

A meeting of **HUNTINGDONSHIRE DISTRICT COUNCIL** will be held in the **CIVIC SUITE, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON PE29 3TN** on **WEDNESDAY, 17 OCTOBER 2018** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

## **A G E N D A**

**Time  
Allocation**

### **PRAYER**

The Reverend Andrew Milton will open the meeting with prayer.

### **APOLOGIES**

**2 Minutes.**

**1. MINUTES** (Pages 7 - 18)

To approve as a correct record the Minutes of the meeting of the Council held on Wednesday 25th July 2018.

**2. MEMBERS INTERESTS'**

To receive from Members declarations as to disclosable pecuniary other interests in relation to any Agenda item. See Notes below.

**3. CHAIRMAN'S ENGAGEMENTS AND ANNOUNCEMENTS** (Pages 19 - 20)

**5 Minutes.**

To note the Chairman's engagements since the last Council meeting.

**4. CORPORATE PLAN 2018-22** (Pages 21 - 40)

**30 Minutes.**

Councillor G J Bull, Executive Leader to present the draft Corporate Plan for 2018-22 outlining the Vision, Strategic Priorities and Objectives for Huntingdonshire District Council.

*(The draft Plan has been considered by the Overview and Scrutiny Panel (Performance and Growth) and the Cabinet at their meetings in September who have recommended that the draft Plan be adopted).*

**5. EXECUTIVE COUNCILLOR PRESENTATIONS AND QUESTIONS TO MEMBERS OF THE CABINET**

**30 Minutes.**

a) Councillor D M Tysoe, Executive Councillor for Digital and Customer to present on Transformation.

b) Questions to Members of the Cabinet.

If Members wish to raise questions or issues requiring a detailed response, it would be helpful if they can provide prior notice so that the necessary information can be obtained in

advance of the meeting.

*(Notes: Executive Councillor Presentation: 10 Minutes  
Questions: 10 Minutes  
Questions to the Cabinet: 10 Minutes).*

**6. CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY - UPDATE (Pages 41 - 94) 20 Minutes.**

Councillor G J Bull, Executive Leader to present on the activities of the Cambridgeshire and Peterborough Combined Authority.

Councillors D B Dew and T D Sanderson to provide an update on the Cambridgeshire and Peterborough Combined Authority Overview and Scrutiny Committee.

Councillor L W McGuire to provide an update on the Cambridgeshire and Peterborough Combined Authority Audit and Governance Committee.

Decision summaries for recent meetings of the Cambridgeshire and Peterborough Combined Authority Overview and Scrutiny Committee, Audit and Governance Committee and Board are attached to the Agenda for information.

In accordance with the Protocol agreed at the February 2017 meeting, this item provides an opportunity for District Council Members to ask questions and comment on Cambridgeshire and Peterborough Combined Authority issues.

If Members wish to raise questions or issues requiring a detailed response, it would be helpful if they can provide prior notice so that the necessary information can be obtained in advance of the meeting

**7. REPORT OF THE INDEPENDENT REMUNERATION PANEL - SCHEME OF MEMBERS' ALLOWANCES (Pages 95 - 128) 20 Minutes.**

The Managing Director to present a report by the Elections and Democratic Services Manager summarising the conclusions of the Independent Remuneration Panel following their recent review of Members' Allowances.

(A copy of the Panel's report is attached as an Appendix to the report).

**8. CHANGE TO THE CONSTITUTION - HDC VENTURES LTD - SHAREHOLDER REPRESENTATIVE AND REFERENCE GROUP (Pages 129 - 134) 5 Minutes.**

Councillor D M Tysoe, Executive Councillor for Digital and Customer to present a report by the Managing Director inviting the Council to approve the insertion of arrangements for the Shareholder Representative and Shareholder Reference Group into Part 3 Responsibility for Functions in the Council's Constitution.

*(The recommendations were endorsed by the Cabinet at their meeting on 20th September 2018).*

**9. ASSISTANT CABINET MEMBERS - VARIATION TO ARTICLE 7 OF THE CONSTITUTION (Pages 135 - 140) 5 Minutes.**

Following the decision by the Cabinet to establish the positions of Assistant Cabinet Members, Councillor G J Bull, Executive Leader to present a report by the Elections and Democratic Services Manager inviting the Council to approve the necessary variations to the Council's Constitution.

*(The recommendations were endorsed by the Corporate Governance Committee at their meeting on 26th July 2018).*

**10. OUTCOMES FROM COMMITTEES AND PANELS (Pages 141 - 142) 10 Minutes.**

An opportunity for Members to raise any issues or ask questions arising from recent meetings of the Council's Committees and Panels.

A list of meetings held since the last Council meeting is attached for information and Members are requested to address their questions to Committee and Panel Chairmen.

**11. VARIATIONS TO THE MEMBERSHIP OF COMMITTEES AND PANELS 5 Minutes.**

Group Leaders to report on variations to the Membership of Committees and Panels if necessary.

Dated this 9th day of October 2018



Head of Paid Service

**Notes**

**1. Disclosable Pecuniary Interests**

(1) *Members are required to declare any disclosable pecuniary interests and unless you have obtained dispensation, cannot discuss or vote on the matter at the meeting and must also leave the room whilst the matter is being debated or voted on.*

(2) *A Member has a disclosable pecuniary interest if it -*

*(a) relates to you, or*

*(b) is an interest of -*

*(i) your spouse or civil partner; or*

*(ii) a person with whom you are living as husband and wife; or*

*(iii) a person with whom you are living as if you were civil partners*

*and you are aware that the other person has the interest.*

(3) *Disclosable pecuniary interests includes -*

- (a) *any employment or profession carried out for profit or gain;*
- (b) *any financial benefit received by the Member in respect of expenses incurred carrying out his or her duties as a Member (except from the Council);*
- (c) *any current contracts with the Council;*
- (d) *any beneficial interest in land/property within the Council's area;*
- (e) *any licence for a month or longer to occupy land in the Council's area;*
- (f) *any tenancy where the Council is landlord and the Member (or person in (2)(b) above) has a beneficial interest; or*
- (g) *a beneficial interest (above the specified level) in the shares of any body which has a place of business or land in the Council's area.*

#### **Non-Statutory Disclosable Interests**

(4) *If a Member has a non-statutory disclosable interest then you are required to declare that interest, but may remain to discuss and vote providing you do not breach the overall Nolan principles.*

(5) *A Member has a non-statutory disclosable interest where -*

- (a) *a decision in relation to the business being considered might reasonably be regarded as affecting the well-being or financial standing of you or a member of your family or a person with whom you have a close association to a greater extent than it would affect the majority of the council tax payers, rate payers or inhabitants of the ward or electoral area for which you have been elected or otherwise of the authority's administrative area, or*
- (b) *it relates to or is likely to affect a disclosable pecuniary interest, but in respect of a member of your family (other than specified in (2)(b) above) or a person with whom you have a close association, or*
- (c) *it relates to or is likely to affect any body –*
  - (i) *exercising functions of a public nature; or*
  - (ii) *directed to charitable purposes; or*
  - (iii) *one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which you are a Member or in a position of control or management.*

*and that interest is not a disclosable pecuniary interest.*

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## HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the COUNCIL held in the Civic Suite, Pathfinder House, St Mary's Street, Huntingdon PE29 3TN on Wednesday, 25 July 2018.

PRESENT: Councillor R J West – Chairman.

Councillors B S Banks, R E Bellamy,  
L A Besley, G J Bull, S M Burton, E R Butler,  
S Bywater, B S Chapman, J R Clarke,  
J C Cooper-Marsh, S J Corney, S J Criswell,  
J W Davies, D B Dew, Ms A Diaz,  
Mrs A Dickinson, R Fuller, Dr P L R Gaskin,  
D A Giles, J A Gray, K P Gulson,  
M J Humphrey, Dr N Johnson,  
Mrs P A Jordan, P Kadewere, D N Keane,  
C J Maslen, H V Masson, L W McGuire,  
J P Morris, J Neish, J M Palmer, K I Prentice,  
T D Sanderson, Mrs P E Shrapnel,  
Mrs S Smith, Mrs J Tavener, R G Tuplin,  
D M Tysoe, D R Underwood, S Wakeford and  
J E White.

APOLOGIES: Apologies for absence from the meeting were submitted on behalf of Councillors J D Ablewhite, T D Alban, Mrs M L Beuttell, Mrs S Conboy, Mrs S A Giles, M S Grice, D J Mead, D Terry and D J Wells.

### 18. PRAYER

The Reverend of St Andrew's Church, Great Staughton, Nicki Bland, opened the meeting with a prayer.

### 19. CHAIRMAN'S ANNOUNCEMENTS

The Chairman presented to the Council an account of the activities both he and the Vice-Chairman had attended since the last meeting. In so doing, he summarised his attendance at various events including Flag Raising Ceremonies for Commonwealth Day, Armed Forces Day and for the Royal Air Force Centenary Celebrations, as well as supporting local charities including the East Anglian Children's Hospice, Cambridge and Huntingdon Deaf Children's Society and St John's Ambulance and attending services for St Georges Day, Memorial Day at Madingley and the installation of the Mayor of Peterborough. Together with Councillor Ms A Dickinson, the Chairman also reported upon his support for the cake stall at Pathfinder House in support of the Council as a Dementia Friendly Workplace.

### 20. MINUTES

The Minutes of the meetings of the Council held on the 23rd May and 27th June 2018 were approved as correct records and signed by the Chairman.

## **21. MEMBERS INTERESTS**

Councillor K I Prentice declared a non-statutory disclosable interest in Item No. 22 by virtue of his employment. Councillors B S Chapman and D A Giles declared non-statutory disclosable interests in Item No. 22 by virtue of their membership of St Neots Town Council.

## **22. MOTION ON NOTICE**

*(See Minute No. 21 for Members' interests).*

Further to Minute No. 44 (b) of the meeting of the Council held on 13th December 2017, Councillor B S Chapman moved and it was duly seconded by Councillor D A Giles that –

“The Falcon Hotel on St Neots Market Square has been closed for the past decade. The building occupies a central position at the heart of St Neots and its current appearance and lack of use is damaging to the local St Neots economy.

The appearance of the Falcon Hotel is unsightly and damaging to St Neots tourism and attractiveness of the Market Square to local residents and visitors. It is damaging to the local retail economy and impacts profitability and sustainability of local shops, pubs and restaurants. The Falcon Hotel is a prominent feature of the St Neots Riverside as well as the town's Market Square but currently has a significant negative impact on both vistas.

The Falcon Hotel offers Huntingdonshire District Council an opportunity to play a part in reversing the decline of the St Neots economy.

Last summer an online petition calling for HDC to Compulsorily Purchase the Falcon Hotel was supported by over 600 signatures in a period of one week.

It is therefore proposed that Huntingdonshire District Council in its capacities both as Local Planning Authority and the Principal Authority responsible for St Neots Economic Development commit to serving a Compulsory Purchase Order on the owner of Falcon Hotel, St Neots.”

An amendment to the motion was moved by Councillor R Fuller and duly seconded by Councillor G J Bull that –

“The Falcon Hotel on St Neots Market Square has been closed for the past decade. The building occupies a central position at the heart of St Neots and the District Council recognises that The Falcon is a visually important element of St Neots Market Square and its future use can make a collective positive contribution to the vibrancy and economic success of the town centre.

Previous action by the District Council, through a Section 215 Notice, to improve the external appearance of this Listed building has been successful in preventing further decline, but a viable future use for the building must be found. The District Council's strong stance on resisting inappropriate development of the site through the statutory



planning process has been consistently upheld by independent Inspectors at Appeal and the planning status and potential of the site is thereby increasingly clear.

That importance is reflected in the ongoing work of the newly formed St Neots Master Plan for Growth Steering Group, on which the District and Town Councils, along with others, are represented.

The District Council supports work to find an appropriate use for the building and will continue to facilitate discussions to bring this forward, by whatever mechanisms are appropriate. This includes the exploration of a Compulsory Purchase Order option if the use of the building cannot be resolved voluntarily with the site owner or via an open market solution.

In progressing those discussions, it is important to recognise that any use of the building must be operationally and financially sustainable in its own right and should not be on the premise of any ongoing public subsidy.

It is therefore proposed that Members acknowledge and support the work that is already being undertaken to bring the building back into active use for a purpose that St Neots needs and that will give it a viable future.”

Councillor Fuller explained that it would not be usual practice for the District Council to serve a Compulsory Purchase Order on the building and referred to the near completion of phase one of the St Neots Master Plan, where at phase two there would be work undertaken to look for business cases to explore.

Councillor Bull informed Members that he and Councillor Chapman had discussed the demise of the building and impact that it had on the town, but concurred with Councillor Fuller’s views that the Council would be unable to commit to a Compulsory Purchase Order.

The following amendment to the Motion was moved by Councillor N Johnson and duly seconded by Councillor C J Maslen –

“that the words “if no meaningful progress is made within three months the Council be seen to proceed to seeking a Compulsory Purchase Order” be inserted after the sentence ending “open market solution”

On being put to the vote the amendment was declared to be LOST.

In response, Councillor Chapman explained that he had supported what Officers had achieved at the District Council with the building and had been continuing to work with them to resolve the problem. He further informed Members of the impact that building and its location was having on the local economy and suggested that the amendment as proposed by Councillor Fuller was contrary to the Planning Policy of the Council, whereas his motion was in line with the regeneration group of the Combined Authority. It had been an ongoing issue for over 12 years, with numerous attempts to set up meetings with the owner and Councillor Chapman suggested that the only planning application that had been submitted during this time had

been as a result the petition calling for a Compulsory Purchase Order of the building.

Councillor D A Giles explained that there had been numerous issues with various buildings located in St Neots town centre over the years, including the former Paines Brewery and the Tomson and Lendrum building, but had been resolved through the intervention of the District Council and it was hoped that a similar approach could be applied to The Falcon Hotel. Although indicating his reluctant support for the proposed amendment, Councillor Giles referred to the potential support that could assist the regeneration project through Combined Authority funding, whereby the Managing Director explained that a bid could be submitted for re-use of the building but to be sustainable in its own right and not reliant on an ongoing subsidy.

In referring to his passion for the Falcon Hotel, Councillor Chapman drew Members attention to the consultation that was undertaken on the Neighbourhood Plan for St Neots and the Falcon Hotel had been highlighted as a high priority and item of concern for the town. He suggested that the proposed amendment to the motion had weakened the approach to resolving the problems with the building.

In indicating the cross-party support for Councillor Chapman's proposal, Councillor Johnson questioned the difficulty for succeeding with this project without a time limit imposed. In response, Councillor J A Gray explained the difficulty with imposing a Compulsory Purchase Order on the building and in order for the Compulsory Purchase Order to legally succeed the Council would require an end use for the building. In line with Policy P3 of the St Neots Neighbourhood Plan 2014-2029, Councillor Gray explained that support would be provided to regenerate the Falcon Hotel, not necessarily through committing the Council to acquire the building and the success would be measured by persuading the owner to take action, this could be by way of a consortium of local people to acquire the building.

Councillor K I Prentice shared the passion for taking action but explained that any action needed to be in the best interests of the Council and for St Neots. Councillor Maslen also referred to the importance of the building and suggested taking forward development of the building to bring back into use as a hotel.

In sympathy with Councillor Chapman and the residents of St Neots, Councillor D B Dew explained that it was not possible make policies without thorough planning and suggested that the St Neots Master Plan Steering Group was a mechanism to be used to research the options thoroughly before taking any unnecessary action such as a Compulsory Purchase Order, that was not likely to succeed.

In referring to the lack of a timeline the following amendment to the Motion was moved by Councillor Giles and duly seconded by Councillor Maslen –

“that the words “after 12 months” be inserted after the words “Compulsory Purchase Order option” in the fourth paragraph.

On being put to the vote the amendment was declared to be LOST.

In accordance with paragraph 11.12 of the Council Procedure Rules, Councillor Fuller proposed a closure motion that was duly seconded by Councillor Dew and upon being put to the vote it was CARRIED. He further requested a recorded vote on the motion and in accordance with paragraph 14.4 of the Council Procedure Rules the following Members voted for, against or abstained from the Motion.

For the Motion – Bellamy, Besley, Bull, Butler, Bywater, Clarke, Corney, Criswell, Davies, Dew, Dickinson, Fuller, Gaskin, Gray, Gulson, Humphrey, Jordan, Keane, Masson, McGuire, Morris, Neish, Palmer, Prentice, Tavener, Tuplin, Tysoe, Underwood, West and White.

Against the Motion – Banks, Burton, Chapman, Cooper-Marsh, Sanderson and Shrapnel.

Abstentions – Diaz, D A Giles, Johnson, Kadewere, Maslen and Wakeford.

### **23. STATE OF THE DISTRICT 2018 (ANNUAL REPORT)**

The Chairman invited the Executive Leader, Councillor G J Bull to address the Council on the State of the District 2018 and to open the debate which was scheduled to follow. A copy of the PowerPoint presentation is appended in the Minute Book.

In his opening remarks Councillor Bull began by emphasising some important facts about Huntingdonshire that informed local policy making. In particular, the population of the District was predicted to grow by over 17%, with a large increase in the elderly. He also referred to the rural/urban population split and the trend for a decline in the rural population that may be attributed to the larger villages becoming more urban.

Members' attention was drawn to the low unemployment rate for the District compared with neighbouring Districts, although there was a requirement to increase the number of individuals with higher level qualifications to ensure that the District maintained a skilled and motivated workforce. In referring to the Index of Multiple Deprivation, Councillor Bull reported that three pockets existed in Huntingdonshire, namely the east of St Neots, North Huntingdon and parts of Ramsey and had been taken into account as policies develop focussing on the housing accommodation types, economic growth, skills and provision of leisure facilities.

In referring to the other major challenges faced by the Council, Members' focus was drawn to the external pressures, including Brexit, a reduction in Central Government funding, an increasing demand for services as the population grows and other major external policy pressures such as the reduction in plastics recycling by China impacting upon our planned reduction in landfill.

Councillor Bull stressed the importance of focussing on the needs and welfare of the local residents, enabling the provision of good quality services at a fair value. The District Council itself was also a significant local workforce with over 700 permanent staff and gross

expenditure of nearly £80m.

Referring to the Corporate Plan for 2017/18, the vision was to improve the quality of life, deliver economic growth and provide value for money services for the people of Huntingdonshire. Focussing on the main priorities and looking back at performance in enabling communities, Councillor Bull reported that the Council has successfully implemented a Homelessness Strategy and action plan that had resulted in the prevention of 363 cases in 2017/18 and a success that should be celebrated. In so doing, Councillor Bull congratulated the Officers involved in delivering this achievement and although not eradicated the problem, the Council had delivered higher than the target that had been set.

In focussing on the priority and performance of delivering sustainable growth, the provision of rural exception sites had assisted in delivering local housing for local people, the Local Plan had been submitted for independent examination and Councillor Bull paid tribute to those Members that had been involved in the St Neots Master Plan.

In highlighting the performance against the priority of becoming a more efficient and effective Council, Councillor Bull referred to the pressures on the Council's budget, but alongside this the successes that had been achieved was the co-location of the Department of Work and Pensions (DWP) with Citizens Advice in the Council offices at Pathfinder House, Huntingdon. He also reported upon the success of the Mosaic Transformation programme, with attendance at a recent market stall event and was encouraged to witness the enthusiasm from staff to develop ideas for change and produce creative solutions. The Council had also introduced an Apprenticeships Scheme, with the recruitment of 11 apprentices that had led to the successful employment of five on permanent contracts throughout the Council.

Members noted that the updated Corporate Plan had not currently been formally approved but Councillor Bull indicated that the Conservative manifesto that had been presented at the recent elections in May would assist in forming the basis of the updated Corporate Plan and he then drew Members' attention to his policy priorities. These included continuing to work closely with the Combined Authority to deliver the required infrastructure needs, improving relationships with Town and Parish Councils and continue to support the Mosaic Transformation programme to encourage the ethos of customer service throughout the Council.

