is supported by:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Regional Place Directors Advisory Group
Functions: (key areas of focus under Corporate Plan)	<p>Environment & Climate</p> <ul style="list-style-type: none"> <input type="checkbox"/> Climate Action Plan / Doubling Nature (incl. EVs) <input type="checkbox"/> Alternative Fuel Strategy deliverables <input type="checkbox"/> Sustainable agriculture <input type="checkbox"/> Nature restoration <input type="checkbox"/> Greater South East Net Zero Programme <input type="checkbox"/> Retrofit in Care Homes and Village Halls <p>Housing</p> <ul style="list-style-type: none"> <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

	<input type="checkbox"/> Identify housing initiatives and opportunities to deliver regional benefit Infrastructure <ul style="list-style-type: none"> <input type="checkbox"/> Power and water sufficiency (e.g. reservoir, renewable energy grid) <input type="checkbox"/> Preservation of infrastructure (e.g. dykes) Social/ Communities <ul style="list-style-type: none"> <input type="checkbox"/> Enabling creative industries <input type="checkbox"/> Sustainable Warmth <input type="checkbox"/> Supporting partner culture bids, e.g. City of Cambridge Culture The Committee can approve projects detailed in the Medium Term Financial Plan marked subject to approval.
Lead Member Functions:	Support the Lead Member for Housing and the Lead Member for Environment & Climate Change by: <ul style="list-style-type: none"> <input type="checkbox"/> Providing advice and support to CPCA activity <input type="checkbox"/> Helping engage with wider stakeholder networks and activity <input type="checkbox"/> Identify and scale up existing good practice within the CPCA region, including cross portfolio working, improvements and initiatives <input type="checkbox"/> Identify and secure resources to deliver new opportunities
Review:	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

Appendix D – Proposed terms of reference for Skills & Employment Committee

Skills & Employment Committee	
Purpose	<p>Implement and deliver Priority Area – Ambitious Skills & 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>
Accountable to:	Cambridgeshire & Peterborough Combined Authority Board
Accountable for:	<p>Development, management and implementation of key strategy and policy relevant to remit of Committee, including:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Employment and Skills Strategy <input type="checkbox"/> Work, Health and Wellbeing Strategy <p>Oversight and management of:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Devolved Adult Education Budget <input type="checkbox"/> Other Government funded programmes (Multiply, Skills Bootcamps) <p>Performance management of key performance measures from Corporate Plan within remit of the Committee, including:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Closing the skills gap with the national average for: a) Peterborough b) Fenland c) pockets within wider Cambridgeshire <input type="checkbox"/> An increase in % of the population qualified to Levels 2, 3 and 4, and high qualifications <input type="checkbox"/> Reduced difference in household income between most deprived and least deprived areas <input type="checkbox"/> Increase in percentage of population in well-paid employment <input type="checkbox"/> Improved health and wellbeing as measured by ONS Health Index
Membership:	<ul style="list-style-type: none"> <input type="checkbox"/> Mayor (or their nominee) <input type="checkbox"/> CPCA Lead Member for Skills & Employment <input type="checkbox"/> Representative from each Constituent Authority (not represented on Committee through CPCA Lead Member position(s))

	<p><input type="checkbox"/> Business Board Thematic Representative</p> <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>
Chair:	The Committee will be chaired by the CPCA Lead member for Skills & Employment
Vice Chair:	A vice-chair will be appointed by the Skills & Employment Committee.
Voting:	<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"> <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 <input type="checkbox"/> Co-opted Members cannot vote <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
Quorum:	No business shall be transacted unless representatives of four Constituent Authorities or more are present at a meeting
Servicing:	The Committee will be serviced by CPCAs Governance Team
Frequency:	Minimum of 6 meetings per year
Supported by:	<p>The Committee is supported by:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Employment & Skills Board <input type="checkbox"/> Education Advisory Group
Functions: (key areas of focus under Corporate Plan)	<p>Enhancing Careers Education, Information, Advice and Guidance</p> <ul style="list-style-type: none"> <input type="checkbox"/> Cambridgeshire & Peterborough Careers Hub <input type="checkbox"/> Influencing national providers of Careers <input type="checkbox"/> Lobbying Government for an all age careers service <p>Delivery of Lifelong learning and workforce skills</p> <ul style="list-style-type: none"> <input type="checkbox"/> Continue to target the delivery of the Skills Fund (AEB and Free Courses for Jobs) <input type="checkbox"/> Skills Bootcamps to better meet local need <input type="checkbox"/> Improve numeracy and number-confidence among our citizens through delivery of Multiply <p>Employer engagement and access to talent</p> <ul style="list-style-type: none"> <input type="checkbox"/> Implementing a Health & Work Strategy to address economic inactivity and productivity <input type="checkbox"/> Delivering Growth Works with Skills

