



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY – OVERVIEW AND SCRUTINY COMMITTEE

DRAFT MINUTES

Date: 24th September 2018

Time: 10:30am

Location: Cambridgeshire County Council

Present:

Cllr Doug Dew
Cllr Tom Sanderson
Cllr Alan Sharp
Cllr Julia Huffer
Cllr Peter Topping
Cllr Philip Allen
Cllr Mike Sargeant
Cllr Markus Gehring
Cllr Ed Murphy
Cllr June Stokes
Cllr Chris Boden
Cllr Lucy Nethsingha
Cllr David Connor

Huntingdonshire District Council
Huntingdonshire District Council
East Cambs District Council
East Cambs District Council
South Cambs District Council
South Cambs District Council
Cambridge City Council
Cambridge City Council
Peterborough City Council
Peterborough City Council
Fenland District Council
Cambridgeshire County Council
Cambridgeshire County Council

Officers:

Kim Sawyer
Karl Fenlon
John Hill
Anne Gardiner

Legal and Monitoring Officer
Interim Chief Finance Officer
Business & Skills Director
Scrutiny Officer

Also in attendance: Mayor James Palmer

1. Apologies

- 1.1 Apologies received from:
Cllr Bradley, substituted by Cllr Julia Huffer;
Cllr Grenville Chamberlain, substituted by Cllr Peter Topping.

2. Declaration of Interests

- 2.1 No declarations of interests were made.

The committee agreed to take item 4 of the agenda before item 3 to ensure the committee had time to question the Mayor before he needed to leave.

4. Mayor in Attendance

- 4.1 The Committee welcomed the Mayor for the Combined Authority to the meeting and thanked him for attending to answer some questions from the committee about the staffing arrangements at the Combined Authority.
- 4.2 Members of the Committee had submitted questions to the Mayor prior to the meeting and written responses had been provided for members (Appendix 1)
- 4.3 The Committee members asked the Mayor questions around the resignation of the Chief Executive Officer (CEO), what processes had been followed, what advice had been given.

The Mayor responded by saying that the CEO had resigned and therefore there had been no process to follow. Advice had been provided by legal officers and an agreement on a severance amount had been made to allow for the CEO to leave at the end of September and this would enable the Combined Authority to immediately start the recruitment process for a new CEO.

The amount that had been paid to the CEO was what he was entitled to and the amount would be released when it was appropriate to do so.

The Chair asked the Mayor if the resignation of the Chief Executive Officer had been requested and the Mayor responded that the Chief Executive Officer had resigned.

- 4.4 In response to a question about the interim arrangements being brought to the Board the Mayor advised that there had been an informal cabinet meeting in August where all members of the Board were informed of the situation and it was agreed following a democratic vote that the continuity of Kim Sawyer's experience at the Combined Authority and John Hill's extensive experience in local government made this the best option as an interim arrangement.
- 4.5 In response to a question on the recruitment process for the interim Chief Finance Officer the Mayor advised that the appointment had been made by the CEO who had the delegated power to make interim appointments.
- 4.6 The preference would have been to appoint a permanent CFO but the candidate for the CFO role withdrew at the last minute so there was a need for a quick appointment, which was why an interim appointment was made by the CEO at the time.

- 4.7 In response to a question about staff appointments being made from the East Cambridgeshire area the Mayor stated that this was purely coincidental as all staff were appointed based on their skills and ability to do the job requirements.
- 4.8 In response to a question about the review being undertaken the Mayor advised that there had been an external audit which had stated that the Combined Authority was not failing, however with the resignation of the CEO it was felt that this was an appropriate time to have a review of the structure at the Combined Authority; this review would be reported to the Board.
- 4.9 The management of the Business Board would be covered by the interim Chief Executives as the Combined Authority was the accountable body for the Business Board.
- 4.10 In response to a question about a possible conflict of interest for the interim Chief Executives, the Mayor stated that John Hill was an experienced officer with an exemplary record who could be trusted to act appropriately in these situations. The Combined Authority by its nature had used and continued to use staff from constituent councils.
- 4.11 In response to concerns that the members raised regarding the constant revolving members of staff and the need for permanent staff at the Combined Authority the Mayor responded that he agreed that permanent staff were needed and that it had taken longer than he would have liked but it was important to get the right people. There were now three permanent directors in place for Housing; Business and Skills and Spatial Planning.
- 4.12 In response to questions around work streams and delivery of projects the Mayor advised that the new committee system would give clear indication on the streams of work and would enable the Combined Authority to be more open and transparent.
- 4.13 In response to a question around project delivery and having sight of the different stages for each project, the Mayor advised that project information would become available when it was appropriate for it to come into the public domain and that the new committee system would enable the members to have greater sight of the stages for the ongoing projects for the Combined Authority.
- 4.14 The Committee were advised that the new staffing structure was being developed as part of the review and would be made available for members in the next six months. The interim staffing arrangements would be sent around to members after the Board had agreed the interim arrangements on the 26th September 2018.
- 4.15 The Chair thanked the Mayor for answering the committee's questions and advised members they would now return to the original order on the agenda.