Focussing on other main priorities, Councillor Bull indicated his keenness to continue to work to improve the delivery of affordable homes, encouraging Members of the Council to engage in the decision making process and continue to maintain the highest standards of probity in public life. In concluding his address, Councillor Bull paid tribute to his fellow Cabinet Members, in particular his Deputy, the Executive Support Team and Councillors S J Criswell and Ms J Tavener for their support in his previous and current ward respectively.

The Chairman reminded Members of the decision made by the Council to suspend Council Procedure Rule 11 (Rules of Debate) to

enable a full debate to be made by Members on the State of the District in an open manner. The Council therefore

#### RESOLVED

that Council Procedure Rule 11 (Rules of Debate) be suspended for the duration of the discussion on Minute No. 23, during which time the common law rules of debate be observed by Members and applied by the Chairman.

In response, Councillor B S Chapman, Leader of the HDC Independent Group, indicated that he supported the direction of the Council in many areas but highlighted some concerns. In particular, reference was made to his concerns with the Commercial Investment Strategy and investment of the shopping centre out of District in Sudbury. In so doing, he drew Members' attention to the drop in the commercial value of the asset that had not been in accordance with the predicted yield of 6% return on investment, thereby resulting in a net loss to the Council when the property was sold.

By reference to the areas of deprivation in the District, Councillor Chapman noted the success of the DWP and Citizens Advice co-location but outlined his concern that half of the planned housing growth was in the south of the District where there still required a Customer Service presence in St Neots to support this growth and the requirements of the growing population. Councillor Chapman also highlighted his concerns in the light of the disappearance of the revenue support grants and impact this would have locally to deliver the five year plan for housing growth, as well as ensuring that the infrastructure was in place to assist development.

In thanking the Executive Leader for his presentation, Councillor P Kadewere, Leader of the Labour Group, welcomed the Council's efforts to focus on the causes of constituents needing our services rather than focussing on the problems in isolation and welcomed progress on this in the coming year. Furthermore, he applauded the work of the Officers in its progress so far with the Local Plan to enable planning applications to be considered on their merits in the interests of constituents. In concluding, he endorsed the Council's support to ensuring the delivery of affordable housing and welcomed the review by Overview and Scrutiny of the Council's performance in terms of its delivery of affordable housing.

Councillor D R Underwood, Deputy Leader of the Liberal Democrat Group, thanked the Executive Leader for his address and for the Council's achievements over the past year. He indicated his Group's support to develop ideas and his awareness of the need for a new Local Plan to direct development in a measured and consistent way. He commended the intervention made on homelessness but voiced his concerns with approach to the Corporate Plan. In particular the lack of reference to supporting those with disabilities and although acknowledged the Council's support for Citizens Advice, Councillor Underwood requested that Council policy focus on the support of charities. In concluding, Councillor Underwood asked that the Council put pressure on the Combined Authority to focus on the improvements necessary to public transport across the District.

Councillor T D Sanderson outlined his concerns with the Council's budgetary pressures, drawing particular attention to the overspend in the Operations Division and his concern that the level of service in grounds maintenance had not been as high as previous years. He also indicated concerns with the drop in income for One Leisure balanced against the recent investment in the service.

In indicating his encouragement of the Executive Leader's address, Councillor D A Giles suggested that it had not gone far enough in particular areas such as the post 65 residents and the growing elderly population, having a clearer vision for anti-deprivation measures including the provision of more social housing and youth projects, as well as encouraging industry to be located next to such areas.

Councillor D M Tysoe concluded the debate by referencing the recent market place events as part of the Mosaic Transformation programme and was encouraged by the Officers attendance that would be driving forward changes that the Council needed to support the residents of the District.

## **24. QUESTIONS TO MEMBERS OF THE CABINET**

In response to a question by Councillor D A Giles and by reference to the performance reported by the Executive Leader in Minute No. 23 ante that 79% of calls made had been answered by the Call Centre, on the possibility of revisiting the policy of requesting Members to make calls via the Call Centre to take the pressure off the already overworked Call Centre staff, Councillor D M Tysoe reminded Members of an email that had been circulated to advise of forthcoming changes to be made to the Call Centre in its call handling system by provision of a menu approach to assist in the direction of services for customers. He further explained that if a Member was already in a dialogue with an existing Officer, the contact should continue through the Officer and not through the Call Centre.

In light of the Council's recent success in hosting a delegation from China, Councillor P Kadewere asked the Deputy Leader, Councillor R Fuller, for his support in welcoming the Zimbabwean Tourist Authority, whereby Councillor Fuller welcomed the suggestion to extend an invitation to such groups.

In the absence of Councillor Ms M Beutell and in response to a question from Councillor T D Sanderson on the timescale of publication of the Council's Car Parking Strategy and whether it would include civil parking enforcement and details of the schedule of maintenance of weeds, Councillor G J Bull requested that the question be put in writing to ensure a full reply could be provided.

By reference to a question by Councillor B S Chapman on transport infrastructure and the number of schemes that had been funded through the Community Infrastructure Levy (CIL) as well as the Deputy Leader's control over delivery of the schemes, he referenced a document published by Cambridgeshire County Council detailing 110 infrastructure schemes that had been agreed by the District Council and its links to the sustainability of the Local Plan. In response, Councillor R Fuller indicated his lack of understanding in Councillor Chapman's basis of fact and explained that the CIL would

not fund all infrastructure projects across the District and requested that he provide further evidence to support his question and to substantiate his claims.

**25. CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY - UPDATE**

In conjunction with the decision summaries of the recent meetings of the Cambridgeshire and Peterborough Combined Authority, Councillor G J Bull presented an update of their activities. Copies of the decision summaries are appended in the Minute Book.

Councillor Bull reported upon his attendance at a meeting held earlier that day and discussion on a review of its Constitution and proposals to introduce a structure of three Committees for transport, skills and housing and communities. He also informed Members of the establishment of the Business Board, as well as progress on the Independent Economic Review and indicated that this authority had provided a response to the latest consultation, as well as informing Members that the Combined Authority and Greater Cambridge Partnership had agreed upon a Transport Strategy to deliver.

By reference to the map highlighting the Index of Multiple Deprivation as referred to in the presentation in Minute No. 23 ante, Councillor Bull highlighted the extent of the disparities across the Combined Authority area that the Mayor was attempting to address. In concluding, Councillor Bull congratulated Councillor L W McGuire in his recent appointment as Vice-Chairman of the Audit and Governance Committee of the Combined Authority.

In response to a question by Councillor B S Chapman on clarity of funding for the St Neots Master Plan as reported on page 32 of the decision summary, Councillor Bull confirmed funding for what was in place at the moment.

Councillors D B Dew and T D Sanderson provided an update on the Cambridgeshire and Peterborough Combined Authority Overview and Scrutiny Committee. Councillor Sanderson reported that there had been three meetings since his appointment and informed Members of the issues surrounding the recent call-in and at business discussed at the recent meeting held on 23rd July 2018, including a presentation received on the Community Land Trust.

Councillor Dew reported that Members of the Committee had doubled up to work together and look at specific areas of the Combined Authority, with his focus on skills and Councillor Sanderson's focus on transport. They had also received a presentation from the Mayor. Councillor Dew indicated his concern with the Council's original approach of a suggested zero budget contribution to the Combined Authority, but remained concerned with the amount of time that was impacting upon the Executive Leader and would revisit this issue after the Summer and the development of the new Committees.

**26. ANNUAL REPORT OF THE CORPORATE GOVERNANCE COMMITTEE 2017/18**

In conjunction with a report by the Internal Audit and Risk Manager (a copy of which is appended in the Minute Book) Councillor L W McGuire, Chairman of the Corporate Governance Committee, presented the Annual Report for 2017/18 of the Corporate Governance Committee that outlined the work that had been undertaken by the Committee over the previous year. Councillor McGuire paid tribute to the previous Chairman, former Councillor M Francis, and previous Members that had served on the Committee.

Focussing on the forthcoming year, Councillor McGuire indicated his focus on challenging and improving the governance arrangements and welcomed input from Members of the Committee to maintain awareness of the issues identified. In particular, reference was made to concerns surrounding the roll-out of the Council Anywhere Project in relation to cyber security, as well as issues surrounding the delay in implementation of the Council's new financial management system. In light of the fire at the Document Centre, Eastfield House in Autumn 2017 and the subsequent disruption to the service as well as CCTV, there would be focus upon understanding the business continuity plans in place in view of the commercialisation project and working with external providers. Whereupon, it was

RESOLVED

that the Annual Report 2017/18 of the Corporate Governance Committee be received and noted.

**27. HUNTINGDONSHIRE DISTRICT COUNCIL VENTURES LTD - SHAREHOLDER REPRESENTATIVES AND REFERENCE GROUP**

In conjunction with a report by the Managing Director (a copy of which is appended in the Minute Book) Councillor J A Gray Executive Councillor for Resources presented a report on a proposed mechanism to be taken by the Council as shareholder of its Local Authority Trading Company, HDC Ventures Ltd and proposals for establishment of a Shareholder Reference Group.

The Council had established a Local Authority Trading Company, HDC Ventures, with its purpose to enable the Council to participate in commercial trading activities. With the day-to-day operation of the company being the responsibility of the Directors and the Council was the sole Shareholder, Councillor Gray explained that it was necessary for the Council to determine a way of engaging with the Directors of the Board of the Trading Company. Whereupon, it was

RESOLVED

- (a) that Councillor J A Gray be appointed as Shareholder Representative to act on behalf of the Council as Shareholder of the Council's Local Authority Trading Company;
- (b) that the Shareholder Representative's Terms of Reference as appended to the report now submitted be approved; and
- (c) that a Shareholder Reference Group be established comprising four Councillors to be politically balanced.



In response to a question by Councillor B S Chapman on whether the appointment of the Shareholder Representative was in addition to the non-Executive Directors and questioned the number. In response, Councillor Gray reported that there were currently three serving Directors and former Councillor D Brown had submitted his resignation from the Board. Councillor Chapman further questioned point 2 in the terms of reference and whether the action would be taken without the approval of the Shareholder Reference Group, whereby Councillor Gray explained that the Shareholder Representative would not be taking any action that had not been agreed by the Council in terms of its strategic direction.

Arising from a question from Councillor S Wakeford regarding the size of the Shareholder Reference Group, Councillor Gray explained that the size that had been determined was felt appropriate to the requirements currently but suggested that this could be re-visited in the future.

**28. USE OF SPECIAL URGENCY PROVISIONS 2017/18**

Consideration was given to a report by the Executive Leader on the use of special urgency provisions taken throughout the previous year (a copy of which is appended in the Minute Book). Councillor G J Bull advised Members of the procedure to consider a key decision that had not been included on the Notice of Key Decisions and reported that this provision had been used on three occasions in the previous year to consider the procurement of Commercial Investment Strategy assets. Whereupon, it was

RESOLVED

that the contents of the report be noted.

**29. OUTCOMES FROM COMMITTEES AND PANELS**

A copy of the list of meetings held since the last meeting of the Council held on 21st February 2018 is appended in the Minute Book and Members were advised that any issues or questions could be raised in relation to these meetings.

Arising from the reduction in the number of Overview and Scrutiny Panels from three to two, Councillor B S Chapman asked that the Minutes of the last meetings of the Municipal Year of the three Overview Scrutiny Panels be re-instated on the Council's Minutes system Modern.gov.

**30. VARIATIONS TO THE MEMBERSHIP OF COMMITTEES AND PANELS**

There were no changes to report.

The meeting ended at 10.00pm.

Chairman

## CHAIRMAN'S ENGAGEMENTS

<b>Date</b>	<b>Venue/Event</b>
<b>August</b>	
Thursday 9	Investiture of the British Empire Medal presentation of medal to Lisa Duffy BEM
Sunday 19	1940s Ramsey weekend Memorial Drum Head Service
Saturday 25	Inland Waterways Association Water Festival, St Neots
<b>September</b>	
Monday 3	RAF Wyton First Mission Commemoration & Reaffirmation Parade
Thursday 6	RAF Wyton 2018 Annual Reception
Sunday 14	Fenland District Council Civic Reception
Sunday 16	St Neots Council Annual Civic Service RAFA 78th Anniversary of Battle of Britain Parade, All Saints' Church, Huntingdon
Friday 21	RAF Alconbury 501 Combat Support Wing Freedom of the town, Huntingdon
Sunday 23	Bishop of Huntingdon's Farewell Service, Ely
Saturday 29	Royal Naval Concert, Band of HM Royal Marines, St Neots
Sunday 30	The Licensing of The Revd Jon Randall as Priest in Charge of Huntingdon St Barnabas
<b>October</b>	
Tuesday 2	Peterborough Bridge Fair Opening, Peterborough
Wednesday 3	The Licensing of the Revd Carol Mary Brennan as Priest in Charge of West Leightonstone
Sunday 7	Judiciary Service, Cambridge
Sunday 7	Mayor of Sandy's Civic Service, Sandy
Monday 8	St Ives Michaelmas Fair Opening Ceremony
Tuesday 9	Support Tea Party for the Speakability charity
Sunday 14	Mayor of Whittlesey's Civic Service, Whittlesey

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Public

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** Corporate Plan 2018/2022  
**Meeting/Date:** Council 17 October 2018  
**Executive Portfolio:** Councillor Graham Bull, Executive Leader  
**Report by:** Adrian Dobbyne, Corporate Team Manager  
**Wards affected:** All Wards

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### **Executive Summary:**

The purpose of this report is to seek approval from Council to the Corporate Plan 2018/2022. Cabinet have endorsed the Corporate Plan and have taken into consideration comments from the Overview and Scrutiny Panel (Performance and Growth).

The Council's Corporate Plan has been developed to be a four year plan for the period 2018-2022 outlining the Vision, Strategic Priorities and Objectives for Huntingdonshire District Council.

It is therefore

### **RECOMMENDED:**

**that Council approve the new Corporate Plan for 2018–2022.**

## 1. WHAT IS THIS REPORT ABOUT/PURPOSE?

- 1.1 The purpose of this report is to seek approval from Members to the new Corporate Plan for 2018/2022.

## 2. WHY IS THIS REPORT NECESSARY/BACKGROUND

- 2.1 The Council needs a clear vision with strategic priorities, setting out its objectives and how these will be achieved. The Council's previous Corporate Plan was for the period 2016 – 2018. It was agreed that a new Plan would be prepared for a longer time period to coincide with the new electoral cycle of four year terms.

- 2.2 The Council's Corporate Plan sets out our priorities for 2018-2022, together with the key actions we are taking to achieve them. It is an ambitious programme of activity for a council that seeks to deliver growth and investment in the local economy whilst at the same time challenging itself to deliver good services for a lower cost. It is important that, in designing solutions and shaping priorities, we are adapting to the challenges we are facing and involve our residents and local businesses. We want to support a safe and healthy environment, deliver economic growth and provide value for money services for the people of Huntingdonshire. We know that we cannot deliver our vision alone. In order to make savings, we need to work with our partners, our businesses and our communities. The plan shows how we intend to do this and includes exploring sharing the costs and benefits of providing services with other public bodies. The reality is that we are being asked to do more for less whilst protecting the range and quality of service we provide to local residents. The Council is working with many partners, including the Combined Authority of Cambridgeshire and Peterborough, to ensure that we are bringing investment to our district and attracting people to live and work here. Our vision sets out our aspirations for the **People** of Huntingdonshire to live in a safe, healthy and prosperous **Place** where communities and businesses can thrive.

- 2.3 The purpose of the new Plan is to set out a new and updated Vision, Priorities and Objectives with revised Key Actions and Performance Indicators (PIs). This review has provided an opportunity to consider whether any Key Actions or Performance Indicators have been achieved and should therefore be removed and whether any new actions or measures should be included. It was also an opportunity to consider whether the actions and measures continue to be the right ones. The review has been undertaken by the Senior Leadership Team with the relevant Portfolio Holders in Cabinet and the Cabinet collectively. The Corporate Plan has been presented under the overarching headings of People and Place along with a more general heading of being an Efficient and Effective Council

- 2.4 Quarterly performance reporting on the previous Corporate Plan has highlighted areas where Key Actions and PIs could be improved.

- 2.5 All Key Actions and PIs were examined. Proposed changes were considered to the work programme descriptions, removal of a small number of actions or PIs, inclusion of some new actions or PIs or revised descriptions for actions or PIs. Proposals include removal of some actions or PIs because they were complete, not relevant for 2018/2022 or no longer considered a useful measure.

- 2.6 The new Plan has also linked with developments of Service Plans and where appropriate actions or performance indicators in Service Plans for 2018/19 have been included in the Corporate Plan. The Corporate Plan also provides the high level stage in the “golden thread” that runs from the Plan through Service Plans to individual objectives as set out in Staff Appraisals.
- 2.7 To support the business planning of the Council, a draft Corporate Plan was produced for April 2018. This followed the process outlined above and as a draft it became a working document to help develop the new finalised Plan. The Plan was for internal use only and was not published as we knew a new Plan post-election was being developed and its main purpose was to help set direction and guidance for the development of Service Plans for 2018/2019 and reporting.
- 2.9 The Corporate Plan will just show the description of the Performance Indicators. It is anticipated that these set of Indicators would be updated each year to reflect some specific changes in the measures used (where some are no longer deemed to be the best measure or new better measures have been developed), but particularly to update the targets set, as these will be influenced by performance in the previous year. Some Key Actions may change to reflect any new developments in service delivery or where actions have a more limited life span (e.g. delivering a specific action in a particular year). The Performance Indicators with 2018/19 targets are included in Appendix 2.
- 2.10 An early draft of the Plan was used to prepare the Key Actions and PIs that would be used for reporting in the Integrated Performance Reports for 2018/19. The Integrated Performance Report for Quarters 2-4 will reflect changes in the Key Actions and PIs.

### **3. KEY IMPACTS/RISKS? HOW WILL THEY BE ADDRESSED?**

- 3.1 The key impact is that everyone in the Council will be clear about the Vision and Priorities, and have up to date information about the planned actions and how we will measure performance.
- Officers will be clear about what is important and their role as identified through individual objectives
  - Financial Planning will be more clearly linked to corporate planning
  - Service Plans will be developed more clearly linked to corporate planning
  - Members will know what information they will get and when
  - Portfolio Holders will be able to hold Officers to account
  - Overview and Scrutiny will have the information they need to hold Portfolio Holders to account

### **4. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION**

- 4.1 Once adopted, it will be made available to all employees through the Intranet. The Plan will be published on the Council’s website and shared with all Members. The key actions and performance indicators in the Corporate Plan will be reported quarterly to Overview and Scrutiny and Cabinet. This report will be an integrated report also incorporating financial performance and progress in delivering corporate projects.

## **5. CONSULTATION COMMENTS/ FROM OVERVIEW AND SCRUTINY**

5.1 Senior Leadership Team consulted with their Management Teams and with Portfolio Holders regularly throughout the development of the Plan. The draft Plan was presented to Overview and Scrutiny (Performance and Growth) and their comments were submitted to Cabinet before Cabinet endorsed the Plan for Council. In considering the comments of the Overview and Scrutiny Panel (Performance and Growth) it was explained that the key actions and performance indicators were realistic given the current financial pressures and were able to be amended if necessary in the future. Regarding staff sickness this was within the remit of the Employment Committee who are fully aware of the situation.

## **6. COMMENTS/ FROM OVERVIEW AND SCRUTINY**

6.1 The comments from Overview and Scrutiny are summarised in section 6.2 to 6.10 below.

6.2 A Member questioned whether the targets are challenging enough. It was explained that targets set are challenged by Officers and are informed by performance in previous years, national guidelines, statutory obligations and other benchmarking information, and also reflect resource availability, so generally would be more challenging compared to the previous year.

6.3 A specific point was raised regarding call centre satisfaction rates and it was explained that the target covers a range of criteria from resolution of the call to had it been passed on to the relevant team.