	<p>Lobbying for a second Skills Devo Deal that strengthens our current programme and delivers greater impact. Our asks:</p> <ul style="list-style-type: none"> <input type="checkbox"/> A simplified Single devolved revenue budget for all skills programmes <input type="checkbox"/> A Single devolved capital budget for all skills infrastructure funding streams <input type="checkbox"/> A Single devolved Careers budget <p>Building Skills Infrastructure</p> <ul style="list-style-type: none"> <input type="checkbox"/> FE Cold Spots <input type="checkbox"/> ARU Peterborough Phase 3 <input type="checkbox"/> Centre for Green Technology at Peterborough College <input type="checkbox"/> Net Zero Centre at Wisbech <input type="checkbox"/> North Cambridgeshire Training Centre <p>Generic</p> <ul style="list-style-type: none"> <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 <input type="checkbox"/> To consider and advise upon major policy change <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"> <input type="checkbox"/> Approval of employment projects detailed in approved MTFP <input type="checkbox"/> Approval of AEB Budget as detailed in MTFP <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
Lead Member Functions:	<p>Support the Lead Member for Skills and Employment by:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Providing advice and support to CPCA activity <input type="checkbox"/> Helping engage with wider stakeholder networks and activity <input type="checkbox"/> Identify and scale up existing good practice within the CPCA region, including cross portfolio working, improvements and initiatives <input type="checkbox"/> Identify and secure resources to deliver new opportunities
Review:	<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 E – Proposed terms of reference for Transport & Infrastructure Committee

Transport & Infrastructure Committee	
Purpose	<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>
Accountable to:	Cambridgeshire & Peterborough Combined Authority Board
Accountable for:	<p>Development, management and implementation of key strategy and policy relevant to remit of Committee, including:</p> <ul style="list-style-type: none"> <input type="checkbox"/> The Local Transport and Connectivity Plan suite of policy and strategic documents including implementation plans <input type="checkbox"/> Bus Strategy and implementation of appropriate passenger transport framework <input type="checkbox"/> Transport budget, including any transport levy <input type="checkbox"/> Annual programme of strategic transport and infrastructure projects <input type="checkbox"/> Delegation of passenger transport functions to delivery partners <p>Oversight and management of:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Agreements with the Minister or strategic highways companies for the exercise of functions relating to the strategic transport and infrastructure networks <input type="checkbox"/> Strategic relationships with national bodies (Network Rail, Great British Railways, National Highways), utility providers and other key stakeholders <input type="checkbox"/> Delegation of passenger transport functions to delivery partners <p>Performance management of key performance measures from Corporate Plan within remit of the Committee, including:</p> <ul style="list-style-type: none"> <input type="checkbox"/> LTCP Performance Measures <input type="checkbox"/> Increasing public transport usage and sustainable travel connectivity <input type="checkbox"/> Reduction in numbers of people killed or seriously injured on region's roads

	<input type="checkbox"/> Reduced congestion on major roads <input type="checkbox"/> Measurable improvement in connectivity for 'left behind' areas
Membership:	<input type="checkbox"/> Mayor (or their nominee) <input type="checkbox"/> CPCA Lead Member for Transport <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 <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>
Chair:	The Committee will be chaired by the CPCA Lead Member for Transport
Vice Chair:	A vice-chair will be appointed by the Transport & Infrastructure Committee
Voting:	<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> <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.
Quorum:	No business shall be transacted unless representatives of four Constituent Authorities or more are present at a meeting
Servicing:	The Committee will be serviced by CPCAs Governance Team
Frequency:	Minimum of 6 meetings per year
Supported by:	<p>The Committee is supported by:</p> <input type="checkbox"/> Transport Advisory Group
Functions: (key areas of focus under Corporate Plan)	<p>Transport Functions (recommendations to Board)</p> <input type="checkbox"/> The Local Transport & Connectivity Plan (Suite of policy and strategic documents including implementation plans) <input type="checkbox"/> Bus Strategy and implementation of appropriate passenger transport framework <input type="checkbox"/> Transport budget, including any transport levy <input type="checkbox"/> Annual programme of strategic and sustainable transport and infrastructure projects <input type="checkbox"/> Delegation of passenger transport functions to delivery partners <input type="checkbox"/> Assessment of innovative forms of transport to allow for the potential appropriate implementation within the region <input type="checkbox"/> Spending plans or plans for the allocation of transport-related funding