3. Minutes

- 3.1 The minutes of the meeting held on the 23rd July 2018 were agreed as a correct record.
- 3.2 Under matters arising Cllr Murphy raised a concern around information that the Chief Finance Officer had agreed to send over to him at the last meeting regarding financing for a housing project in Peterborough and he had not received this – officers agreed to look into and contact Cllr Murphy directly.

5. Community Land Trust Presentation

5.1 The Committee received a presentation from Mr Stephen Hill from the Community Land Trusts Network (Appendix 2)

5.2 The following points were discussed:

- Members felt that the scale of the projects were too small to have a real impact on the issues in Cambridgeshire and Peterborough; however it was important to realise that although the numbers were small the impact on individual villages was great.
- How can CLT be better integrated in local plans is being looked at.
- Members queried how the schemes could become money multipliers and were advised that whatever public resource goes in stays in and that progressively over time the schemes would get better.
- Members were advised that people would be able to get mortgages for these properties.
- The East Cambridgeshire Community Land Trust had very clear political leadership and a commitment to provide resources. The setting up of Palace Green Homes had helped a lot with the successes.
- CLT had found there was a particular role for it to play where people were originally resistant to housing - each area has their own reasons for doing what they need in regard for CLT.

5.3 The Committee thanked Stephen Hill for his presentation.

6. Recruitment Process for the Director of Strategy & Planning

6.1 The Committee received the report from the Interim Chief Finance Officer which outlined the recruitment process followed by the Combined Authority.

6.2 The following points were raised during the discussion:-

- The shortlisting process was an informal process that was not minuted. The responsibility for the informal process rested with the Head of Paid Service and the Employment Sub-Committee had the delegated power to make appointments.
- Members felt it was not clear or transparent who had been involved in the shortlisting process; there was potentially a flaw in the system that allowed the process to be seen as broken. There were no formal minutes and no formal process for the shortlisting.
- The provision for political balance on sub committees had been removed with agreement of the Board for the Employment Sub Committees but this would be reinstated by the changes to the constitution suggested for

agreement at the Board meeting on Wednesday.

- The Committee agreed that processes were not what they should have been and that the committee would continue to monitor this.

6.3 The Committee noted the report.

7. Review of the Combined Authority Board Agenda

7.1 The Committee reviewed the agenda due to come to the Board on Wednesday 26th September 2018.

The Committee discussed the following items:

Forward Plan

The Board had agreed to provide more detail on the Forward Plan but this had not been the case.

Officers advised that speculative items could be added to the Forward Plan but there was a possibility they would be removed.

The Chair advised that there needed to be an understanding of what was happening and more clarity on which topics would be discussed by the Board and if they were deferred why this was so.

The Committee were advised that the new Committee system should help to achieve this.

Constitutional Arrangements

Members discussed the call-in procedures for the new committees and whether they had concerns. Most members felt the suggestion removed the chance of call in's being duplicated and that the committee could still scrutinise a topic even if it was not called in.

Members were advised that the Mayor had the power to nominate members to sit on the new committees, but the Board had the power to appoint.

Business Board

Members were advised that the funding for the Business Board was not affected and would remain as it currently was until 2020. The report asked for comment on the geography of the Business Board which if it was reduced in size may create an impact on funding in future.

The new Business Board members were outlined in the Business Board papers.