6.4 Where no target has been set, the Panel was informed that this is where the Senior Officers and relevant Portfolio Holder thought the measure would be most useful, however, as it had not been used in the previous year and had not been previously collected, no target was set yet, but this could be added during the year.

6.5 In regards to achieving Green Flag status for Paxton Pits, the comment was made that this was setting a target already achieved and that a more beneficial target would be maintaining the Green Flag status for Paxton Pits. (Subsequent to the meeting, it was confirmed that the status was achieved in July 2018 and so it was an action at the start of the period of the Corporate Plan April 2018.)

6.6 A Member commented that it could be more useful if the number of new affordable homes delivered was presented as a percentage of total homes delivered.

6.7 Some Members of the Panel commented that they would like the target for number of staff sickness days lost per full time employee to be lower than 9. It was explained to the Panel that the target is lower than last year's target of 10 days which was only just met.

6.8 In regards to total amount of energy used in Council buildings, a Member commented whether it would be possible to include mileage of Council vehicles within that target.

6.9 On grounds maintenance, discussion ensued on how to align the Council's inspection standard with customer expectations as the latter is subjective. It was explained that customers tend to contact the Council when something is



wrong and as grounds maintenance requests were down this suggests that customers' expectations are being met.

- 6.10 The Panel commented that if the public knew which Council is responsible for which bit of land this would decrease the number of calls to the Council's Call Centre. It was explained that the relevant Portfolio Holder is currently working on a project in order to better manage such calls.

## **7. RESOURCE IMPLICATIONS**

- 7.1 Whilst it is anticipated that there will no resource implications as Service Plans have been prepared for 2018/19 to support the Corporate Plan, any resource issues in delivering the actions and meeting the targets set will be identified.

## **8. OTHER IMPLICATIONS**

- 8.1 No equality or health implications have been identified as a result of the preparation of the Corporate Plan, although the delivery of the Plan will support our commitments to equality and how we support a healthy lifestyle.

## **9 REASONS FOR THE RECOMMENDED DECISIONS**

- 9.1 The Corporate Plan provides a clear direction for what we are doing, why we are doing it and what impact it is having. It will guide the work of Services responsible for delivery of the Council's ambitions.

## **10. LIST OF APPENDICES INCLUDED**

Appendix 1 – Draft Corporate Plan 2018/2022  
Appendix 2 – Draft Performance Indicators 2018/2019

## **BACKGROUND PAPERS**

None

## **CONTACT OFFICERS**

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**Corporate Plan**  
**2018 - 2022**



**Introduction**

The Council’s Corporate Plan sets out our priorities for 2018-2022, together with the key actions we are taking to achieve them. It is an ambitious programme of activity for a council that seeks to deliver growth and investment in the local economy whilst at the same time challenging itself to deliver good services for a lower cost.

It is important that in designing solutions and shaping priorities, we as a Council, are adapting to the challenges we are facing and involve our residents and local businesses. We want to support a safe and healthy environment, deliver economic growth and provide value for money services for the people of Huntingdonshire. We know that we cannot deliver our vision alone. In order to make savings, whilst still providing the high quality services local people want and deserve, we need to work with our partners, our businesses and our communities. The plan shows how we intend to do this and includes exploring sharing the cost of providing services with other public bodies.

The reality is that we are being asked to do more for less whilst protecting the range and quality of service we provide to local residents. The Council is working with many partners, including the Combined Authority of Cambridgeshire and Peterborough, to ensure that we are bringing investment to our district and attracting people to live and work here. Our vision sets out our aspirations for the **People** of Huntingdonshire to live in a safe, healthy and prosperous **Place** where communities and businesses can thrive.



The Corporate Plan shows you our objectives, the work programme we have put in place, the actions we will take and how we will measure our performance

## Support people to improve their health and well-being

### Our Work Programme

Enabling people to live independently through the provision of adaptations and accessible housing



Ensuring new developments have adequate provision of public open spaces including play provision



Facilitate and provide opportunities for positive activities that support residents health and wellbeing needs



Providing accessible green spaces, countryside, leisure and cultural facilities and opportunities



Supporting, enabling and facilitating individuals to improve their health and well-being through self-care

Working with partners to improve health and reduce health inequalities



Prioritising accessible, high quality and well maintained open space, walking and cycling facilities on new housing developments



Meeting the housing and support needs of our population

### Key Actions

Improve leisure facilities stock by delivering the Sport and Leisure Facilities Strategy, achieving actions to support implementation on key priority areas

Increase physical activity levels through the provision of activities at One Leisure sites and in parks, open spaces and community settings

Use enterprising and innovative ideas to promote leisure and health facilities and activities to a wider audience

Continue to develop and support early homelessness prevention initiatives in line with the new duties contained within the Homelessness Reduction Act, to help residents remain in their current homes or find alternative housing (to be incorporated into a revised Homelessness Strategy)

Ensure that the principles of earlier interventions aimed at preventing homelessness are embedded within public sector organisations and other stakeholder partners

Support the development of volunteer opportunities

Support sports club development e.g. work with a number of sports clubs over the year

Continue to work with volunteers to manage and maintain relevant parks and open space

Provide financial assistance to people on low incomes to pay their rent and Council Tax

### Performance Indicators

We will measure our success in the following ways:

The average length of stay of all households placed in B&B accommodation

The average time between dates of referral of Disabled Facilities Grants (financial help for disabled residents that need to make changes to their home) to practical completion for minor jobs up to £10k

The number of days of volunteering to support HDC service delivery (e.g. Countryside and Leisure and Health)

The average number of days to process new claims for Housing Benefit and Council Tax Support

The average number of days to process changes of circumstances for Housing Benefit and Council Tax Support

The number of actions delivered from the Sport and Leisure Facilities Strategy

The amount of developer contributions secured to improve the facility infrastructure across the district (£'s)

The number of leisure and health facilities improved because of developer contributions

The Participation at targeted services for adults

The Participation at targeted services for older people

The Participation at targeted services for long-term health conditions (including exercise referrals)

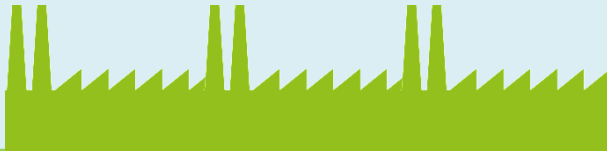
The Participation at targeted services for disability/equality

The Participation at targeted services for young people

# People

## Develop a flexible and skilled local workforce

Our Work Programme



Ensuring the full range of sufficient **skills** are available to support the **Enterprise Zone**

Creating stronger links between **businesses, education and training**

Working with **businesses to establish current and future skills needs**

### Key Actions

Encourage and support all levels of **apprenticeships** across the district

Through **business engagement** activity, promote links between **training and education providers** and **local business**

### Performance Indicators

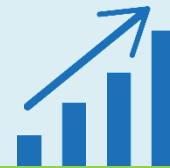
We will measure our success in the following ways:

The number of **people** attending **EDGE 'sharper skills for enterprise'** events

The number of **EDGE customers** supported into work

## Develop stronger and more resilient communities to enable people to help themselves

Our Work Programme



Supporting **community development** and enabling the **voluntary and community sector** to develop

Working with **communities to build resilience**

Increasing and supporting the development of the levels of **volunteering**

### Key Actions

Support **community planning** including **working with parishes** to complete **Neighbourhood and Parish Plans**

Actively **manage** Council owned non-operational **assets**, where mutually beneficial, **transfer ownership** of assets to the **community**

**Manage** the **Community Chest funding pot** and **voluntary sector funding** to **encourage** and **support projects** to build and support community development.

**Support and encourage community action** on **litter picking**

### Performance Indicators

We will measure our success in the following ways:

Percentage of **Neighbourhood Plans 'made'** by the **Council** within **8 weeks** of a **referendum vote** in favour of the **Plan**

# Place Appendix 1

## Create, protect and enhance our safe and clean built and green environment

### Our Work Programme

Ensuring that our streets and open spaces are clean and safe




Working closely with partners to reduce crime and anti-social behaviour



Collaborate with partners, providers and stakeholders in an enterprising fashion to enhance community resilience and build sustainable opportunities for people



 Improving the quality of the environment, by including infrastructure that supports people to walk and cycle

### Key Actions

Continue to **manage** and **enhance** the joint **CCTV service** with Cambridge City Council

**Reduce incidences** of **littering** through **targeting** of **enforcement** work

**Increase** the awareness of **Recycling** and **Green Composting** through **organising** and **supporting** community initiatives

**Support** delivery of sustainable community / leisure activities / facilities

**Maintain** clean open spaces to DEFRA Code of Practice on Litter and Refuse, compliant with the Environmental Protection Act

**Support** the delivery of The Open Spaces and Play Provision Strategy

**Continue** to **monitor** air pollution across the District, and particularly within the Air Quality Management Area, working collaboratively with **partners** to **reduce** the **impact** of air pollution on the **health** and **well-being** of our **community**

**Achieve** Green Flag (a national standard) status for **Hinchingbrooke Country Park**, **Paxton Pits** and **Riverside St Neots** by 2020

**Support** and **develop** play facilities alongside Town and Parish Councils

Aim to **reduce** the **energy usage** in **One Leisure** by **20%** (of the 2015/16 baseline figure)

**Work** in **partnership** to **provide** greater leisure opportunities either by **delivering/facilitating** services or **providing** a service/facility

### Performance Indicators

We will measure our success in the following ways:

The **percentage** of **sampled areas** are **clean** or **predominantly clean** of **litter**, **debris**, **graffiti**, **flyposting**, or **weed** accumulations

The **percentage** of **street cleansing** and **grounds maintenance service** requests will be **resolved** in **five working days**

The **percentage** of **successful enforcements** – **dog fouling**, **litter**

The **percentage** of **household waste** will be **sent to landfill**

The **percentage** of **food premises** scoring **3 or above** on the **Food Hygiene Rating Scheme**

The **number** of **complaints** about **food premises** (per 100 food businesses)

The **percentage** of **grounds maintenance works inspected** will **pass** the Council's **agreed** service specification

The **number** of **missed bins** per 1,000 households

The **number** of **partners**, **providers** and **stakeholders** worked with to **support** sustainable service delivery of **One Leisure** and **Active Lifestyles**

# Place Accelerate business growth and investment

## Our Work Programme

Supporting new and growing businesses and promoting business success



Supporting the delivery of the Alconbury Enterprise Zone

Supporting economic growth in market towns and rural areas



Promoting inward investment



Supporting economic growth by prioritising planning advice to growing key businesses

### Key Actions

Complete a sector analysis and industrial clusters research to help inform a review of the priorities in the Economic Growth Plan

Deliver Action Plan to implement Off Street Car Parking Strategy

### Performance Indicators

We will measure our success in the following ways:

Net business-use floor space created

# Support development of infrastructure to enable growth

## Our Work Programme



Facilitating the delivery of infrastructure to support housing growth



Influencing the development of the Highways and Transport Infrastructure Strategy

### Key Actions

Continue to work with partners and influence the Combined Authority to secure resources to facilitate delivery of new housing, drive economic growth and to provide any critical infrastructure

Support the Combined Authority's preparation and delivery of Masterplans for the Market Towns

Continue to provide active input into the delivery stage of the A14 and to lobby for dualling of the A428, the route of the East-West Rail and the local road network to deliver the specific requirements of the Council

Make decisions on spend of Community Infrastructure Levy on at least an annual basis

Work with partners to deliver roll-out of high-speed broadband and mobile phone coverage across the District.

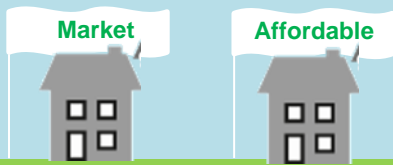
### Performance Indicators

We will measure our success in the following ways:

Community Infrastructure Levy collected (£m)

**Improve the supply of new and affordable housing, jobs and community facilities to meet current and future need**

Our Work Programme



**Planning and delivering the provision of decent market and affordable housing for current and future needs**



**Ensuring an adequate supply of housing to meet objectively assessed needs**



**Ensuring there are the right community and leisure facilities to support new housing developments**



Key Actions

**Prepare for examination of the Local Plan to 2036 by the Secretary of State**

**Prepare a programme of the next review of the Local Plan**

**Facilitate delivery of new housing and appropriate infrastructure on the large strategic sites at St Neots and Alconbury Weald**

**Maintain a five year housing land supply**

**Housing Strategy annual Action Plan 2018/2019 adopted and implemented**

Performance Indicators

**We will measure our success in the following ways:**

**The percentage of planning applications processed on target – major**  
(within 13 weeks or agreed extended period)

**The percentage of planning applications processed on target – minor**  
(within eight weeks or agreed extended period)

**The percentage of planning applications processed on target – household extensions**  
(within eight weeks or agreed extended period)

**Number of new affordable homes delivered**  
**Net additional homes delivered 2017/2018**

(this result is provided annually by Cambridgeshire County Council and is reported in arrears)



# Becoming a more Efficient and Effective Council

Appendix 1

Become more efficient and effective in the way we deliver services

## Our Work Programme



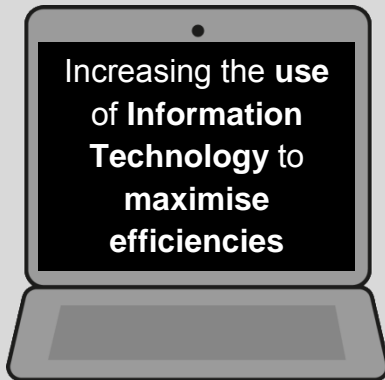
**Implementing our Transformation Programme**



Where possible, migrating customers to online services as the service of choice



**Maximising income opportunities, where appropriate**



**Increasing the use of Information Technology to maximise efficiencies**



**Identifying new opportunities for income generation**

**Having an engaged and motivated workforce**

**Ensuring our Medium Term Financial Strategy is focused on strategic priorities**



**Continuing to reshape the way the Council works to realise our savings target and improve performance**



**Supporting a Council apprenticeship programme and education engagement**



### Key Actions

**Deliver the HDC Transformation Programme; focussing on LEAN reviews and maximising the impact of flexible and mobile working**

**Maximise the income generating potential of all traded activities**

**Deliver current apprenticeships programme and develop a revised programme for cohort 2 to reflect HDC and its community needs**

**Undertake an employee survey, sharing the results and producing an action plan to present to staff and Members**

**Actively manage Council owned non-operational assets and, where possible, ensure such assets are generating a market return for the Council**

### Performance Indicators

**We will measure our success in the following ways:**

**The total amount of energy used in Council buildings**

**The percentage of business rates collected in year**

**The percentage of Council Tax collected in year**

**The percentage of space let on estates portfolio**

**The percentage of invoices from suppliers paid within 30 days**

**Staff sickness days lost per full time employee**

**£'s generated in Commercial Estate Rental & Property Fund Income**

**Planned net budget reductions achieved**

**The PIs below are part of a basket of employment measures changing every quarter**

**The percentage of Staff Appraisals completed (Quarter 1)**

**The percentage response rate to the Staff Survey (Quarter 2)**

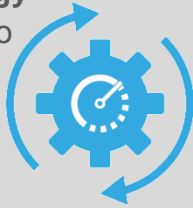
**The percentage of staff survey results improved (Quarter 3)**

**The number of Staff Council (employee group) representatives (Quarter 4)**

# Becoming a more Customer Focused Organisation

## Our Work Programme

Ensuring technology is used effectively to maximise our interaction with customers



Involving customers in significant changes to services



Gaining a better understanding of our customer needs and ensuring all customer engagement is meaningful

### Key Actions

Deliver the HDC Transformation Programme; focussing on tackling 'wicked issues', improving online services and delivering the multi-agency Customer Service Centre at Pathfinder House

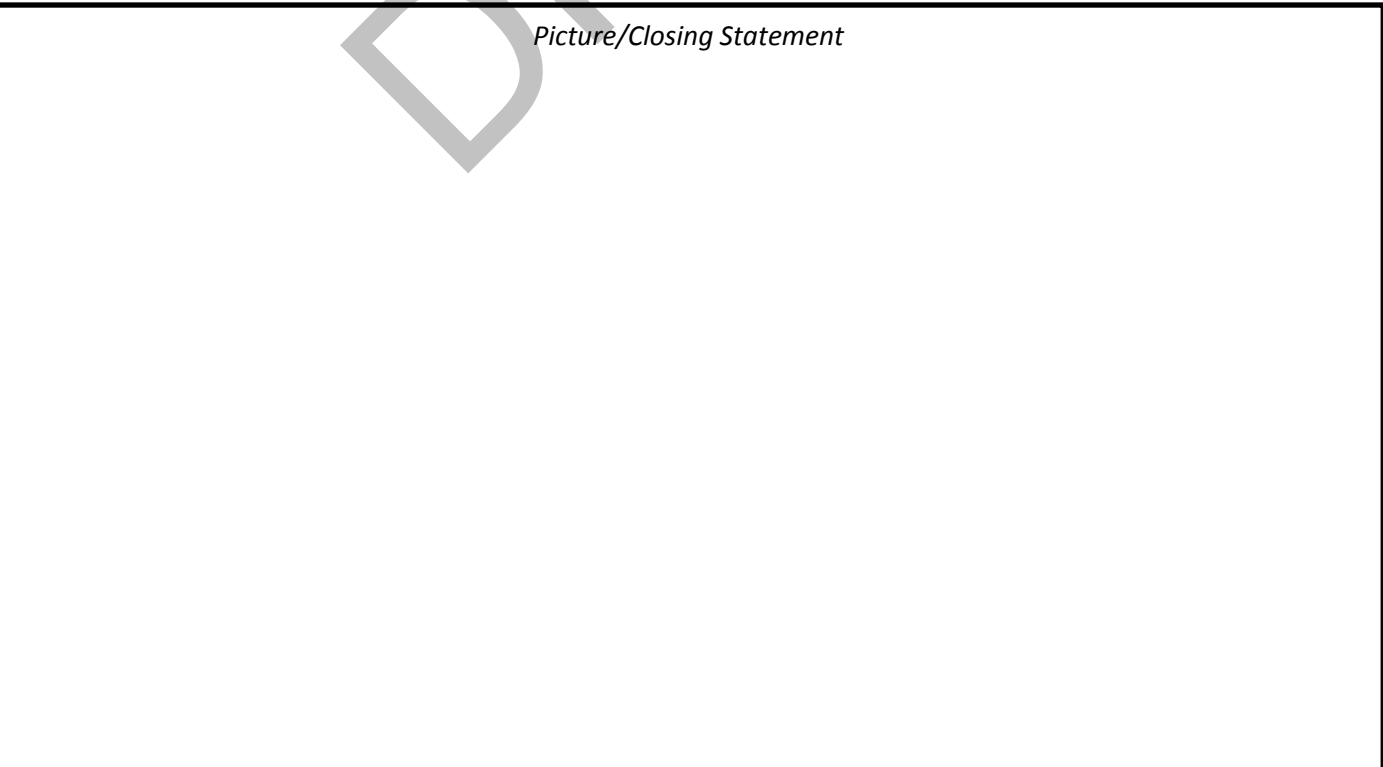
Launch the new organisational values in 2018/19 and ensure they become embedded into 'business as usual' for staff

### Performance Indicators

We will measure our success in the following ways:

- The Call Centre telephone satisfaction rate
- The Customer Service Centre satisfaction rate
- The percentage of Stage 1 complaints resolved within time
- The percentage of Stage 2 complaints resolved within time
- The percentage of calls to Call Centre answered
- Reducing avoidable contacts
- Generating customer accounts

*Picture/Closing Statement*



## Corporate Plan 2018/2022 - Table of Performance Indicator Targets 2018/2019

## People

We want to make Huntingdonshire a better place to live, to improve health and well-being and support people to be the best they can be