	<p>Accessibility</p> <ul style="list-style-type: none"> <input type="checkbox"/> Reform the bus network (including assessing bus framework options, including franchising) and bus sustainability <input type="checkbox"/> Rail and station improvements <input type="checkbox"/> Road enhancements and improvements <input type="checkbox"/> Strategic freight improvements <input type="checkbox"/> Other transport planning initiatives, including fiscal measures, neighbourhood improvements <input type="checkbox"/> Alternative vehicles infrastructure, such as electric and hydrogen <input type="checkbox"/> Road safety - Vision Zero and junction upgrades <p>Active Travel</p> <ul style="list-style-type: none"> <input type="checkbox"/> Cycling schemes <input type="checkbox"/> Micro-mobility <input type="checkbox"/> Walking routes <p>Digital Connectivity Infrastructure</p> <ul style="list-style-type: none"> <input type="checkbox"/> Digital resilience <input type="checkbox"/> Smart streets and towns <input type="checkbox"/> Broadband and mobile <p>Generic</p> <ul style="list-style-type: none"> <input type="checkbox"/> Provide leadership in developing an approach to future devolution of powers from Government to the region on matters of Transport <input type="checkbox"/> Lobbying of government and sub national transport bodies <input type="checkbox"/> To consider and advise upon major policy change <input type="checkbox"/> To bid for funds made available by government <input type="checkbox"/> Respond to key transport consultations that will impact on the Combined Authority <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"> <input type="checkbox"/> Approval of Transport projects detailed in approved MTFP <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.
Lead Member Functions:	<p>Support the Lead Member for Skills and Employment by:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Providing advice and support to CPCA activity <input type="checkbox"/> Helping engage with wider stakeholder networks and activity <input type="checkbox"/> Identify and scale up existing good practice within the CPCA region, including cross portfolio working, improvements and initiatives <input type="checkbox"/> Identify and secure resources to deliver new opportunities
Review:	<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 F – Proposed terms of reference for Human Resources Committee

Human Resources Committee	
Purpose	<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>
Accountable to:	Cambridgeshire & Peterborough Combined Authority Board
Accountable for:	<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"> <input type="checkbox"/> Appointment of Chief Officers <input type="checkbox"/> Approval of new Human Resources Policies <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 <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 <input type="checkbox"/> To determine appeals by Chief Officers against decisions made in relation to grievance proceedings <input type="checkbox"/> To determine employment procedures for the officers of the Combined Authority, including dismissal and redundancy procedures <input type="checkbox"/> To determine local terms and conditions of employment for officers of the Combined Authority <input type="checkbox"/> Oversee whistleblowing and grievance policy and practice
Membership:	<ul style="list-style-type: none"> <input type="checkbox"/> Mayor (or their nominee) <input type="checkbox"/> Representative appointed by each Political Party represented at Combined Authority Board
Chair:	The Committee will be chaired by the Mayor or their nominee
Vice Chair:	A vice-chair will be appointed at a Committee meeting at which appropriate CPCA Lead Members are not present
Voting:	Voting is by a show of hands and shall be decided by a majority of those present and voting.
Quorum:	No business shall be transacted unless representatives of 3 Constituent Authorities or more are present at a meeting

Servicing:	The Committee will be services by CPCAs Governance Team
Frequency:	Called as and when required
Supported by:	<p>The Committee is supported by:</p> <ul style="list-style-type: none"> <input type="checkbox"/> The Combined Authority's Director/Head/Manager of Human Resources or their representative
Functions: (key areas of focus under Corporate Plan)	<p>Key functions for the Committee to undertake:</p> <ul style="list-style-type: none"> <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 <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 <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. <input type="checkbox"/> Promotion and pursuit of policies of equal opportunities in employment <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.
Review:	<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 H – Proposed Lead Member Role Profile

Purpose:

- ☐ To lead and champion their allocated lead member functions in consultation with the Mayor
- ☐ To act as key spokesperson for the Combined Authority within their respective Constituent Councils
- ☐ Chair and manage the business of relevant thematic committee where established in accordance with its Terms of Reference, the Constitution of the Combined Authority and with the Members Code of Conduct and with the highest standards of legal and ethical behaviour and probity
- ☐ To drive engagement and collaboration in their allocated lead member area with relevant Constituent Council lead members (or equivalent) and key partners

Key duties and responsibilities:

- ☐ To provide leadership for officers on the development of key strategic documents or investment proposals for approval by relevant committees or the Combined Authority Board
- ☐ To provide leadership for their lead member area within the collective Combined Authority into future devolution proposals and public sector reform
- ☐ To liaise with Members holding similar lead member responsibilities within the Constituent Councils
- ☐ To lead on the development of key strategic documents for approval by the Combined Authority
- ☐ To develop and present investment proposals to the Combined Authority
- ☐ To communicate with the public on matters within their portfolios and to be accountable for their portfolio areas
- ☐ To input into any future devolution proposals and public sector reform

Appendix H – Proposed terms of reference for Leaders Strategy Meeting

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