Appointment of the Interim Chief Finance officer and the Interim Chief Executive Arrangements

Members discussed their concerns around the constant stream of interim staff and felt this should fed back to the Board members.

The members also felt that they should request further detail around the interim arrangements for the Chief executive role and how responsibilities would be shared and whether they would be part time or full time roles.

Housing Strategy

Members were disappointed in the standard of the report and felt it was of poor quality. As the Board recommendation was to adopt the report they felt this should be highlighted to the Board members.

The members referenced the £60m within the Housing Strategy that would be used for grants for social housing providers but were concerned about the claw back provisions which would mean that housing associations were not able to sign up to providing houses for the Combined Authority which felt like an unnecessary restriction. Officers agreed to look into this and report back to the committee.

Members raised concerns around the effectiveness of additionality. They were not convinced that safeguards were in place to oversee implementation and felt this should be raised with the Board and that the committee should consider housing again, particularly additionality.

The Committee felt it was important to seek assurances that the £100m was being allocated as government had intended them to be in the original devolution deal.

Cambridgeshire & Peterborough Independent Economic Review

The members felt that this was an excellent report and should be taken into account across the decision making of the Combined Authority and shouldn't just sit within the remit of the Business Board.

- 7.2 The Committee agreed that the following questions and comments should be made by the Chair to the Board;

Item 1.11 and 1.12 Appointment of Interim Chief Finance Officer and Interim Arrangements for Chief Executive.

- 1) The Committee had concerns around the constant changing of interim staff appointments and wanted assurance that the appointment process for permanent staff was being set up so that in future the mistakes made during recent appointments were rectified.
- 2) The Committee requested more clarity around the CEO interim arrangements; in particular how the responsibilities would be shared between the two members of staff and whether they would be part time or full time roles?

Item 2.1 Housing Strategy

- 1) The Committee would like to seek assurances that the £100m for housing is being allocated as government intended it to be under the devolution deal?
- 2) The Committee expressed disappointment in the standard of the report as it was felt that reference to other areas were not relevant.
- 3) Whether the CA was achieving additionality was not clear from the report and was a continuing concern for the committee.

Item 3.3 Cambridgeshire & Peterborough Independent Economic Review

- 1) The Committee felt that this was an excellent report and should be used and taken into account across the whole decision making of the Combined Authority and not just be used within the remit of the Business Board.

8. Member Update on Activity of Combined Authority

- 8.1 Cllr Sargeant informed the Committee that the Task and Finish Group for the Mass Rapid Transport would be meeting after the close of the O&S meeting.

- 8.2 The Committee agreed that members covering particular areas should attend the relevant committees once they were set up and report back to the Overview and Scrutiny Committee at future meetings.

9. Overview and Scrutiny - Call In Process

- 9.1 The Committee agreed that they would defer the report and requested that officers did further work on it before it came back to the committee.

10. Combined Authority Forward Plan

- 10.1 The Committee had discussed the Forward Plan earlier in the meeting and had no further comments to make.

11. Overview and Scrutiny Work Programme Report

- 11.1 The Committee received the report which outlined the work programme for the committee for the municipal year 2018/19.
- 11.2 The Committee requested that a training session be arranged for the end of January or beginning of February to consider the new committee system.
- 11.3 The Committee requested that a further housing paper be brought to the October meeting and that it should focus on the issue of additionality.
- 11.4 The Committee requested that the Transport Plan be brought to the committee in January for them to consider and feed any recommendations to the Board.

12. Date of Next Meeting

- 12.1 The next meeting would be held on the 29th October 2018 at Peterborough City Council.

Meeting Closed: 13:33pm.

Overview and Scrutiny – Action Sheet – 24th September 2018

Date	Action	Completed	Comment
24/09/2018	How many officers are seconded from East Cambs compared to other district councils – information to be sent around to members.		
	Circulate membership of Business Board to O&S members.		
	Housing associations not being able to access CA housing to be looked into and reported back to committee members.		
	The Committee requested that a training session be arranged for the end of January or beginning of February to consider the new committee system.		
	The Committee requested that a further housing paper be brought to the October meeting and that it should focus on the issue of additionality.		
	The Committee requested that the Transport Plan be brought to the committee in January for them to consider and feed any recommendations to the Board.		