1a) Support people to improve their health and well-being.	
Name Of Indicator	Target 2018/2019
PI 1. Average length of stay of all households placed in B&B accommodation. (Customer Services)	Less than 6 weeks
PI 2. Average time between dates of referral of Disabled Facilities Grants (DFGs) to practical completion for minor jobs up to £10,000. (Development)	30 weeks
PI 3. Number of days of volunteering to support HDC service delivery (e.g. Countryside and Leisure and Health). (Resources, Operations and Leisure and Health)	1660
PI 4. Average number of days to process new claims for Housing Benefit and Council Tax Support. (Customer Services)	24
PI 5. Average number of days to process changes of circumstances for Housing Benefit and Council Tax Support. (Customer Services)	5
PI 6. The number of actions delivered from the Sport and Leisure Facilities Strategy. (Leisure and Health)	No Target Set*
PI 7. The amount of developer contributions secured to improve the Leisure and Health facility infrastructure across the district (£'s). (Leisure and Health)	No Target Set*
PI 8. The number of Leisure and Health facilities improved because of developer contributions. (Leisure and Health)	No Target Set*
PI 9a. Participation at targeted services for adults. (Leisure and Health)	No Target Set*
PI 9b. Participation at targeted services for older people. (Leisure and Health)	16,300
PI 9c. Participation at targeted services for long-term health conditions (including exercise referrals). (Leisure and Health)	17,400
PI 9d. Participation at targeted services for disability/equality. (Leisure and Health)	3,500
PI 9e. Participation at targeted services for young people (Leisure and Health)	2,500

\* No target set, this year is for data collection. 2019/2020 will have targets set based on 2018/2019 performance

1b) Develop a flexible and skilled local workforce.	
Name Of Indicator	Target 2018/2019
PI 10. Number of people attending EDGE 'sharper skills for enterprise' events (throughput over previous 12 months). (Development)	1056
PI 11. Number of EDGE customers supported into work. (Development)	96

1c) Develop stronger and more resilient communities to enable people to help themselves.	
Name Of Indicator	Target 2018/2019
PI 12. Percentage of Neighbourhood Plans 'made' by Council within 8 weeks of a referendum vote in favour of the Plan. (Development)	100% of plans 'made' within 8 weeks

## Place

We want to make Huntingdonshire a better place to work and invest and we want to deliver new and appropriate housing

2a) Create, protect and enhance our safe and clean built and green environment.	
Name Of Indicator	Target 2018/2019
PI 13. Percentage of sampled areas that are clean or predominantly clean of litter, detritus, graffiti, flyposting, or weed accumulations. (Operations)	80%
PI 14a. Percentage of street cleansing service requests resolved in five working days. (Operations)	85%
PI 14b. Percentage of grounds maintenance service requests resolved in five working days. (Operations)	85%
PI 15. Percentage of successful enforcements – dog fouling, litter. (Community)	100%
PI 16. Percentage of household waste sent to landfill. (Operations)	43%
PI 17. Percentage of food premises scoring 3 or above on the Food Hygiene Rating Scheme. (Community)	95%

2a) Create, protect and enhance our safe and clean built and green environment <b>(Continued)</b>	
Name Of Indicator	Target 2018/2019
PI 18. Number of complaints about food premises (per 100 food businesses). (Community)	5
PI 19. Percentage of grounds maintenance works inspected which pass the Council's agreed service specification. (Operations)	82%
PI 20. Number of missed bins per 1,000 households. (Operations)	0.75
PI 21 Number of partners, providers and stakeholders worked with to support sustainable service delivery of One Leisure and Active Lifestyles. (Leisure and Health)	No Target Set *

\* No target set, this year is for data collection. 2019/2020 will have targets set based on 2018/2019 performance

2b) Accelerate business growth and investment.	
Name Of Indicator	Target 2018/2019
PI 22. Net business-use floor space created. (Development)	Target not applicable*

\* This measure is reported annually in arrears.

2c) Support development of infrastructure to enable growth	
Name Of Indicator	Target 2018/2019
PI 23. Community Infrastructure Levy collected (£m) (Development)	Commentary will be provided on activity

2d) Improve the supply of new and affordable housing, jobs and community facilities to meet current and future need.	
Name Of Indicator	Target 2018/2019
PI 24a. Percentage of planning applications processed on target – major (within 13 weeks or agreed extended period). (Development)	70%
PI 24b. Percentage of planning applications processed on target – minor (within eight weeks or agreed extended period). (Development)	70%
PI 24c. Percentage of planning applications processed on target – households extensions (within eight weeks or agreed extended period). (Development)	85%

2d) Improve the supply of new and affordable housing, jobs and community facilities to meet current and future need <b>(Continued)</b>	
Name Of Indicator	Target 2018/2019
PI 25. Number of new affordable homes delivered (Development)	239
PI 26. Net additional homes delivered (Development)	682 (2017/2018) *

\* The PI 26 result is provided annually by Cambridgeshire County Council and is reported in arrears

### Becoming a more Efficient and Effective Council

We want to continue to deliver value for money services

3a) Become more efficient and effective in the way we deliver services.	
Name Of Indicator	Target 2018/2019
PI 27. Total amount of energy used in Council buildings. (Operations)	3.5% reduction
PI 28. Percentage of business rates collected in year. (Customer Services)	99%
PI 29. Percentage of Council Tax collected in year. (Customer Services)	98.6%
PI 30. Percentage of space let on estates portfolio. (Resources)	95%
PI 31. Percentage of invoices from suppliers paid within 30 days. (Resources)	98%
PI 32. Staff sickness days lost per full time employee.(Corporate Team and Resources)	9
PI 33. £'s generated in Commercial Estate Rental & Property Fund Income. (Resources)	£3.3m
PI 34. Planned net budget reductions achieved. (Resources)	£1.8m
The PIs below are part of a basket of employment measures changing every quarter	
PI 35a. Percentage of Staff Appraisals completed (Quarter 1). (Resources)	95%
PI 35b. Response rate to the Staff Survey (Quarter 2). (Corporate Team)	60%
PI 35c. Percentage of staff survey results improved (Quarter 3). (Corporate Team)	50%
PI 35d. Number of Staff Council (employee group) representatives (Quarter 4). (Corporate Team)	10

3b) Become a more customer focused organisation	
Name Of Indicator	Target 2018/2019
PI 36. Call Centre telephone satisfaction rate. (Customer Services)	80%
PI 37. Customer Service Centre satisfaction rate. (Customer Services)	80%
PI 38a. Percentage of Stage 1 complaints resolved within time. (Corporate Team)	95%
PI 38b. Percentage of Stage 2 complaints resolved within time. (Corporate Team)	95%
PI 39. Percentage of calls to Call Centre answered. (Customer Services)	90%
PI 40. Reducing avoidable contacts (Customer Services)	25% reduction
PI 41. Generating customer accounts (Customer Services)	8% of households

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## Cambridgeshire & Peterborough Combined Authority

### Reports from Constituent Council Representatives on the Combined Authority

#### Member representatives

Meeting	Dates of Meeting	Representative
<b>Audit and Governance Committee</b>	<b>20 July 2018 28 September 2018</b>	<b>Councillor Mac McGuire</b>
<b>Overview and Scrutiny Committee</b>	<b>23 July 2018 24 September 2018</b>	<b>Councillor Jon Neish Councillor Tom Sanderson</b>
<b>Combined Authority Board</b>	<b>25 July 2018 26 September 2018</b>	<b>Councillor Graham Bull</b>

The above meetings have taken place in July and September.

#### **Audit and Governance Committee – Friday 20 July and Friday 28 September 2018**

The Audit and Governance Committee met on 20 July and 28 September 2018 and the decision summaries are attached at **Appendix 1**.

#### **Overview and Scrutiny Committee – Monday 23 July and Monday 24 September 2018**

The Overview and Scrutiny Committee met on 23 July and 24 September 2018 and the decision summaries are attached at **Appendix 2**.

#### **Combined Authority Board meeting – Wednesday 25 July and Wednesday 26 September 2018**

The Combined Authority Board met on 25 July and 26 September 2018 and the decision summaries are attached at **Appendix 3**.

The agendas and minutes of the meetings are on the Combined Authority's website – Links in the appendices:

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## **AUDIT & GOVERNANCE COMMITTEE - Decision Summary**

**Meeting:** 20<sup>th</sup> July 2018

<http://cambridgeshirepeterborough-ca.gov.uk/meetings/audit-and-governance-committee-2/?date=2018-07-20>

Chair: John Pye (Chair and Independent Person)

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Summary of decisions taken at this meeting

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
1.	<b>Apologies and Declarations of Interests</b>	<p>Apologies were received from Cllr Anne Hay, substituted by Cllr Will Sutton.</p> <p>No declarations of interest were made.</p> <p>The Chair thanked the outgoing members of the committee and welcomed the new members Cllr McGuire and Cllr Mason to the committee.</p>
2.	<b>Appointment of Vice Chair</b>	<p>Councillor Mac McGuire was nominated by Councillor Will Sutton and seconded by Councillor Nichola Harrison for the position of Vice Chairman.</p> <p>The Committee resolved to appoint Councillor Mac McGuire as Vice Chairman for the municipal year 2018/19.</p>

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
3.	<b>Minutes of the meeting held on 26<sup>th</sup> March 2018</b>	The minutes of the meeting held on the 26 <sup>th</sup> March 2018 were agreed as a correct record.
4.	<b>Combined Authority Board Update</b>	<p>The Chairman invited the Interim Chief Finance Officer, Rachel Musson to provide the committee with an overview of the Combined Authority activities.</p> <p>The Interim Chief Finance Officer highlighted the following points:-</p> <ul style="list-style-type: none"> <li>• The Combined Authority had undertaken a large piece of work in creating a new organisational staffing structure with the inclusion of the former Greater Cambridgeshire Greater Peterborough staff. A number of staff had been matched to posts while others were now going through an interview process to ensure that all the roles within the new structure were covered.</li> <li>• The Chief Finance Officer position was still being recruited.</li> <li>• Overall staffing level is now circa 60 members of staff with a staffing budget of circa £5m. The increased cost was largely covered by different income streams, although some streams such as the Mayoral Capacity Fund are only guaranteed for two years and so this is reflected in staff contracts.</li> <li>• A key piece of work within the Medium Term Financial Plan development, was the integration of former LEP and Combined Authority work, which was currently underway.</li> <li>• There had been some costs to the Combined Authority due to taking on the LEP; payments that had to be made to ensure voluntary liquidation. However, there had been large funding streams to which the Combined Authority would be able to benefit from in the future, in terms of coordinating all work by the Business Board and Cambridgeshire and Peterborough Combined Authority.</li> <li>• The new Business Board, which would take on the role of the local enterprise partnership was being recruited in September, this Business Board was a separate legal entity to the Combined Authority Board and it was important to note that the Business Board had different areas of responsibility. A piece of work on how to bring the two separate geographical areas, covered by each organisation, together was being carried out.</li> </ul>

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
		<ul style="list-style-type: none"> <li>• There would be a separate Code of Conduct for members of the Business Board.</li> <li>• The Committee were advised that the officers would be taking a paper to the Board next week to propose introducing a committee structure for the Combined Authority which would see a Transport Committee, Housing Committee and a Skills Committee introduced to consider decisions in these areas.</li> </ul> <p>It was requested that a report be brought to the September meeting outlining the structure and governance arrangements for the LEP functions and the Business Board, including the role of the Audit &amp; Governance Committee. The Committee also asked for a development session prior to the next meeting on these topics.</p>
5.	<b>Report from the Informal Audit &amp; Governance Committee Meeting</b>	<p>The Committee received and noted the report which provided an update on the items that were discussed at the informal workshop held on 22nd May 2018.</p> <p>The Committee discussed the necessity to hold the review of the draft accounts as an informal meeting and whether it would be better to have a public meeting.</p> <p>Officers advised there may be practical issues around statutory deadlines but would look into organising a date in May for a public meeting.</p> <p>The Committee members agreed that, subject to the practicalities, they would like to hold the review of the draft accounts in public next May.</p>
6.	<b>Annual Audit Report</b>	<p>The Committee considered their draft Annual Audit report and the accompanying self-assessment analysis and approved the report for submission to the Combined Authority Board.</p> <p>The following points were raised regarding the self-assessment analysis:</p> <ul style="list-style-type: none"> <li>• The Committee felt that the self-assessment form should be turned into an action sheet with time-frames and should be reviewed by the committee on a quarterly basis.</li> <li>• The Combined Authority was a new concept, quite different from standard local government and therefore it was expected that there should be some question marks within the self-assessment responses</li> </ul>

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
		<ul style="list-style-type: none"> <li>• The challenge for the committee would be holding the ambiguity of a new organisation to account while helping it to develop.</li> <li>• The newness of the Audit and Governance Committee for the Combined Authority meant that it was still developing its role, unlike the well-established committees in local authorities.</li> <li>• The Committee discussed the need for substitutes on the committee to be involved with training and discussed whether the training sessions should be mandatory; some members felt that this would meet with resistance.</li> </ul> <p>The Committee agreed that it was up to the individual member to ensure their substitute was aware of issues for the committee; officers advised that substitutes were copied into all correspondence.</p> <p>The Committee endorsed the value of having development sessions at each meeting. It was agreed that where possible the development sessions should be held immediately after the public meeting to help with attendance levels. Development sessions before a meeting would only usually occur when the development topic informed an item on the agenda. Diary planning would assume a 3-hour period, from 10am until 1pm – 2 hrs for the meeting and 1 hr for development.</p>
7.	<b>Constitution Review – Audit and Governance Committee</b>	<p>The Committee received the report which requested the committee to review its terms of reference within the Combined Authority constitution and suggest any changes they would like to put forward as a recommendation to the Board.</p> <p>The Committee discussed how its role was to ensure processes were put in place and were working effectively.</p> <p>The Committee needed to develop a better understanding of the business being undertaken and requested that a workshop be arranged for committee members to meet with the directors once all posts had been recruited to.</p> <p>The Committee requested that officers provide a glossary of the terms used within the Terms of References and a register of when policies would be reviewed over the municipal year.</p>

Item	Topic	Decision [ <i>None of the decisions below are key decisions</i> ]
		<p>The Committee requested that a development session be arranged to explore and clarify the committee's role and procedures.</p> <p>The Committee requested that Combined Authority agree that the Committee's role in relation to the new Business Board be added to the Terms of Reference.</p>
8.	<b>Annual Financial Report 2017/18</b>	<p>The Committee received the report from the Interim Chief Finance Officer which requested that the committee approve the audited Statement of Accounts 2017/18 and approve the Annual Governance Statement 2017/18.</p> <p>The following points were discussed:</p> <ul style="list-style-type: none"> <li>• The accounts had been reviewed by the external auditors and they had no concerns.</li> <li>• Some members advised that the layout of the accounts were quite confusing; there were two tables which showed movement of reserves, but they displayed different numbers.</li> <li>• Officers explained that one of the tables was included within the narrative which was meant to help provide some clarity.</li> <li>• The money that had been allocated for housing was earmarked and therefore could not be spent on other projects.</li> <li>• The amount of £92,517 referenced within the accounts were grant payments that had been received.</li> <li>• The grants that had been received were given on the provision of certain conditions being met by the Combined Authority, if these were not spent appropriately they would be returned.</li> <li>• The Internal Auditor advised that the Governance statement should be signed by the Chief Executive and the Mayor not the Audit Chairman.</li> </ul> <p>The Committee approved the audited Statement of Accounts 2017/18 and the Annual Governance Statement 2017/18 as included within the Statement of Accounts.</p>

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
9.	<b>External Audit - Audit Results Report</b>	<p>The Committee received the report which introduced the audit results report prepared for the Audit and Governance Committee by Ernst &amp; Young LLP (EY).</p> <p>The External Auditors congratulated the team for producing the accounts within the new time-frame.</p> <p>The External Auditors felt that the audit had been smooth and, although the accounts were a bit more complicated than originally expected, they were happy with the presentation provided of the grant funding.</p> <p>Arrangements had been put in place in regard to governance. They had had some areas of concern around governance initially, but they had noted that that arrangements were due to be put in place and that the activity was being dealt with appropriately in the interim.</p> <p>The External Auditors advised that the initial fee charged had been based on a national tender process and had been estimated at £35k, however the work carried out had been far more significant especially around the analysis of value for money. The new fee represented the amount of extra work that had been provided.</p> <p>With the widening scope of the Combined Authority by taking on the LEP, the risk that represented and the wider value for money(VFM) implications would mean a reconsideration of the fee.</p> <p>The role of external auditors was to check that VFM processes were in place and that they were soundly based; external audit did not currently have a mandate to advise whether or not those arrangements would lead to VFM.</p> <p>The Chair advised that it was for the Audit and Governance Committee to take a view on the effectiveness of both the Treasury Management Strategy and the Combined Authority's overall VFM approach and arrangements.</p> <p>The Committee noted the Annual results report for the year ended 31 March 2018 and endorsed the external auditors remarks that the finance team had done incredibly well to prepare the accounts in the new, foreshortened timeframe.</p>
10.	<b>Review of Investment Strategy &amp;</b>	<p>The Committee received an oral update from the Interim Chief Finance Officer which provided information on the status of the investment strategy and the risk appetite for the Combined</p>



Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
	<b>Risk Appetite</b>	<p>Authority.</p> <p>The Combined Authority had engaged CBRE and would be working with them over the summer to develop an investment strategy and develop the organisational risk appetite with the view that a report would be brought to the Board in October.</p> <p>This was a key piece of work to help identify how the organisation would fund projects over the foreseeable future.</p> <p>There was currently enough money in the bank to fund projects that were already in hand but in the fourth year the larger projects, such as the University of Peterborough and the Mass Rapid Transport would mean that the Combined Authority would need to consider what funding options might be available and what strategic investment partners may look like.</p> <p>There could be opportunities for external investment as well as government investment.</p> <p>Following the piece of work being done by CBRE there would be a much clearer picture and there would be a model that could be built upon – the work would be ongoing and dynamic over the years.</p> <p>The Committee requested that the report to be taken to the Board in October be brought to the November Audit and Governance Committee meeting.</p>
11.	<b>Internal Audit Annual Report</b>	<p>The Committee received and noted the report from the Internal Auditor, Steve Crabtree which provided assurance to the Audit and Governance Committee that activities undertaken across the Combined Authority were managed, monitored and delivered in accordance with set governance, controls and risk management frameworks. The report provided notice of the Annual Audit Report and Opinion.</p> <p>The report had provided reasonable assurance as many policies were still being put in place, but they needed to be embedded and the internal auditor would be following these up.</p>
12.	<b>Internal Audit – Progress Report</b>	<p>The Committee received and noted the report which provided detail of the progress made in delivering the approved Audit Plan for 2018 / 2019.</p>

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
		<p>The Internal Auditor would be reviewing the Business Board in the next quarter.</p> <p>The East Cambridgeshire Trading Company Loan Facility would also be reviewed.</p> <p>The Internal Auditor wanted to make the Committee aware that there were a lot of changes coming up, including the addition of the Adult Education budget which would need to be looked at going forward.</p> <p>A quick risk assessment had been carried out in relation to contracts and projects, but further work would be done later in the year as they were new projects and contracts upcoming.</p> <p>The Internal Auditor reassured the committee that they had examined the processes for appointing consultants and they were found to be appropriate.</p> <p>The Committee noted the report.</p>
13.	<b>Work Programme</b>	<p>The Committee received the report which provided the draft work programme for Audit and Governance Committee for the remainder of the 2018/19 municipal year.</p> <p>The Committee agreed to add the following to the work programme:</p> <p>A new paper for the September meeting. This would set out the governance arrangements for the LEP functions within the Combined Authority, and the composition and role of the Business Board; the report would also describe the role of the Audit &amp; Governance Committee in relation to these new arrangements.</p> <p>The report taken to the Board in October regarding the Investment Strategy would come to the November meeting.</p>
14.	<b>Date of Next Meeting</b>	<p>The Committee agreed the next meeting shall be held on September 28<sup>th</sup> at Cambridgeshire County Council.</p>



## Appendix 1

# **AUDIT & GOVERNANCE COMMITTEE - Decision Summary**

Meeting: 28th September 2018

<http://cambridgeshirepeterborough-ca.gov.uk/meetings/audit-and-governance-committee/?date=2018-09-28>

Chair: John Pye (Chair and Independent Person)

Summary of decisions taken at this meeting

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
1.	<b>Apologies and Declarations of Interests</b>	Apologies were received from Cllr Anne Hay, substituted by Cllr Will Sutton and apologies from Cllr Chris Morris, substituted by Cllr Alan Sharp.  Apologies received from Cllr Mac McGuire.  No declarations of interest were made.
2.	<b>Minutes of the meeting held on 20<sup>th</sup> July 2018</b>	The minutes of the meeting held on the 20 <sup>th</sup> July 2018 were agreed as a correct record.

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
3.	<b>Combined Authority Board Update</b>	<p>The Chairman invited the Interim Chief Finance Officer, Karl Fenlon to provide the committee with an overview of the Combined Authority activities.</p> <p>The following points were made:-</p> <ul style="list-style-type: none"> <li>•There had been a lot of change at the Combined Authority, with the resignation of the Chief Executive Officer, appointment of new directors and new interim Chief Executives.</li> <li>•It had been recognised that there had been many interim members of staff and this was something the Combined Authority wanted to work on and get more permanent staff members appointed.</li> <li>•There was a new management team and a new interim staff structure which would allow the organisation to move forward, thinking carefully about how the organisation should operate in a new, fresh, innovative way.</li> <li>•There was work to be done on the Medium term Financial Plan to make it clearer in regard to the capital and revenue streams.</li> <li>•The new Business Board had been appointed this week which was a significant step forward.</li> <li>•In response to a questions and concerns raised about the internal review the committee were advised that the review was to help the organisation look forward. A lot of time had been spent trying to ensure that the correct compliance and governance arrangements were in place and moving forward the review would ensure that the right processes were in place and that the organisation had a</li> </ul>

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
		<p>structure that was appropriate for the future.</p> <ul style="list-style-type: none"> <li>•Officers felt that there were strong arrangements in place currently with the Board meeting monthly which was more than many other councils. The O&amp;S committee met regularly and reviewed the Boards agenda each month and had exercised its power of call in on two occasions. All governance arrangements that had been put in place had been brought to the Audit and Governance Committee for approval.</li> <li>•Part of the new interim CEO's roles would be to carry out the review and officers would feedback to the Board that the Audit Committee would like to be part of the review.</li> <li>•Governance structure was looked at as part of the internal audit and they had found that the processes in place were reasonable but that lots of areas needed to be embedded.</li> <li>•The Committee discussed that if they had concerns around governance arrangements they should request that internal audit investigate these concerns.</li> </ul> <p>The Interim Chief Executive Officer agreed that they would report back to the Audit and Governance Chair and the Overview and scrutiny Chair on the progress of the internal review and then if the two Chair's felt further action was required the matter would be brought back to the relevant committee.</p> <p>The Committee requested that a vigorous look at the governance areas previously flagged by the internal auditor be investigated for the committee to gain assurance and that a report be brought back to the November meeting.</p>

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
4.	<b>External Audit - Annual Audit Letter</b>	The Committee received and noted the report from the external auditor which outlined the annual audit letter.
5.	<b>Treasury Management Mid Year Update</b>	<p>The Committee received the report which requested that the committee review the current performance against the prudential indicators included within the Treasury Management Strategy.</p> <p>The Committee requested that an update and a copy of the Medium Term Financial Plan approved by the Board in October be brought to the November meeting.</p> <p>The Committee agreed to note the emerging investment and capital strategy.</p>
6.	<b>Corporate Risk Register Review</b>	<p>The Committee received the report from the Assurance Manager which asked the committee to review the Combined Authority Corporate Risk Register and suggest any changes they would like to put forward as a recommendation to the Board.</p> <p>The Committee requested that the Risk Register become a standing item on the agenda and that a better copy of the risk register would be produced for future meetings.</p> <p>The Committee requested that they receive a copy of the Business Board Risk register at each meeting as well.</p> <p>The Committee agreed to note the risk register.</p>

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
		<b>The Committee agreed to take items 7 and 8 together.</b>
7 & 8.	<b>Interim Governance Review of Business Board &amp; Briefing on Governance of the Business Board</b>	<p>The Committee received the reports from the Assurance Manager and the Deputy Section 151 Officer which outlined the governance arrangements that had been put in place since the Combined Authority took over the LEP and the new governance arrangements put in place for the Business Board.</p> <p>The Committee requested that an update of the governance for the Business Board be brought to the March meeting, in particular to consider how declarations of interest and member code of conduct was being dealt with.</p> <p>The Committee noted the reports.</p>
9.	<b>Internal Audit – Progress Report</b>	The Committee received and noted the report which provided detail of the progress made in delivering the approved Audit Plan for 2018 / 2019.
10.	<b>Adult Education Budget</b>	<p>The Committee received the report from the Skills Programme Manager which informed the Audit and Governance Committee of the AEB Devolution Programme. The Committee agreed to:</p> <ul style="list-style-type: none"> <li>a) note the Readiness Conditions submitted to the Department for Education in May 2018.</li> <li>b) note that the AEB Programme will be identified on the CPCA Risk Register</li> <li>c) note the inclusion of the AEB Programme audit on the CPCA Internal Audit plan</li> <li>d) note the timelines for delivery of the AEB Programme going forward.</li> </ul>

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
11.	<b>Recruitment Processes</b>	<p>The Committee received the report from the Interim Chief Finance Officer which outlined the recruitment process followed for the appointment of Director for Strategy and Planning.</p> <p>The Committee requested that an information paper be brought to the next meeting to outline the new staffing structure and roles.</p> <p>The Committee requested that the Combined Authority follow best HR practice in regard to shortlisting practices in future.</p> <p>The Committee noted the report.</p>
12.	<b>Work Programme</b>	<p>The Committee received the report which provided the draft work programme for Audit and Governance Committee for the remainder of the 2018/19 municipal year.</p>
13.	<b>Date of Next Meeting</b>	<p>The Committee agreed the next meeting shall be held on November 30<sup>th</sup> at East Cambs District Council.</p>





## Overview and Scrutiny Committee\_ Decision Summary

**Meeting:** 23<sup>rd</sup> July 2018

<http://cambridgeshirepeterborough-ca.gov.uk/meetings/overview-and-scrutiny-committee-2/?date=2018-07-23>

Chair: Cllr Lucy Nethsingha

57 Summary of decisions taken at this meeting

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
1.	<b>Apologies</b>	<p>Apologies received from Cllr Bradley, no substitute, Cllr Chamberlain, no substitute, Cllr Connor, no substitute. Cllr Allen, Cllr Heylings substituted.</p> <p>There was currently a vacancy at Peterborough City Council.</p> <p>The Committee raised concerns around the quorum for the Combined Authority meetings as the attendance had come close to being inquorate and the committee agreed if it happened again then the committee would write to the Combined Authority officers and to the local MP's to highlight there may be issues with the 2/3rds attendance provision set out in the Order.</p>
2.	<b>Declaration of Interests</b>	There were no declarations of interest.
3.	<b>Minutes</b>	The minutes of the meeting held on the 1 <sup>st</sup> June 2018 were agreed as a correct record subject to

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
		<p>the following amendments:-</p> <p>Under point 5.2 second paragraph that the sentence be amended to state that it was 'important to take out viability issues and stop national developers controlling the housing market.'</p> <p>Under point 5.2 eleventh paragraph that the word 'considered' be replaced with 'retained'.</p>
4.	<b>Community Land Trust Presentation</b>	<p>The Committee received a presentation from the Director for Housing and Development.</p> <p>The following points were raised during the discussion:-</p> <ul style="list-style-type: none"> <li>• The Director for Housing and Development advised that they were trying to get the message out that the Combined Authority was open for business; anybody could submit and applications from private organisations as well as from the constituent councils were welcome.</li> <li>• In response to a question about bias in the preparation of bids and in approving them, the Director advised that it was up to the Combined Authority teams to assess if there could be any bias and the ability of a team to do this would be based on resourcing and experience.</li> <li>• Another question was raised about whether the Combined Authority had the necessary resources to challenge bias from those submitting bids and was advised that at this time the resources were not well known enough for the Director to comment.</li> <li>• In relation to a question on risk, the committee were advised that all developers would take a risk assessment in terms of cost and revenue; all development had risk associated with it with different developers taking different approaches to managing risk.</li> <li>• Recruitment was ongoing to install the team to undertake appraisals; the appraisals that had been received to date had been dealt with by current staff.</li> <li>• Work was being done by consultants to identify areas of need for affordable housing in Cambridgeshire and Peterborough which should produce some information in the next few months.</li> <li>• In response to question about whether the Combined Authority was being proactive in trying to get schemes the Director advised that they were looking to engage and</li> </ul>

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
		<p>encourage bids from numerous sources. Some had been received but an acceleration to the process was needed.</p> <ul style="list-style-type: none"> <li>• The Director stated that he was confident that the team being put in place at the Combined Authority could take on the role for assessing incoming appraisals and that an independent project appraisal panel would not be necessary and could cause delays to the process which required acceleration.</li> <li>• In response to a question on the Northstowe development the Housing Director advised that the Combined Authority would be looking to support the project by helping with any funding gaps but these would not be known until April/May 2019 when the financial matrix from the developers would be provided but the final decision would rest with Housing England.</li> <li>• The Committee were advised that there was a top down housing strategy coming to the Board in September which would build upon and provide further information on the affordable housing strategy. The Housing Director was aware of the need for transparency around this area.</li> <li>• The Committee were concerned that need and geography were not being considered and that there was little clarity on what exactly was being delivered by the Combined Authority, the Committee were also concerned around the current level of resources for the department.</li> <li>• The Committee agreed to ask the Board at the meeting on Wednesday if officers could provide a briefing document that would outline the criteria that would be used for analysing the need for affordable housing across the Combined Authority area and how bids were being assessed.</li> </ul>
5.	<b>Medium Term Financial Plan</b>	<p>The Committee received the report from the Interim Finance Director.</p> <p>The following points were made:</p> <ul style="list-style-type: none"> <li>• The Committee were advised that this was a draft Medium Term Financial Plan and to note that the figures involved were constantly changing.</li> <li>• Members of the committee raised concern that there was no differentiation between the capital figures and the revenue figures and were advised by officers that this would be</li> </ul>

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
		<p>amended.</p> <ul style="list-style-type: none"> <li>• The Committee queried why the East Cambridgeshire Loan Trust amount was included in the Medium Term Financial Plan and were advised that when the plan was originally produced its design was an attempt to capture all funding and cash flows. The officers advised they recognised that this was a loan and that it should be rectified in the final plan.</li> <li>• The Committee advised that an extra column should be included that would highlight future years expenditure.</li> <li>• The Committee requested that the costs for bus schemes especially from April 2019 onwards needed to be shown within the cash flow figures.</li> <li>• Electric charging points were not detailed in the Medium Term Financial Plan; officers advised they would check with the relevant director on this item.</li> <li>• Currently the Combined Authority did not know what its borrowing needs would be in the future which was why it was not included within the Medium Term Financial Plan.</li> <li>• The Mayor and officers were currently meeting with potential investors and the meetings were going well; over the next few weeks officers would be working on developing the Investment Strategy to figure out where income streams could be found.</li> <li>• The Committee requested that the final draft of the Medium Term Financial Plan could be sent to members as early as possible to have time to provide feedback before the Board met on the 26th September.</li> <li>• The finance for the Mayoral Interim Transport Plan had not been agreed; however, the financial implications would not fall on the Combined Authority.</li> <li>• To date there were no specific requests for funding for CLT– once an application for CLT had been received it would be considered on a case by case basis – there were currently no applications.</li> </ul> <p>The points and comments raised by the committee on the MTF Plan would be considered and changed for the report going to the Board in September.</p>
6.	<b>Review of the Combined Authority</b>	The Committee reviewed the agenda due to come to the Board on Wednesday 25 <sup>th</sup> July 2018.

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
	<b>Board Agenda</b>	<p>The Committee discussed the following items:</p> <p><u>Constitution - Committee System</u></p> <p>Members were concerned that the structure outlined in the report included the Overview and Scrutiny Committee and the Audit and Governance Committee with the new proposed committees and requested that it was made clear that these were separate committees and carried out separate roles to those of the new committees.</p> <p>The Committee were advised that once the proposed system had been agreed by the Board, the constitutional arrangements would then be put in place.</p> <p>Members felt that the membership outlined within the report lacked some consistency and should be reconsidered; especially in regard to substitute members.</p> <p>Some members felt that the system as a hybrid of both committees and portfolio holders was confusing and would not be practical.</p> <p>The Committee were advised that the new committees for Housing, Skills and Transport would manage the strategy once it had been approved by the Board.</p> <p>Some members felt that the current system at the Combined Authority was not working and therefore it was reasonable to implement an alternative and welcomed the inclusion of a review in six months' time to monitor the new systems effectiveness.</p> <p><u>Mayoral Transport Strategy</u></p> <p>Members raised concerns around the temporary approach for the Park Ride developments and the lack of buildings in the proposals, especially toilet facilities.</p> <p>Members raised some concerns around partnership working with local authorities and the GCP and highlighted that many council's local plans relied upon the transport schemes.</p> <p>The Committee welcomed the change of perspective on the use of buses &amp; Park and Rides but were concerned that this would need to be reflected in the budget.</p> <p>Cambridgeshire and Peterborough Independent Economic Review (CPIER) Progress Update</p> <p>A member raised the point that while natural capital was included within the report that it needed further development in the economic modelling to take into account the degradation of the land.</p>

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
		<p>The Committee agreed that the review needed to consider the impact of Brexit within the report.</p> <p>The Committee agreed that they would ask the following question at the Combined Authority Board meeting:</p> <ul style="list-style-type: none"> <li>➤ Item 1.6 – Constitution – Committee Structure</li> </ul> <ol style="list-style-type: none"> <li>1) The Committee requested that the O&amp;S Committee is represented in the new structure as separate to these new committees.</li> <li>2) The O&amp;S Committee had concerns around the consistency in the terms of reference for each of the new committees proposed.</li> <li>3) Would the new committees have a role in developing strategy in the areas they cover? <ul style="list-style-type: none"> <li>➤ Item 2.1 - Delivering the Mayoral Transport Strategy</li> </ul> <ol style="list-style-type: none"> <li>1) The Committee welcomed the positive view and change of perspective on the use of buses &amp; P&amp;R however they had concerns around the proposal that some P&amp;R be temporary in their nature and that there would be no buildings and a lack of toilet provision included on these sites?</li> <li>2) The Committee had some concerns around partnership working and that many council's local plans relied upon the transport schemes – could there be more clarity around the relationships between the Combined Authority and their relevant partners in these schemes? <ul style="list-style-type: none"> <li>➤ Item 3.1 - Cambridgeshire and Peterborough Independent Economic Review (CPIER) Progress Update</li> </ul> <ol style="list-style-type: none"> <li>1) The committee requested that soil depletion should be taken into consideration when considering the long term outlook for agricultural industries in the north of the County.</li> <li>2) The Committee requested that the impact of Brexit be included within the final report. <ul style="list-style-type: none"> <li>➤ Item 3.3 – Affordable Housing</li> </ul> <ol style="list-style-type: none"> <li>1) Please could the Board request that officers provide a briefing document that outlines the criteria that will be used for analysing the need for affordable housing across the Combined Authority area and the how bids are being assessed.</li> </ol> </li> </ol> </li> </ol> </li></ol>

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
7.	<b>Member Update on Activity of Combined Authority</b>	<p>Cllr Mike Sargeant provided a short update on the Task and Finish Group for Mass Rapid Transport and advised that the group were still waiting to receive a CV for the consultant for members to consider.</p> <p>Officers agreed to chase this and report back to the group members.</p> <p>No other member updates were received.</p>
8.	<b>Reconsider the Amendment to Standing Orders for the Overview &amp; Scrutiny Committee – Public Question Scheme</b>	<p>The Committee received the report which asked the Committee to consider whether they would like to adopt a Public Question scheme.</p> <p>The Committee members felt that it was important to give the public question scheme a trial.</p> <p>Some members were concerned it could be used for making political points.</p> <p>The Committee were advised that any questions received would be assessed by the Monitoring Officer to ensure they were relevant to the committee.</p> <p>The Committee agreed they would like to introduce a question time scheme.</p> <p>The Committee agreed to recommend to the Combined Authority Board that the Constitution (Chapter 8 - Overview and Scrutiny procedure rules) be amended to include an overview and scrutiny question time scheme as set out in Appendix 1b of the report.</p>
9.	<b>Overview &amp; Scrutiny Budget Proposal</b>	<p>The Committee received the report which provided the Committee with an opportunity to discuss whether they would like to recommend to the Combined Authority Board that a budget be allocated for the Overview and Scrutiny Committee to help support their work programme.</p> <p>Members felt that an amount similar to that already proposed for the Task and Finish group would be sufficient for the committee's needs and that if over the year it was not required then it would be returned.</p> <p>The Committee agreed there should be a budget proposal taken to the next Board meeting to request an amount of 20k for the Overview and Scrutiny Committee to be made available for their work programme over the course of the year.</p>
10.	<b>Combined Authority Forward Plan</b>	<p>The Committee discussed the Forward Plan for the Combined Authority Board.</p> <p>The Committee felt that the Forward Plan was only useful for looking ahead for two meetings and it would be helpful if the Committee could get a better idea of what other reports were upcoming,</p>

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
		<p>even if these reports changed over time.</p> <p>Cllr Sargeant raised the point that the most recent Forward Plan was published after the Committee met and requested that this be looked at by officers to enable the committee to review the most up to date plan at the meeting.</p> <p>Cllr Gehring felt that the committee needed to be more proactive when considering items on the Forward Plan.</p> <p>The Chair advised that if members had any items from the Forward Plan they would like to add to the Committee's work programme to email her or the Scrutiny Officer and it would be considered.</p> <p>The Committee agreed they would ask the following questions at the Board meeting on Wednesday:</p> <ul style="list-style-type: none"> <li>➤ Item 1.5 - Forward Plan</li> </ul> <p>1) The publication date of the Forward Plan is after the date the O&amp;S Committee meet which makes it difficult for members to consider upcoming items, could an earlier publication date be considered?</p> <p>2) Currently the Forward Plan only lists reports coming to the Board for the next couple of months – could other upcoming reports be added to the Forward Plan, even if the exact date cannot be included?</p>
11.	<b>Overview and Scrutiny Work Programme Report</b>	<p>The Committee received the report which provided the Committee with the draft work programme for the Overview &amp; Scrutiny Committee for the 2018/19 municipal year and asked them for comments and suggestions.</p> <p>The Committee requested that an update on the Skills Strategy be brought to the October meeting.</p> <p>The Committee requested that they receive a presentation on Land Value Capture at their November meeting.</p> <p>The Committee requested that a report on how the Combined Authority was working with investors and Investment Strategy Update be brought to the November meeting.</p> <p>The Committee requested that a representative from the Community Land Trust company be</p>



Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
		invited to the September meeting to give a presentation.
<b>12.</b>	<b>Date of Next Meeting</b>	The next meeting would be held on the 24 <sup>th</sup> September 2018 at Cambridgeshire County Council

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Appendix 2

## Overview and Scrutiny Committee - Decision Summary

**Meeting:** 24th September 2018

<http://cambridgeshirepeterborough-ca.gov.uk/meetings/overview-and-scrutiny-committee-4/?date=2018-09-24>

Chair: Cllr Lucy Nethsingha

Summary of decisions taken at this meeting

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
1.	<b>Apologies</b>	Apologies received from:  Cllr Bradley, substituted by Cllr Julia Huffer;  Cllr Grenville Chamberlain, substituted by Cllr Peter Topping.
2.	<b>Declaration of Interests</b>	There were no declarations of interest.
3.	<b>Minutes</b>	The minutes of the meeting held on the 23rd July 2018 were agreed as a correct record.  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.
4.	<b>Mayor in Attendance</b>	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.