Questions from Overview and Scrutiny Committee Members

Statement by Mayor:

The purpose of attending the Scrutiny Committee is to discuss items on the agenda. The questions I have been asked to respond to relate mainly to the Chief Executive's departure.

Martin has been in touch to say that he is being continually pursued by the media for a 'story' about his resignation. He has asked that I remind everyone that he resigned from his position to pursue other challenges and he has also asked me to confirm that it has been a great honour for him to serve as the first Chief Executive of the Combined Authority and that he wishes his successor well.

I have answered these questions, but the position is quite clear. Martin has ended his role with the Combined Authority by resigning. That brought our business relationship to an end and it is now time to move on.

Question received from	Question	Response
Cllr Mike Sargeant	Can you please advise the circumstances under which the Chief Executive Martin Whiteley's employment was ended at the Combined Authority including who was involved in the process, what advice they gave and can that advice please be published.	Martin Whiteley resigned.
	If as the Board papers report, the Chief Executive resigned, is it true that there is a substantial severance pay out? Why would there be a	Martin resigned. Mutual agreement was reached allowing him to leave as early as possible.

	severance payment in such circumstances and how much was it?	
	What was the process for the appointment of the Joint Chief Executives. As John Hill and Kim Sawyer apparently started on 17th September, according to the Combined Authority e-brief issued on the 14th September, why are the appointments coming to the Combined Authority Board on 26th September for a decision?	<p>The process for the appointment is set out in the Board report of 26 September.</p> <p>The proposed arrangements were set out in the e-brief. It is reasonable that some certainty would be given to staff in the interim.</p>
	Can you please advise on the process for the appointment of the Chief Finance Officer and how the remuneration package was set? Recent appointments appear to be mainly from the East Cambridgeshire area. Is this because this is where the main talent is in the United Kingdom?	<p>The CFO was interviewed and appointed to an interim post. There were no successful candidates for the recruitment to the permanent post. The Combined Authority must appoint a CFO. An interim appointment was therefore necessary.</p>
	<p>I understand also that the Joint Chief Executives are conducting a review of the operation of the Combined Authority.</p> <p>a) Is this an indication that the Combined Authority has been failing and if not, what is the reason for this review?</p> <p>b) Will this be an independent review and if not why not?</p>	<p>The review is to consider how the organisation moves into the next stage of development. The Combined Authority has spent many months setting up its systems and processes and is now ready to move into delivering on its priorities.</p> <p>The Combined Authority is not failing. It has subjected itself to an internal corporate governance review and received a reasonable assurance, the external auditors have reported the organisation is performing as expected (Board report on 28 September) and the Authority was successful at its annual performance review with Government.</p>

Cllr Gehring	Does the Mayor feel that the expectation of running both the LEP and the Combined Authority had any impact on the Chief Executive's unexpected departure?	Martin was agreeable to being the shared Chief Executive of both organisations. Shared arrangements are not unusual.
	Who is responsible for the management of the LEP and its very considerable budget at present? (If Kim, has she ever had responsibility for running a budget of this type in the past? If John Hill, how will he manage to oversee both the CA, the LEP and East Cambridgeshire District Council, if someone else, ask who their boss is!).	<p>The Business Board is responsible for the LEP budget. It is assisted by the Chief Executive, Monitoring Officer and Chief Finance Officer and supported directly by the Director of Business and Skills, John Hill.</p> <p>Kim Sawyer previously had responsibility for Directorate budgets from between £3.5M to £12M and as Monitoring Officer had indirect responsibility for an organisational expenditure budget of £400M</p>
	Was the Employment Sub-Committee involved at any stage with the arrangements for the departure of the Chief Executive?	Employment Committees do not deal with resignations. This is an officer decision.
	What consultation was held with Board members regarding the departure of the Chief Executive, in particular in relation to the timescales for his departure?	A resignation does not require any consultation with Board members. It is an employee's right.
	What consultation was there with Board members in relation to the arrangements for covering the Chief Executives workload following his departure?	The Board members discussed the arrangements.
	If the Chief Executive of East Cambridgeshire District Council is to take on part of the role of CEO for the Combined Authority, what arrangements	The same arrangements apply for any conflicts of interest.

	have been put in place to manage the conflicts of interest which exist in relation the requests for loans being made by East Cambs District Council to the Combined Authority?	
--	--	--

Stephen Hill MRICS

Trustee, National CLT Network
Chair UK Cohousing Network
smdhill@gmail.com @StephenHillFP
@community_land #communityledhousing

Community Land Trusts – A role in growth area development



Cambridgeshire & Peterborough Combined Authority
Overview and Scrutiny Committee
September 20th 2018



A CLT must... **Change the way the land market works...**

64 : #
FOWv

1. Further the economic, social and environmental interests (aka, wellbeing!) of a local community

2. Own and use land and other assets only to benefit the local community

3. Have an open membership with locally accountable democratic control

S.79 Housing & Regeneration Act 2008

Same but different...



Policymaking by doing

2004 The concept of Community Land Trusts explained in Local Government Association's Report
New development and new opportunities - New ideas for funding social and physical infrastructure

community land trusts

In high-value areas, intermediate housing markets will be required to provide affordable homes for lower and middle paid staff. Such homes are likely to be based on equity-share rather than rented tenure, and may need to be facilitated by land pooling or community land trusts, which provide the potential for separating the land element from the costs of building.

A community land trust is a private non-profit corporation created to acquire and hold land for the benefit of a community and provide secure affordable access to land and housing for community residents. In particular, community land trusts attempt to meet the needs of residents least served by the prevailing market.

Drivers for devolved changes in urban/land policy:

- Local property market interventions
- Community or "public interest" ownership and wealth
- Community or Neighbourhood control – power, status and influence
- Local leadership & governance
- Neighbourhood Well-being and Place Management
- Pricing the use of land & value recovery

**Derived from local centres of energy...not a universal solution
...but needs city/district/housing market area context**

2007 Cornwall CLT Programme 155+ homes completed 100+ in the pipeline



Unique partnerships...

enabling district councils,
their communities, local landowners,
Carnegie UK Trust & a housing association





Average house price £650,000
Market value £360,000
Cost with land £120,000
Shared Equity **33%**

Affordability 'in perpetuity'

St. Minver CLT

"It's more important that I have a home in the place that I grew up in, where my family are, where I work, than make a lot of money out of my house"
Charlie

Community Leadership and Enabling Partners



- Cornwall Council £4m Revolving Fund
- Programme momentum
- Capital and revenue cost recovery

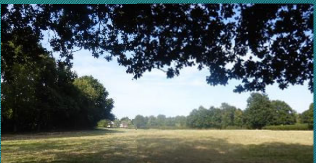




- Political lobbying...show, not tell
- CLT Fund 'See it and Believe It'



Crane Valley Land Trust

'Yes' to more homes, provided they are the right kind of homes for our community...and not just TW's overspill !!!!


- 300 new homes in Local Plan
- 2 major sites allocated – both AONB
- CLT/Neighbourhood Plan
- Priorities - affordable and homes for downsizing
- CLT as part of s.106 affordable housing
- Design of new housing and role of CLT to steward and protect historic landscape

CVLT Demonstration project on unallocated site



- Tunbridge Wells DC grant from Community Housing Fund
- Partnership with developer to buy site
- Development on brownfield footprint
- CLT as part of s.106 affordable housing



Leeds Community Homes – New City Region Hub

January 2018



LET'S BUILD A BETTER LEEDS

Join the #peoplepoweredhomes revolution

Our hub

We've created a space where we can all work together to create people powered homes

Our homes

We're building 16 permanently affordable homes in Leeds' Climate Innovation District

Enabler service

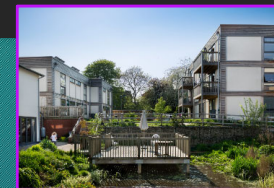
We support local community groups to create their own community housing

Leeds Climate Innovation District – Citu Homes

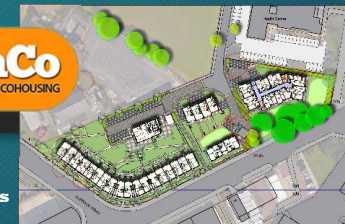


On site factory built homes: pt-funded by £7.7m loan from Leeds City Region Revolving Investment Fund
Leeds Community Homes 16 CLT homes as part of S.106

Cohousing: LILAC &

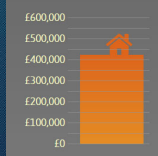


**LILAC - £420k
DECC/HCA grant
for natural materials
CHACO - £990K
Housing
Infrastructure
Fund**



Short-term loans

This is what we've raised to date: we're well on our way. Could you help us reach the next line on the chart?