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
		<p>The following points were discussed:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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. 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.</li> <li>• In response to a question about staff appointments being made from the East Cambridgeshire area the Mayor stated that this was purely coincidental</li> </ul>

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
		<p>as all staff were appointed based on their skills and ability to do the job requirements.</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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</li> </ul>

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
		<p>Combined Authority.</p> <ul style="list-style-type: none"> <li>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.</li> </ul>
5.	<b>Community Land Trust Presentation</b>	<p>The Committee received a presentation from Mr Stephen Hill from the Community Land Trusts Network. The following points were discussed:</p> <ul style="list-style-type: none"> <li>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.</li> <li>How can CLT be better integrated in local plans is being looked at.</li> <li>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.</li> <li>Members were advised that people would be able to get mortgages for these properties.</li> <li>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.</li> <li>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.</li> </ul> <p>The Committee thanked Stephen Hill for his presentation.</p>
6.	<b>Recruitment Process for the Director of Strategy &amp; Planning</b>	<p>The Committee received the report from the Interim Chief Finance Officer which outlined the recruitment process followed by the Combined Authority. The following points were raised during the discussion:-</p> <ul style="list-style-type: none"> <li>The shortlisting process was an informal process that was not minuted. The responsibility for the informal process rested with the Head of Paid Service</li> </ul>

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
		<p>and the Employment Sub-Committee had the delegated power to make appointments.</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul> <p>The Committee agreed that processes were not what they should have been and that the committee would continue to monitor this.</p> <p>The Committee noted the report.</p>
7.	<b>Review of the Combined Authority Board Agenda</b>	<p>The Committee reviewed the agenda due to come to the Board on Wednesday 26<sup>th</sup> September 2018. The Committee discussed the following items:</p> <p><u>Forward Plan</u></p> <p>The Board had agreed to provide more detail on the Forward Plan but this had not been the case.</p> <p>Officers advised that speculative items could be added to the Forward Plan but there was a possibility they would be removed.</p> <p>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.</p> <p>The Committee were advised that the new Committee system should help to achieve this.</p>

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
		<p><u>Constitutional Arrangements</u> 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.</p> <p>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.</p> <p><u>Business Board</u> 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.</p> <p>The new Business Board members were outlined in the Business Board papers.</p> <p><u>Appointment of the Interim Chief Finance officer and the Interim Chief Executive Arrangements</u> 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.</p> <p><u>Housing Strategy</u> 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.</p> <p>The members referenced the £60m within the Housing Strategy that would be used</p>



Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
		<p>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.</p> <p>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.</p> <p>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.</p> <p><u>Cambridgeshire &amp; Peterborough Independent Economic Review</u></p> <p>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.</p> <p>The Committee agreed that the following questions and comments should be made by the Chair to the Board;</p> <p><u>Item 1.11 and 1.12 Appointment of Interim Chief Finance Officer and Interim Arrangements for Chief Executive.</u></p> <p>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.</p> <p>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?</p>

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
		<p><u>Item 2.1 Housing Strategy</u>            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.</p> <p><u>Item 3.3 Cambridgeshire &amp; Peterborough Independent Economic Review</u>            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.</p>
8.	<b>Member Update on Activity of Combined Authority</b>	<p>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&amp;S meeting. 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.</p> <p>No other member updates were received.</p>
9.	<b>Overview and Scrutiny – Call In Process</b>	<p>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.</p>
10.	<b>Combined Authority Forward Plan</b>	<p>The Committee had discussed the Forward Plan earlier in the meeting and had no further comments to make.</p>
11.	<b>Overview and Scrutiny Work Programme Report</b>	<p>The Committee received the report which outlined the work programme for the committee for the municipal year 2018/19</p> <p>The Committee requested that a training session be arranged for the end of</p>

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
		<p>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.</p> <p>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.</p>
12.	<b>Date of Next Meeting</b>	The next meeting would be held on the 29 <sup>th</sup> October 2018 at Peterborough City Council.





# CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY

## Decision Statement

Meeting: 25th July 2018

Item	Topic	Decision
	<b>Part 1 – Governance Items</b>	
1.1	Announcements, Apologies and Declarations of Interest	Apologies received from Councillor C Roberts (Councillor A Bailey substituting), Councillor C Seaton (Councillor D Oliver substituting), Jason Ablewhite (Councillor R Bisby substituting), Jess Bawden (Sue Watkinson substituting) and Councillor K Reynolds (Councillor D Over substituting)
1.2	Minutes – 30 May 2018	It was resolved to approve the minutes of the meeting of 30th May 2018 as a correct record.
1.3	Petitions	None received.
1.4	Public Questions	One question was received. A summary of the question and response is published at the following link <a href="#">Cambridgeshire and Peterborough Combined Authority meeting 25/07/2018</a>
1.5	Forward Plan	It was resolved to approve the Forward Plan of Executive Decisions dated to be published on 24th July 2018.

1.6	Review of Constitution – Committee Structure	<p>The Combined Authority is a dynamic organisation, which has considerably increased its scope and budget over the past 12 months. It operates within an equally dynamic economic environment. The recent Cambridgeshire and Peterborough Independent Economic interim report highlighted the fast rate of economic and employment growth in the region, and the importance of planning now to ensure that strong growth will be sustainable and more inclusive.</p> <p>The impact of working to deliver against the rapid pace of growth means that the Combined Authority will have an increasing level of business over the coming 12 months. It needs a responsive governance framework that allows for decision making outside of the monthly Board meeting. This report proposed a framework of decision making which will assist in delivering projects in a fast paced environment.</p> <p>It was resolved to:</p> <ul style="list-style-type: none"> <li>(a) Agree the establishment of the following committees from 1 September and the terms of reference of each as set out in Appendix 1. <ul style="list-style-type: none"> <li>(a) Transport Committee,</li> <li>(b) Skills Committee and</li> <li>(c) Housing and Communities Committee.</li> </ul> </li> <li>(b) Note and agree the portfolios as set out in Appendix 2.</li> <li>(c) Agree the timetable of meetings for the above committees (Appendix 3).</li> <li>(d) That the Monitoring Officer be authorised to amend the constitution to take account of the Board’s decision and to bring a further report to the Board in September to confirm the changes to the constitution and the appointments to the committees.</li> </ul>
1.7	Business Board Recommendations of its meeting on 25 June	It was resolved to note the Business Board Recommendations of its meeting on 25 June.
<b>Part 2 – Key Decisions</b>		
2.1	Delivering the Mayoral Transport Strategy	The Cambridgeshire and Peterborough Combined Authority Order 2017 transferred the local transport planning powers to the Combined Authority and created the

Cambridgeshire and Peterborough Combined Authority as the local transport authority for the area.

The Combined Authority at its meeting in May approved the Mayoral Interim Transport Strategy Statement and committed the Combined Authority to undertaking a review of the features and timeframes for all transport corridors to ascertain their alignment with the Mayoral Interim Transport Strategy Statement (MITSS). The review has identified significant opportunities across the transport programme to save money, accelerate delivery and remove interim solutions that divert public money away from delivery of the long-term transport ambitions.

In particular, the review has identified that the projects A1307, A428 Cambridge to Cambourne and A10 and park and ride schemes can be delivered at lower cost by making some elements temporary and accelerating delivery of the Cambridge Autonomous Metro.

This report set out the findings of that review and asked the Combined Authority Board to approve the actions arising.

It was resolved to:

1. Note the relationship between the CPIER, Non-Statutory Spatial Plan 2, Local Transport Plan and Local Industrial Strategy as captured in section 2.1-2.6;
2. Agree to fully support the implementation of the transport ambitions set out in the Mayoral Interim Transport Strategy Statement (MITSS);
3. Agree that there are two types of transport project; those projects that can be delivered within existing growth plans (type 1) and those that will enable and require growth beyond current plans (type 2);
4. Agree that the projects are categorised as set out in sections 2.12 to 2.13;
5. Agree that it should develop the appropriate mechanisms necessary to secure and accelerate the delivery of growth projects;
6. Agree the measures and protocols set-out in section 2.15 to ensure all CAM projects

		<p>are integrated and coordinated;</p> <p>7. Agree to develop proposals with the GCP for the park &amp; ride elements of the projects (A1307, A428, A10) in order to achieve cost savings and enable quicker delivery.</p> <p>8. Note the opportunities that have been identified to accelerate the transport projects;</p> <p>9. Ask officers to assess the potential delivery models to ensure the opportunities to accelerate delivery are pursued and report back to the Board in September.</p> <p>10. That the Board confirms that the GCP schemes identified in para 2.14 (A10, A1307 and M11 Junction 11) support the early delivery of the CAM project and should be progressed, subject to recommendation 7; and that the continuing review of the A428 project be agreed and will conclude by the end of September as set out in para 2.16.</p>
	<b>Part 3 – Non Key Decision</b>	
3.1	Cambridgeshire and Peterborough Independent Economic Review (CPIER)	<p>The devolution deal made between Cambridgeshire and Peterborough, and Government, signalled a fundamental shift towards greater local leadership of the future growth that this area will experience, and the ways in which economic potential can be unlocked for the benefit of local communities. Across the Combined Authority and Business Board numerous programmes are underway to achieve this already, and these will be brought together in an overarching Local Industrial Strategy by the beginning of 2019.</p> <p>The Cambridgeshire and Peterborough Independent Economic Review (CPIER) provides world-class economic analysis and modelling to provide the foundation for our Local Industrial Strategy, the CPIER is the most in-depth economic study ever undertaken of the Cambridgeshire and Peterborough region.</p> <p>The findings of the Interim CPIER Report were reported to, and welcomed by the Board in May. This report provided an update on activity since May towards the final CPIER report due to be published in September, including a summary of the key points made by the Combined Authority in response to the Interim Report.</p>



		<p>The Combined Authority Board noted that the progress update was considered by the Business Board at its meeting on 23 July and their views and recommendations were reported orally at the meeting.</p> <p>It was resolved to:</p> <ul style="list-style-type: none"> <li>(a) Note recent progress towards the completion of the Review;</li> <li>(b) Note the response made by the Combined Authority to inform the final Review, alongside those responses made directly by constituent partners;</li> <li>(c) Note the views and recommendations of the Business Board (to be reported orally at the meeting);</li> <li>(d) Note the final tranche of funding provided to complete the Review, in preparation for the development of the Local Industrial Strategy.</li> </ul>
3.2	£70m Cambridge City Devolution Housing Programme	<p>The Combined Authority successfully secured £70million from the Government as part of the devolution deal to deliver 500 council homes. This report provided an update on the Cambridge City Devolution Housing Programme.</p> <p>It was resolved to:</p> <ul style="list-style-type: none"> <li>(a) Note the progress in the past 3 months of the programme.</li> <li>(b) Note the forward pipeline</li> <li>(c) Note the need to approve additional 2018/19 budget provision to fund the projected pipeline.</li> </ul>
3.3	£100m Affordable Housing Programme Update	<p>The Combined Authority successfully secured £100million from the Government as part of the devolution deal to deliver 2,000 affordable homes across Cambridgeshire and Peterborough. This report provided an update on the programme.</p> <p>It was resolved to:</p>

		<ul style="list-style-type: none"> <li>(a) Note the progress of the quick wins and housing scheme approvals agreed by the Board in March 2018.</li> <li>(b) Note the forward pipeline of affordable housing schemes, including emerging strategic sites.</li> <li>(c) Agree to receive further progress reports on a quarterly basis.</li> </ul>
3.4	Skills Strategy: Work Readiness and Careers Promotion Pilot (referral from the Business Board)	<p>This report updated member on progress on the Cambridgeshire and Peterborough Combined Authority Skills Strategy, and outlines an innovative programme designed to prepare school pupils for the workplace promote vocational and STEM related career pathways. This project forms the first suggested strand of the Skills Strategy which will be coming to the Board for approval in September 2018.</p> <p>Board Members were asked to consider the proposal, and to approve grant funding in principle for a three-year period, subject to the preparation of an appropriate business case and the passing of value for money tests.</p> <p>The Combined Authority Board noted that the Initiative was considered by the Business Board at its meeting on 23 July and its recommendations were noted.</p> <p>It was resolved to:</p> <ul style="list-style-type: none"> <li>a) Note the proposal for the creation of a work readiness and careers promotion pilot;</li> <li>b) Approve in principle the allocation of grant funding to a limit of £350,000 over three years to fund the pilot;</li> <li>c) Authorise the Chief Executive, in consultation with Chief Finance Officer, Director of Skills and the Portfolio Holder Fiscal to request the development of a full business case by the scheme promoters. The draw-down of funds to be dependent on passing appropriate value for money tests;</li> <li>d) Delegate to the Director of Skills to agree and approve a relevant funding agreement and programme reporting and delivery arrangements.</li> </ul>

3.5	Devolution of the Adult Education Budget Readiness Conditions and Next Steps to Implementation (referral from Business Board)	<p>The report updated members on the progress of the devolution of the Adult Education Budget (AEB), and follows the report to the Combined Authority Board on 30th May 2018 approving the transfer of function to the Combined Authority and to the draft Order giving effect to the transfer.</p> <p>The report updated Members on the next steps to the devolution process for implementation in April 2019 and seeks approval to the draft Cambridgeshire and Peterborough Combined Authority AEB Skills Plan and to the interim Governance arrangements proposed to engage industry into the delivery of AEB. It also included the functions required to provide resource and capacity to manage the programme post 2019.</p> <p>The Combined Authority Board noted that this report was considered by the Business Board at its meeting on 23 July and their recommendations were reported orally.</p> <p>It was resolved:</p> <ul style="list-style-type: none"> <li>(a) Note the Readiness Conditions for the Adult Education Budget (AEB) submitted to the Department for Education on the 18th May 2018 as set out in Appendix 1 and the next steps for the devolution process;</li> <li>(b) Comment on and approve the Cambridgeshire and Peterborough Combined Authority AEB Skills Plan, including the policies and actions set out in the plan (Appendix 2);</li> <li>(c) Agree that the Business Board take on the role of the Skills Board reporting into the Combined Authority's proposed Skills Committee, and the terms of reference set out in 4.2 of the plan be included in the Business Board's terms of reference;</li> <li>(d) Agree in principle that it is the Cambridgeshire and Peterborough Combined Authority's intention to fund ongoing system costs (including staffing) of AEB devolution from 2019 by allocating up to 4.9% of programme money for this purpose.</li> <li>(e) Note the amount of funding allocation and the mechanisms are yet to be determined until a full costing business case is developed and agreed by the Board at a future</li> </ul>
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		meeting.
	<b>Part 4 – Date of Next Meeting</b>	
4.1	Date of Next Meeting	It was resolved to note the date of the next meeting – Wednesday, 26 September 2018 Kreis Viersen, Shire Hall, Cambridge CB3 0AP



Appendix 3

## **CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY-** **Decision Summary**

Meeting: 26<sup>th</sup> September 2018

<http://cambridgeshirepeterborough-ca.gov.uk/meetings/cambridgeshire-and-peterborough-combined-authority-board-4/?date=2018-09-26>

Item	Topic	Decision
	<b>Part 1 – Governance Items</b>	
1.1	Announcements, Apologies and Declarations of Interest	The Mayor introduced and welcomed Aamir Khalid who had been elected Chair of the Business Board at its meeting on 24 September 2018. Apologies were received from Councillor K Reynolds. Councillor Count declared a conflict of interest in relation to Agenda Item No.2.5, and explained that he would be acting in his capacity as Leader of Cambridgeshire County Council rather than Combined Authority Portfolio Holder for Investment and Finance in relation to this item.
1.2	Minutes – 25th July 2018	It was resolved to approve the minutes of the meeting of 25th July 2018 as a

		correct record.
1.3	Petitions	None received.
1.4	Public Questions	Two questions were received. A summary of the questions and responses is published at the following <a href="#">Cambridgeshire and Peterborough Combined Authority meeting 26/09/2018</a>
1.5	Forward Plan	The Board approved the draft Forward Plan of Executive Decisions, which listed decisions up to 29 May 2019, dated to be published on 1 October 2018.
1.6	Membership of Combined Authority and Committees - Amendments	<p>The Board was advised of amendments to its substitute membership and amendments to the membership of the Overview and Scrutiny Committee. It was resolved to:</p> <ul style="list-style-type: none"> <li>a) note the appointment by Cambridge City Council of Councillor Anna Smith as its substitute member on the Combined Authority Board for the remainder of the municipal year 2018/2019.</li> <li>b) note the appointment by Cambridge City Council of Councillor Dave Baigent as one of its substitute members on the Overview and Scrutiny Committee for the remainder of the municipal year 2018/2019.</li> <li>c) note the appointment by Peterborough City Council of Councillor June Stokes as one of its members on the Overview and Scrutiny Committee for the remainder of the municipal year 2018/19.</li> </ul>
1.7	Review of Constitution – Committee Structure and Other Related Matters	<p>The Board was reminded that it agreed at a previous meeting to establish three committees. It therefore considered proposed amendments to the constitution to take account of this decision. It was resolved:</p> <ul style="list-style-type: none"> <li>a) to approve the amendments to the constitution as set out in Appendix 1 of the report and summarised below.</li> </ul>

		<p>b) to note and agree the Mayor's nominations to portfolios and the membership of the committees including the Chairs of committees as set out in Appendix 2.</p> <p>c) that the Overview &amp; Scrutiny Committee be advised of the amendments to the constitution to include the Overview &amp; Scrutiny Committee's rights to call in these executive committee decisions.</p> <p>d) that a 6 month review of the committee process be undertaken and brought back to the Combined Authority Board in March 2019.</p>
1.8	Audit and Governance Committee – Annual Report and Constitution Review	<p>The Board was asked to note the Audit and Governance Committee Annual Report. It was resolved to:</p> <p>a) note the Audit and Governance Committee Annual Report and provide any feedback to the Committee.</p> <p>b) request that the Chief Finance Officer for the Business Board update the Audit and Governance Committee's Terms of Reference to reflect their role in regard to the Business Board for approval by a future meeting of the Board upon the recommendations of the committee.</p>
1.9	Overview & Scrutiny Committee - Recommendations	<p>Councillor Nethsingha presented a report proposing a public question scheme for the Committee, and requesting a budget be allocated for the Overview and Scrutiny Committee to help support future work. It was resolved to:</p> <p>a) agree that the Overview and Scrutiny Committee adopt a public question scheme as outlined in Appendix 2 of the report and that the constitution be amended accordingly.</p> <p>b) agree that an annual budget of £20k be available in the Combined Authority budget to support the work of the Overview and Scrutiny Committee; funds</p>

		to be allocated subject to specific work programmes.
1.10	Government review of LEPs - Strengthened Local Enterprise Partnerships	<p>The Government had launched a review of LEPs across the UK on 24 July 2018 with a requirement to respond to the question of geography by 28 September 2018, and separately on governance and performance matters by 31 October 2018. The Board was asked to agree the draft response from the Business Board on the question of geography. It was resolved to:</p> <ul style="list-style-type: none"> <li>a) act as the Accountable Body agree the draft response to Government from the Business Board as set out in Appendix A.</li> <li>b) agree the position on a coterminous boundary between the Local Enterprise Partnership area and Combined Authority area for submission to the Government.</li> <li>c) agree that any final insubstantial amendments that are required prior to submission of the response to Government.</li> </ul>
1.11	Appointment of Interim Chief Finance Officer (s73)	<p>The Board considered a report on the process which had led to the appointment of Karl Fenlon as Interim Chief of Finance and was asked to appoint Mr Fenlon as interim s73 Chief Finance Officer. It was resolved to:</p> <p style="text-align: center;">appoint Karl Fenlon as interim s73 Chief Finance Officer to the Combined Authority</p>
1.12	Interim Arrangements for Chief Executive	<p>The Board was asked to consider interim management arrangements following the resignation of Martin Whiteley, Chief Executive, Cambridgeshire and Peterborough Combined Authority (CPCA). It was resolved to:</p> <ul style="list-style-type: none"> <li>(i) appoint Kim Sawyer, Legal Counsel and Monitoring Officer, CPCA and John Hill, Chief Executive, East Cambridgeshire District Council as interim Chief Executives of the CPCA until 31<sup>st</sup> March 2019 (or until the appointment of a permanent Chief Executive, whichever is the sooner).</li> </ul>