St ART...Community redevelopment of St Anne's Hospital, South Tottenham, London



- NHS planned for 450 homes - 14% Affordable
- **StART Alternative Plan for 800 homes with at least 75% Affordable**
...Social/London Living Rent/Limited Equity/Supported Living – Mental Health/Senior LGBT Cohousing
- Community Campaign > **Mayor of London buys site March 2018 - 50% Affordable**

WOW! £60m! Rural/Coastal Areas/2nd Homes

33% Fund to South West

**March
2016**



“When you
vote **Blue**
your voice will
be heard in
Westminster!”



WOW! £60m...a year for 5 years! 2nd Homes

...still 33% Fund to South West

**Dec
2016**



Year 1 Fund allocated to 140+ Councils for:

1. National network of local support services
2. Early stage diagnostic and project shaping support
3. Feasibility and technical support to get to planning
4. Flexi-Capital/Revenue/Grant/Loan
5. **GROW A SECTOR**

WOW! £60m ...a year for...oops, only 4 years! Anywhere

...but still 33% Fund to South West

**March
2018**



CHF Revenue Fund £60m

- **Grants to community groups, local authorities or any other appropriate organisation...bidding opens Jan '18** to support the development of community-led housing projects, including capacity-building, pre-development technical and design work, and gap funding capital costs for land or building acquisition
- **Expansion and development of an England-wide network of professional local enabling organisations** to will provide direct advice and guidance to community groups taking forward housebuilding projects
- **Small scale national level advice/orientation centre** to provide a single point of access for prospective community-led housing groups, and to promote demand, support the local enabling services.
- **DCLG Advisory Board** for strategic oversight of programme

Community Housing Fund 2018/20



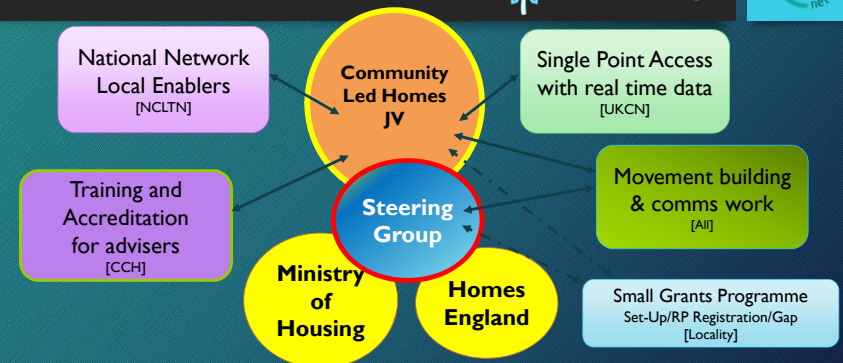
Sept
2018



CHF Capital Fund £163m

- Prospectus for the CHF Capital Fund launched by Homes England in September 2018
- Available to March 2020
- Funding aimed primarily for groups, but LAs and RPs can be recipient partners
- May focus on 'market disruptors' as communities generally want to build homes that neither policy nor the market currently offers

CLH national infrastructure



Other national support for local projects



Hubs..Access Point..Training



Seeding
new groups

Local Authority Guidance



Community Housing Hub for Londoners



Challenges for Policy Makers



- Lack of capital and structure in the community, 'self-build' and SME sectors
- Dangerous reliance on debt finance
- Gap in funding market for pooling and converting equity into capital and revenue
- Access to land and price of land
- Power of established corporate interests
- Political reserve about the personalisation of action for basic needs... shelter, food & energy

You can get help and information from:

- **Community Land Trusts** - <http://communitylandtrusts.org.uk>
- **Cohousing** – <http://cohousing.org.uk>
- **Cooperatives** – <http://www.cch.coop/>
- **Government Community Rights Programmes** <http://mycommunity.org.uk>