		(ii) appoint Patrick Arran as the CPCA interim Monitoring Officer until 31 <sup>st</sup> March 2019 (or until the appointment of a permanent Chief Executive, whichever is the sooner).
	<b>Part 2 – Combined Authority Matters</b>	
2.1	Housing Strategy	<p>The Board considered a report which set out an innovative and bold strategy to address the shortage in housing in all tenures in the area as quickly as possible. It was resolved to:</p> <ul style="list-style-type: none"> <li>a) agree the approach to delivering the Housing Strategy set out in the 31Ten report in Appendix 1 of the report.</li> <li>b) agree the concept of creating a revolving fund of monies from within the £100m programme for housing investment, to run within and beyond the 5 year programme.</li> </ul>
2.2	Affordable Housing Programme- Cambridge City Council £70m 2018/2019 Budget	<p>The Board considered a report detailing the baseline and current forecast programme expenditure and a specific request for the budget approval for the financial year 2018/19 to enable payments to be made to Cambridge City Council in accordance with claims and monitoring processes. It was resolved to:</p> <ul style="list-style-type: none"> <li>a) note the expenditure profile for 2018/19 financial year in respect of the Cambridge City Council £70 million, as part of the Authority's £170 million Affordable Housing Programme.</li> <li>b) approve the carry forward of 2017/18 approved budget of £387,041 to 2018/19.</li> <li>c) approve 2018/19 budget provision of £14,669,959, giving a 2018/19 total budget of £15,057,000 to enable the programme to proceed.</li> </ul>

2.3	Public Service Reform: Health and Social Care Proposal	<p>The commitment by partners to progress health and care transformation was enshrined within the Devolution Deal. There was a need to take this commitment forward given that the area's health economy was one of the most challenged in the country. It was resolved to:</p> <ul style="list-style-type: none"> <li>a) note the devolution deal commitment to, and the economic and administrative case for, taking action to implement new models of public service delivery.</li> <li>b) agree the proposal to design an innovative Cambridgeshire and Peterborough health and social care proposition based on further devolution which makes the case to Government for the further transfer of resources, decision-making and accountability relating to health and social care.</li> <li>c) agree the establishment of an independent Public Service Reform and Innovation Commission which will support, inform and challenge the development of the Cambridgeshire and Peterborough health and social care proposition.</li> <li>d) agree the commitment of up to £450,000 in 2018/19 from within the existing approved allocation for Public Sector Reform in the Medium Term Financial Plan (MTFP).</li> </ul>
2.4	Soham Rail Station- Budget Update	<p>The Combined Authority had assumed responsibility for the Soham Rail station from the County Council in June, 2018. The Authority had already allocated £1.5m to the delivery of the current phase, and an additional £1.7m was required to continue with the completion of GRIP 3. It was resolved to:</p> <ul style="list-style-type: none"> <li>a) approve a budget of £1.7m for GRIP Stage 3 for the acceleration and delivery of the Soham Rail Station.</li> </ul>

		<p>b) agree the DSA novation in principle and delegate to the Chief Finance Officer and Monitoring officer, in consultation with the Chair of the Transport Committee, to agree the terms of the novation.</p> <p>c) note that verbal commitments have taken place to progress this project at an accelerated pace and identify opportunities for early delivery.</p> <p>d) agree that an update will be provided to the CPCA Board, or other nominated meeting, prior to the end of GRIP Stage 3 to outline progress to date and identify the CPCA's requirements for the delivery of GRIP Stages 4 – 8.</p> <p>e) note how this work fits within the opportunities that have been identified to accelerate the transport projects; as reviewed in the July board.</p>
2.5	Business Rate Pilot	<p>The Board received a report detailing the one year business rate retention pilot bid to the Ministry of Housing, Communities and Local Government. It was proposed that all councils would be compensated for their expected business rates for the year. It was resolved to:</p> <p>a) ratify the Cambridgeshire and Peterborough 2019-20 Business Rates pilot bid submitted to MHCLG on the 25<sup>th</sup> September 2018.</p>
	<b>Part 3- Business Board matters</b>	
3.1	Business Board Recommendations of the last meeting	The Board noted the recommendations of the meeting of the Business Board held on 23 July and received an oral update of the meeting held on 24 September 2018.
3.2	Membership of Business Board	The Board considered a report detailing the membership of the Business Board, following a recruitment campaign and interview process for private sector members. It was resolved to note:

		<ul style="list-style-type: none"> <li>a) note the appointments of private sector members of the Business Board as set out in paragraph 2.16 of the report.</li> <li>b) note the appointment of Aamir Khalid as Chair and Andy Neely as Vice Chair of the Business Board.</li> <li>c) approve the Business Board's nomination of Aamir Khalid as a member of the Combined Authority Board to represent the Business Board and Andy Neely as his substitute member.</li> </ul>
3.3	Cambridgeshire & Peterborough Independent Economic Review	<p>The Board was informed that the Cambridgeshire and Peterborough Independent Economic Review (CPIER) had been published and that it was going to be used as evidence for the Local Industrial Strategy. It was resolved to:</p> <ul style="list-style-type: none"> <li>a) welcome the publication of the Cambridgeshire and Peterborough Independent Economic Review (CPIER) as a major milestone in the development of our Local Industrial Strategy and all 14 recommendations contained within the CPIER report. In doing so it agreed that these recommendations would form the basis of work undertaken by the Combined Authority in the development of a tailored Local Industrial Strategy which would incorporate the development of Growth, Business Investment, Skills Development, Housing and Spatial Planning Strategies.</li> <li>b) provide any initial opinions on the findings of the CPIER, in advance of the upcoming engagement sessions.</li> </ul>
3.4	Growth Prospectus 2018/19-	<p>The Business Board had approved the Growth Prospectus on 24 September 2018. The provisional date for the launch would be 8 October 2018. It was resolved to:</p> <ul style="list-style-type: none"> <li>a) agree the draft Growth Prospectus 2018/19 and the programmes contained therein, subject to final version to be signed off by Chief Executive (Acting).</li> </ul>

		<p>b) agree provisional allocations for each programme within the Prospectus, subject to review and cashflow within Growth Deal and Growing Places Fund budgets.</p> <p>c) agree processes for due diligence and appraisal, subject to review; and</p> <p>d) note that applications and business cases will be brought to the Business Board for consideration and recommendation to the Combined Authority, from November 2018 onwards.</p>
	<b>Part 4- Motion submitted under Committee Procedure Rule 14</b>	
4.1	<p>Motion from Councillor Bridget Smith:</p> <p>That the Combined Authority urgently commissions an organisation with suitable expertise to conduct an independent, full organisational review to be reported to the Combined Authority Board and senior officers, and to then be published in full. The review to include: delivery objectives for 2018/2019; governance, top to bottom staffing, operations and project delivery.</p>	<p>The Board discussed the motion proposed by Councillor Smith and seconded by Councillor Herbert. On being put to the vote, the motion was lost.</p>

<b>Part 5- Date of next meeting</b>		
5.1	Date: Wednesday, 31 October 2018 Council Chamber, Peterborough City Council Town Hall; Bridge Street, Peterborough PE1 1HG	It was resolved to note the date of the next meeting.

Public  
Key Decision - No

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** Members' Allowances  
**Meeting/Date:** Council – 17th October 2018  
**Executive Portfolio:** Executive Leader – Councillor G J Bull  
**Report by:** Elections and Democratic Services Manager  
**Ward(s) affected:** All

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### **Executive Summary:**

The current Members' Allowances Scheme was approved by the Council on 15th December 2010 and came into effect on 18th May 2011. This forms part of the Council's Constitution.

The Local Authorities (Members' Allowances) (England) Regulations 2003 require an authority to have regard to recommendations made to it by an Independent Remuneration Panel (IRP) before making or amending a scheme of members' allowances.

In addition, the Regulations require that where an authority has regard to an index for the purpose of annual adjustment of allowances it must not rely on that index for longer than a period of four years before seeking a further recommendation from the Independent Remuneration Panel.

The Huntingdonshire Panel was convened in August 2018 in response to the statutory requirement for a review of the index used for the past four years. Accordingly, the Remuneration Panel was presented with general terms of reference, namely to undertake a full review of the Council Members' Allowances scheme that takes into account any recent changes in governance and to make any necessary amendments.

### **Recommendations:**

**The Council is invited to consider the Panel's recommendations and to implement the backdating with effect from 17th October 2018**

- (a) the level of basic allowance for all District Councillors as outlined in the attached Appendix;**
- (b) the discontinuation of the Members IT and telephone support allowance;**
- (c) the levels of Special Responsibility Allowances as outlined in the attached Appendix;**
- (d) the continuation of the one Special Responsibility Allowance rule, with the exception of the Members of the Development Management Committee;**

- (e) the continuation of payment of the Independent Person and Deputy Independent Person allowance of £1,000 and £500 respectively per annum;**
- (f) the continuation of the arrangements for the payment of dependent carer's allowances;**
- (g) the level of child care rates be amended and set at the National Living Wage;**
- (h) the continuation of the terms and conditions and the rates payable for travel and subsistence based on the mileage rates published by Her Majesty's Revenue and Customs for reimbursement of mileage incurred in undertaking approved duties; and**
- (i) the indices to be used for indexation purposes to enable the Members' Allowances Scheme to be adjusted until 30th April 2022 as outlined in the attached Appendix.**

**The Council is also invited to revoke the existing Members' Allowances Scheme with effect from 17th October 2018 and to authorise the Managing Director to prepare a new scheme of Members' Allowances to reflect the outcome of the Council's deliberations and to take any consequential action arising therefrom.**



## **1. PURPOSE OF THE REPORT**

- 1.1 The purpose of the report is to consider the recommendations of the Independent Remuneration Panel with regard to a review of the Council's Members' Allowances Scheme.

## **2. BACKGROUND**

- 2.1 The Independent Remuneration Panel has undertaken a review of the Members' Allowances Scheme. The current Scheme has been in existence since 18th May 2011. A further review was undertaken by the Panel in 2015 and Members agreed at the meeting of the Council on 20th May 2015 to retain the existing Members' Allowances Scheme.
- 2.2 As a prelude to their review, the Panel was advised of Council's financial pressures and in making any recommendations arising from the review should be broadly cost neutral.

## **3. CONSIDERATIONS**

- 3.1 The Panel met on 30th August 2018 to review the Members' Allowances Scheme following the move to whole Council elections in May 2018 and the revised ward boundaries. This was following a review by the Local Government Boundary Commission for England.
- 3.2 The Panel's report is attached at Appendix 1. The report is based on the Panel's discussions and summarises the principal issues. A summary of the changes appears in Appendix 2. The Council is requested to consider the recommendations set out in the report and agree a Members' Allowances Scheme to take effect from 17th October 2018.

## **4. CONSULTATION**

- 4.1 A questionnaire was sent to all Councillors prior to the Panel convening, inviting comments on the existing Scheme, and invitations were extended to all Members to address the Panel on the day.

## **5. LEGAL IMPLICATIONS**

- 5.1 In setting its Members' Allowances levels, the Council is obliged to have regard to the recommendations of an Independent Remuneration Panel established for this purpose.

## **6. FINANCIAL IMPLICATIONS**

- 6.1 If the proposed changes are made to the Members' Allowances Scheme, allowing for an increase in the basic allowance and recommending revisions to Special Responsibility Allowances, there would be no overall increase to the budget.

## **7. REASONS FOR THE RECOMMENDED DECISIONS**

- 7.1 Part 6 of the Council's Constitution provides for the Council to adopt a Members' Allowances Scheme and review it annually.

## **8. LIST OF APPENDICES INCLUDED**

Appendix 1 – A Review of Members' Allowances for Huntingdonshire District Council. The Eighth Report by the Independent Remuneration Panel. September 2018

Appendix 2 – Summary of Members' Allowances Changes

## **BACKGROUND PAPERS**

None

## **CONTACT OFFICER**

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**A Review  
Of  
Members' Allowances  
For  
Huntingdonshire District Council**

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**The Eighth Report  
By the  
Independent Remuneration Panel**

Nicky Blanning  
Stan Curtis  
Dr Declan Hall (Chair)  
Dr Jennifer Horn  
Prof Alan Rodger

September 2018

**EXECUTIVE SUMMARY**

<b>Huntingdonshire DC Review September 2018</b>	<b>Potential Maximum Payable under Panel's Recommendations</b>			
<b>POSITION</b>	<b>Nos Paid</b>	<b>Basic Allowance</b>	<b>Total P/Mbr (BA+SRA)</b>	<b>Sub Total Per SRA Category</b>
<b>BASIC ALLOWANCE</b>	52	£4,500		£234,000
<b>PRINCIPAL SPECIAL RESPONSIBILITY ALLOWANCES</b>		<b>SRA annual</b>		
Council Leader	1	£16,000	£20,500	£16,000
Council Deputy Leader	1	£12,000	£16,500	£12,000
Other Cabinet Members	4	£8,394	£12,894	£33,576
Assistant Cabinet Members	2	£840	£5,340	£1,680
Chair Development Management Committee	1	£6,311	£10,811	£6,311
Vice-Chair Development Management Committee	1	£2,104	£6,604	£2,104
Chair Licensing/Public Protection Committees	1	£6,311	£10,811	£6,311
Vice-Chair Licensing/Public Protection Committees	1	£2,104	£6,604	£2,104
Chairs Overview & Scrutiny Panels	2	£5,604	£10,104	£11,208
Vice-Chairs Overview & Scrutiny Panels	2	£1,401	£5,901	£2,802
Chair Council	1	£3,763	£8,263	£3,763
Chair Employment Committee	1	£2,779	£7,279	£2,779
Vice-Chair Employment Committee	1	£695	£5,195	£695
Chair Corporate Governance Committee	1	£2,779	£7,279	£2,779
Vice-Chair Corporate Governance Committee	1	£695	£5,195	£695
Leader Principal Opposition Group	1	£4,500	£9,000	£4,500
Deputy Leader Principal Opposition Group <sup>1</sup>	0	£0	£4,500	£0
Leader Minor Opposition Groups[s]	1	£723	£5,223	£723
<b>DMC SRAs and TELEPHONE ALLOWANCE</b>				
Members Development Management Committee	13	£620	NA	£8,060
Telephone Allowance	NA	NA	NA	NA
<b>Sub Total - Basic Allowance</b>	<b>52</b>			<b>£234,000</b>
<b>Sub Total - Principal SRAs</b>	<b>23</b>			<b>£110,029</b>
<b>Sub-Total DMC SRAs</b>	<b>13</b>			<b>£8,060</b>
<b>Total (BA + SRAs)</b>				<b>£352,089</b>

<sup>1</sup> Recommendation for Deputy Leader of Principal Opposition is based on current size of group.

## The Panel also recommends that

### **If there is an increase in the number of Other Cabinet Members**

The following SRAs are payable to other Cabinet Members as follows

<b>Number of Other Cabinet Members</b>	<b>SRA Payable</b>	<b>Total Payable to Other Executive Members</b>
6 or less	£8,394	£50,364
7	£7,195	£50,364
8	£6,296	£50,364

### **Deputy Leader of the Principal Opposition Group**

If the Principal Opposition Group has at least 11 Members then the Deputy Leader of the Principal Opposition Group is paid an SRA of £723.

### **Leader of Minority Opposition Group[s]**

The qualified threshold of five seats is maintained for an SRA to be paid to a Leader of a Minority Opposition Group

### **Confirming the '1-SRA only' rule**

The 1-SRA only rule is maintained with the exception of the 13 other Members on the Development Management Committee, i.e., excluding the Chairman and Vice Chairman and the Cabinet appointee

### **The Independent Person and Deputy Independent Person**

The annual payment of £1,000 to the IP and £500 to the Deputy IP is maintained.

### **The Dependants' Carers' Allowance (DCA)**

The DCA, including the current terms and conditions under which it may be claimed, is maintained with the amendment of the child care rates to be specified at the National Living Wage.

### **Travel and Subsistence Allowances**

The current mechanism for determining the rates payable for the Travel and Subsistence Allowances and the terms and conditions by which they may be claimed are maintained.

### **Indexation**

The following indices be used for indexation purposes:

- **The Basic Allowance, SRAs and Independent Persons Allowance:**
  - Indexed to the locally agreed cost of living percentage increase in Huntingdonshire District Council local government staff salaries and implemented from the date of the annual meeting for the same year that it applies to staff
- **Travel Allowances:**
  - Mileage: indexed to the HMRC rates
  - Public Transport indexed to rates that can be claimed by Officers

- **Subsistence allowances – out of Authority Only:**
  - Indexed to and paid at the same rates and conditions applicable to Officers
  
- **DCA:**
  - Childcare element: the maximum hourly rate claimable indexed to the National Living Wage
  - Elderly/Disabled element: the maximum hourly cap indexed to the hourly rate paid to home care assistants by Cambridgeshire County Council

The indices run for the maximum length permitted by the legislation, namely for 4 years up to end of the 2021/22 financial year.

### **Implementation**

The recommendations contained in this report are implemented from date of the Council meeting that this report is considered and the new scheme adopted

# Huntingdonshire District Council

## Independent Remuneration Panel

### A Review of Members' Allowances

#### The Eighth Report

September 2018

#### The Regulatory Context and Terms of Reference

1. This report contains the recommendations arising out of the independent review, April – May 2018, of Members' Allowances for Huntingdonshire District Council by the Council's statutory Independent Remuneration Panel ('IRP' or 'Panel'). It also lays out the deliberations of the Panel so as to show elected Members, Officers and the public the rationale for the Panel's recommendations.
2. The Panel was convened under The Local Authorities (Members' Allowances) (England) Regulations 2003 (SI 1021) (the 2003 Regulations). These regulations, arising out of the relevant provisions in the Local Government Act 2000, require all local authorities to maintain an independent remuneration panel to review and provide advice on the Council's Members Allowances. This is in the context whereby the Council retains powers to determine the scope and levels of Members' Allowances.
3. All Councils are required to convene their Panel and seek its advice before they make any changes or amendments to their members' allowances schemes and they must 'pay regard' to the Panel's recommendations before setting a new or amended members' allowances scheme.
4. In this particular instance, the Panel has been reconvened under the 2003 Regulations [paragraph 10. (5)] which states:

Where an authority has regard to an index for the purpose of annual adjustment of allowances it must not rely on that index for longer than a period of four years before seeking a further recommendation from the independent remuneration panel established in respect of that authority on the application of an index to its scheme.
5. This provision, known as the '4-year rule', is utilised to oblige all Councils to reconvene their independent remuneration panels at least every four years so that, in a context where councils retain final responsibility for determining their own allowances, they are subject to periodic scrutiny and accountability. Although the Council has not applied any indexation to its main allowances since 2010 the indices are in place and under the 4-year rule they are about to expire. It is under

the requirement of the 4-year rule that the Panel has undertaken this (eighth) review of Members' Allowances for Huntingdonshire District Council.

## Terms of Reference

6. The Panel was presented with a general terms of reference in accordance with the requirements of the 2003 Members' Allowances Regulations, namely to undertake a full review of the Huntingdonshire District Council Members' Allowances scheme and to make any necessary recommendations in relation to the following:

- As to the amount of Basic Allowance that should be payable to its elected Members
- About the responsibilities or duties which should lead to the payment of a Special Responsibility Allowance and as to the amount of such an allowance with particular reference to the new posts of Assistant Executive Members
- The duties for which travelling and subsistence allowances can be paid and as to the amounts of this allowance
- As to whether the Authority's allowances scheme should include an allowance in respect of the expenses of arranging for the care of children and dependants and if it does make such a recommendation, the amount of this allowance and the means by which it is determined
- As to whether annual adjustments of allowance levels may be made by reference to an index, and if so, for how long such a measure should run
- On whether any allowance should be backdated to the beginning of a financial year in the event of a scheme being amended.
- The implementation of the recommendations
- The extent and level of Members' IT & Telephone support and the most effective means to deliver such support
- The Panel may make further recommendations with respect to Member allowances as it sees fit in response to issues arising.

7. In arriving at its recommendations the Panel is expected to take into account:

- The views, both written and oral, of Members
- Officer factual briefings and relevant written information on the Council
- The scope and level of allowances paid in similar councils
- The current budgetary situation of the Council
- Any on-going developments in the governance structures and roles that have occurred across the Council since May 2015
- Other relevant information on the Council

## The Panel

8. Huntingdonshire District Council reconvened its Independent Remuneration Panel convened its Panel and the following Members were appointed to carry out the independent review of allowances, namely:

Nicky Blanning -

Head of the Accommodation Service, University of Cambridge; Trustee; former School Governor;



Member of IRP for Cambridgeshire County Council in 2016-17.

- Stan Curtis - Originally an electronics engineer with extensive experience in managing and developing both SMEs in the UK and large companies internationally. Currently owns a local Agri-Tech business. For the past nine years he has been the chair of the Community Centre in Ramsey where he lived before recently moving to Soham.
- Declan Hall PhD - Former lecturer at the Institute of Local Government and now an Independent Consultant specialising in Members' Allowances (National perspective)
- Jennifer Horn PhD - Director, Optical Activity Ltd (Business Sector) and a local resident
- Prof Alan Rodger - Former Director, British Antarctic Survey, Director of the Morris Education Trust, School Governor St Philips, Member of IRP for Cambridgeshire County Council in 2016-17.

9. The Panel was supported by

- Lisa Jablonska AEA (Cert) Elections and Democratic Services Manager and Deputy Monitoring Officer
- Tony Roberts PhD Democratic Services Officer

10. Lisa Jablonska and Tony Roberts acted as 'Panellists' Friend' and took the organisational lead in facilitating the review process.

11. The Panel would like to record its gratitude to the Members and Officers of Huntingdonshire District Council for making themselves available to meet the Panel and ensuring the work of the Panel was carried out in an efficient and effective manner.

### Process and Methodology

12. The Panel met at Pathfinder House, Huntingdon on 30<sup>th</sup> August 2018. The meetings were in private session to enable the Panel to meet Members and Officers and conduct deliberations in confidence. In accordance with the terms of reference, in arriving at its recommendations, the Panel took into account a wide range of evidence both oral and written. While a representative range of elected Members was invited to meet with the Panel all other Members who wished to meet with the Panel were accommodated as far as practically possible. In addition all Members were sent a short questionnaire so that no Member was denied a voice in the course of review; 12 replies to the questionnaire were received. The questionnaire was also used as the template for Member interviews to ensure as common set of questions were asked.

13. The Panel met with relevant Officers for factual briefings on the Council, governance structures and challenges facing the Council.
14. The Panel also reviewed relevant written information, such as council and committee meetings schedules, relevant reports and information on the governance arrangements, the 2006 Statutory Guidance on Members' Allowances, etc.
15. For full details of whom the Panel met and full range of information reviewed see:
  - Appendix 1: for Members and Officers who met with the Panel
  - Appendix 2: for a list of the full range of evidence considered by the Panel
  - Appendix 3: for benchmarking utilised by the Panel, namely a summary of the Basic and Special Responsibility Allowances (2018/19) paid in the benchmarking group which is made up of Huntingdonshire's Eight 'Nearest Neighbours' (as set out by the Chartered Institute of Public Finance Accountancy - CIPFA) plus the four other district councils within the Cambridgeshire and Peterborough Combined Authority.
16. The Panel has not been driven by Allowances paid across the comparator authorities in the benchmarking group but it was concerned to understand how the issues under review have been addressed elsewhere, i.e. what is the most common practice. Moreover, it was important to place the Huntingdonshire District Council Allowances Scheme and tentative recommendations in a comparative perspective.

## **Key Messages and Observations**

### **Being cognisant of the financial impact of the recommendations**

17. The Panel found itself in a similar situation that it did at the time of the previous review in the spring of 2015. There is a robust argument that is supported by the wider evidence to increase the Basic Allowance, which, as with all the SRAs, has been frozen since 2011.
18. In addition, there is clear evidence that the demands on the Leader and Deputy Leader have increased through the Council's membership of the Cambridgeshire and Peterborough Combined Authority (C&PCA).
19. On the other hand, the overwhelming view as expressed to the Panel in the representation received from Members was that the recommendations arising from this review should be broadly cost neutral. Huntingdonshire District Council, as do all English Councils, continues to operate within a challenging financial context and as a result most of the representation received stressed that it is not appropriate to for Members to be spending more on their allowances at this juncture. This view was stressed to the Panel even by those Members who felt that the allowances overall were insufficient.

20. The Panel has taken this message on board – it would not be serving the Council if it simply made recommendations that have no basis in reality and not have broad acceptance. This is not to say that the Panel has been driven by budgetary considerations alone or has not recommended any change in the allowances scheme. Indeed it has recommended an increase in the current Basic Allowance beyond what would be regarded as a standard cost of living inflationary increase as it has done with some SRAs as well as two additional SRAs. At the same time these increases have been counterbalanced by recommending some SRAs are decreased or even eliminated. Consequently rather than fundamentally overhauling the allowances scheme the role of the Panel in this review has been to rebalance the scheme by addressing the most pressing anomalies while keeping an eye on the financial impact.
21. In this rebalancing the underlying principles for the Panel have been to look at time, responsibility and accountability of the roles under review.

### **The Basic Allowance- Recalibrated**

22. To test the robustness of the 2018/19 Basic Allowance (£4,235) the Panel has recalibrated the Basic Allowance by replicating the original methodology that underpins the basis of the current Basic Allowance. This methodology is laid out in the 2006 Statutory Guidance (paragraph 67) which states:

Having established what local councillors do, and the hours which are devoted to these tasks the local authorities will need to take a view on the rate at which, and the number of hours for which, councillors ought to be remunerated.

23. The Statutory Guidance (paragraphs 68-69) expands on the above statement by breaking it down to three variables for Panels to consider in arriving at a recommended Basic Allowance, namely time, recognising the public service principle and settling upon a rate of remuneration. The Panel has recalibrated the Basic Allowance by bringing the three operative variables up to date as set out below.

### **Time required in carrying out duties associated with the Basic Allowance**

24. The Basic Allowance is primarily a time-based allowance. The current Basic Allowance was based on an expected time input required from Members for their ordinary roles of 55 days per year, a figure that has not been altered since 2002.
25. The 2013 Census of Councillors shows that on average Members of district councils who hold no positions of responsibility put in up to 14 hours per week; equivalent to 91 days per year (on an 8 hour day).<sup>2</sup> However, the Census of Councillors average of 14 hours per week is based on a question simply asking how much time they spend on council duties (not including party activities). The Panel has always assessed the time commitment as that required to be an effective 'backbench' Member rather than an overall average.

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<sup>2</sup> In some of the written submissions a figure of 25 hours per week was quoted. However, it is noted that this 25 hours covers all Councillors including post holders across all types of principal Councils. The figure of 14 hours per week is for District Councillors who hold no positions of responsibility. Information supplied to Chair of Panel by Stephen Richards, a data analyst at the LGA as included in the information pack item 13.

26. Nonetheless, the Panel tested out with the interviewees whether there was a strong case to increase the notional time commitment on which the Basic Allowance is based and the historical figure of 55 days per year was not seen as significantly out of line. The Panel recognises that there are 'backbench' Members of Huntingdonshire District Council who put in more 55 days per year but as with all role evaluations the Panel has assessed the time demanded rather than what time Members can supply.

### **Recognising the voluntary principle or Public Service Discount**

27. The 2006 Statutory Guidance advises that not all the time expected from Members for which they are paid a Basic Allowance should be remunerated so as to recognise there is a public service element to being an elected Member. To recognise the public service principle an element should be unpaid, known as the Public Service Discount (PSD). The normal range for this public service discount is between 30%-40%, largely on the basis this is broadly in line with the proportion of time backbenchers spend dealing with constituents and ward issues and local and community matters. The historical PSD that has been applied in Huntingdonshire District Council is one third. The Panel received no evidence to revise this historical figure. Thus out of an expected minimum input of 55 days per year, one third or 18 days per year is deemed to be the public service and unpaid, leaving 37 paid days.

### **Rate of remuneration**

28. The third variable is to put a value on the Members; remunerated time which in 2003 was £95 per day, based on the mean gross pay for all full time employees in Cambridgeshire - as the closest link the Panel could establish to the average earnings of Members constituents. This figure was obtained from the Annual Survey of Hours and Earnings (ASHE) as published each by the Office of National Statistics (ONS). Since then the ONS has changed their format and now publish average earnings for employees in all council areas. Typically IRPs across the country use a locally based rate of remuneration as it relates the Basic Allowance to the average earnings of Councillors constituents. The latest figures published by ASHE (2017) show that the mean daily earnings (excluding overtime) for all full employees within the district is £128.22.<sup>3</sup>
29. Following the methodology as set out in the 2006 Statutory Guidance with an updated rate of remuneration produces the following recalibrated Basic Allowance:
- Minimum of 55 days per year minus 1/3 PSD (18 days)
  - = 37 remunerated days multiplied by £128.22
  - = £4,774
30. The recalibrated Basic Allowance is not an unreasonable figure – it broadly reflects what it would have been in any case if it had been indexed consistently since 2010. This impression is also confirmed when the recalibrated Basic Allowance is placed in the comparative context. Benchmarking shows that within the peer authorities the mean Basic Allowance is £5,228, with the median being

<sup>3</sup> See ONS, Annual Survey of Hourly Earnings, Weekly pay – excluding overtime - for all full time employee jobs - United Kingdom October 2017, Table 7.2a. It shows a mean weekly figure of 641.10 which when divided by five working days per week equates to £128.22.

£5,065. However to recommend the recalibrated Basic Allowance would require significant cuts to SRAs to ensure the total current spend on allowances is broadly maintained it would also mean ignoring the key message from Members. Yet, the Panel recognises that the Basic Allowance is at such a low level that not only does it undervalue Members but it may be a barrier to becoming a Member.

31. Consequently, the Panel is not recommending the recalibrated Basic Allowance. Yet, it is noted the current Huntingdonshire District Council Basic Allowance is lowest within the benchmarking group. Consequently the Panel has opted to recommend Basic Allowance that is at the mid-point (£4,490) between the current and recalibrated Basic Allowance, which the Panel has rounded up to £4,500.

### **Discontinuing the telephone allowance**

32. Currently all Members are eligible for a monthly telephone allowance of £8.92 per month or £107 per year. Its purpose is to assist Members with the extra cost of telephone calls by virtue of being elected to Council.
33. Telephone allowances date back to an era when most people did not have a telephone landline and Members did not receive a Basic Allowance and only got out of pocket expenses. This allowance is now an historical anomaly – not only do Members receive a not insignificant Basic Allowance but telecommunications are now ubiquitous and a separate provision is difficult to justify particularly when there are so many packages on the market that means there is no or very limited marginal telephone costs associated with being an elected Member.
34. Taking this context into account and the fact that the Panel is recommending an uplift of £265 to the Basic Allowance the Panel is further recommending that the Telephone Allowance is discontinued and the Members' Allowances clarified to point out that the Basic Allowance also deemed inclusive of any telephone costs incurred by Members undertaking their duties as an elected Member.
35. **The Panel recommends that the Basic Allowance is reset at £4,500 and the Members' Allowances scheme specifies that it is deemed to cover the costs of Council-related telephone calls that an elected Member may incur while carrying out Council duties.**
36. This represents about 0.5% per annum increase since the last uplift (2010) which is less than the Public Service increases over the same period.

### **Special Responsibility Allowances - The Leader**

37. The biggest development in governance arrangements since the previous review has been the establishment, in March 2017, of the Cambridgeshire and Peterborough Combined Authority (C&PCA). It has been set up to promote the local devolution deal that the constituent members agreed with central government. It has a directly-elected Mayor who chairs the C&PCA Board which also consists of the Leaders of the seven constituent local authorities plus the Chairman of the Business Board.
38. The C&PCA has significant budgets and responsibilities mainly in regards to strategic planning and sub-regional economic development. In addition to monthly

board meetings each Member (Leader) has a portfolio and appointed to further workings groups and sub-committees with the usual accompanying reading, meetings with Officers, partners and stakeholders, etc.

39. The key point for the Panel is that significant additional demands have been placed on the Leader through membership of the C&PCA Board. A point that was stressed in the representation from all Members regardless of their political hue. As such there was a consensus that the additional workload and responsibilities should be recognised in the allowances scheme as the Combined Authority is unable to pay any Board Members with the exception of the directly-elected Mayor.
40. For the Panel to remunerate the Leader for their C&PCA work it can be not much more than recognition of this new aspect of their responsibilities at this stage. Otherwise the Panel would have to breach the principle of not adding to the current total spend on Members' Allowances. The picture is further complicated by the fact that it is relatively unusual for district councils to be full members of the handful of Combined Authorities that have so far been established in England so there are not extensive comparisons to draw from and even then the C&PCA does not have the same powers and budgets as those CAs that cover metropolitan areas such as Greater Manchester and Merseyside.
41. The current SRA (£14,010) for the Leader was originally arrived at assessing the role as requiring the equivalent of an additional half of full time commitment and multiplying that time by the then day rate of £95 which was subsequently indexed to arrive at the current level. There was no evidence received to indicate that the current SRA for the Leader was in need of revising insofar it is paid for being Leader of the Council. This view is supported by the benchmarking that shows that across the comparator councils the mean SRA for Leaders at £15,958 and median SRA of £14,193. Even when it is noted that the stated SRA for the Leaders of Cambridge City and South Cambridgeshire as laid out in appendix three consists of two SRAs they are each paid – a Leader's SRA and a separate SRA for being on the Combined Authority<sup>4</sup> it only has a marginal downward effect on the mean and median SRA for Leaders in the benchmarking group.
42. While the Leader's role is still not a full time one it has become more demanding in terms of responsibility and workload with the advent of the Combined Authority. Indeed this trend was recognised in the 2015 review as it was clear then that there was a growing regional and sub-regional agenda. For instance, the Leader was already on the board of the Greater Cambridge and Greater Peterborough Local Enterprise Partnership (LEP), which no longer exists in its old form as much of it work passed over to the C&PCA.
43. The question for the Panel was how much to uplift the Leader's SRA to support and recognise the C&PCA role that goes beyond token sum yet does not breach the principle of maintaining financial neutrality.
44. The Panel notes that the 2<sup>nd</sup> SRA paid to the Leaders of Cambridge City and South Cambridgeshire for their Combined Authority role is £1,169 and £1,325 respectively. For the Panel this established a base line for the Leader's uplift and has decided that the Leader's SRA should be at least equal to the mean SRA

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<sup>4</sup> Both Councils permit a Member to be paid more than one SRA which is not the case in HDC and the majority of councils in England.

(£15,958) for Leaders in the benchmarking group and then rounded up to the nearest £100 producing a sum of £16,000.

45. **The Panel recommends the Leader's SRA is reset at £16,000.**

### The Deputy Leader

46. The SRA (£10,537) for the Deputy Leader was arrived at (as were most other SRAs) by assessing it as a ratio of the Leader's role, in this case 75%. This is in accordance with one of the methods set out in the 2006 Statutory Guidance (see paragraph 76) known as the 'pro rata' approach.
47. Comparatively this is a somewhat high ratio with the typical range being 60-70%, with the mean ratio in the benchmarking group being 69%. However, the current SRA is equal to the median SRA paid to Deputy Leaders in the benchmarking group, with the mean SRA being £11,057.
48. The Deputy Leader has also been impacted by the C&PCA. In particular, the Deputy Leader is required to stand in for the Leader on more occasions. In addition, the Deputy Leader has a role at the C&PCA as the Leader's substitute and being appointed to one of its committees. As such it is clear that the workload and responsibility of the Deputy Leader has increased in line with that of the Leader, consequently the Panel has decided to maintain the SRA at 75% of the Leader's recommended SRA, which equates to £12,000.
49. **The Panel recommends that the SRA paid to the Deputy Leader of Huntingdonshire District Council is reset at £12,000.**

### The Other Cabinet Members (4)

50. The current SRA (£8,394) paid to other Cabinet Members was arrived at by setting it at 60% of the Leaders' SRA. This is slightly below that paid to Other Cabinet Members in the benchmarking group where the mean SRA is £9,139 and median SRA is £9,354. However, the Panel is addressing this below as the Council has appointed or intends to appoint two Assistant Cabinet Members.
51. It was also pointed out that there are now two fewer Other Cabinet Members than at the time of the previous review and they have larger portfolios and this may merit an increase in their SRA. The Leader has the power to determine the size of the Cabinet; capped by legislation at 10 and the Panel has recognised the Cabinet may vary in size over time. The Panel addressed this point in the 2015 review and thinks that the recommendation remains valid.
52. Thus to future proof the scheme **the Panel recommends the following SRAs are payable to other Cabinet Members**

Number of Other Cabinet Members	SRA Payable	Total Payable to Other Executive Members
6 or less	£8,394	£50,364
7	£7,195	£50,364
8	£6,296	£50,364

### Assistant Cabinet Members (2)

53. The Leader has decided to appoint two Assistant Cabinet Members who are each assigned to support two other Cabinet Members. This is a new post and as yet there is limited experience of the role. Moreover, there are only two Councils in the benchmarking group that remunerate a similar post, Charnwood £2,108 and Braintree £4,731. Nonetheless, there is a strong vision for the role and the Council has developed a role description for the posts. In particular, they are to work with Cabinet Member[s] to assist them with any function except decision-making. This includes taking forward particular projects or programmes by undertaking specific task, research and investigations and attending meetings as requested by the Cabinet Member. It is also seen as a development role to help with succession planning for future Cabinet Members.
54. Thus rather than recommend a small increase for Other Cabinet Members to recognise their SRA is marginally below that paid to peers the Panel has decided to recommend an SRA for the Assistant Cabinet Members and cap it at the current number of two. In arriving at an appropriate SRA the Panel accepts it is early days and has simply settled at 10% of the SRA (£8,394) of the Other Cabinet Members, which equates to £840 as a recognition that there is role to perform even though it is yet to be tested through experience.
55. **The Panel recommends that the Cabinet Assistants are paid an SRA of £840 capped at the current number of appointments which is two.**

### The Chairmen of the Overview & Scrutiny Panels (2)

56. Another change since the previous review is the reduction in Overview and Scrutiny Panels from three to two. This is not necessarily sufficient reason to increase their SRA partly because there is a general trend across local government to have a more streamlined and focused overview and scrutiny arrangements and partly because the Huntingdonshire DC SRA is already higher than the mean (£4,537) and median (£4,459) SRA paid to equivalent posts in the benchmarking group. Consequently the Panel decided that there should be no change to the current SRA (£5,604).
57. **The Panel recommends that the current SRA paid to the Chairmen of the two Overview and Scrutiny Panels is maintained at £5,604.**

### Chairman of the Development Management Committee (DMC - 1)

58. The Panel received no evidence that the SRA (£6,311 - set at 45% of the Leader's SRA) for the Chairman of DMC required revising. It is above the benchmarked mean SRA (£5,716) and median SRA (£5,580) along with having a comparatively highly paid Vice Chair. However, four of the councils in the benchmarking group also pay other planning chairs, muddying the comparative picture somewhat. Moreover, the representation received emphasised that chairing the DMC is a high profile role reflecting the development pressures across the district that can on occasion be contentious. Also it has to meet monthly.



59. **The Panel recommends that the SRA for Chairman of the Development Control Committee remains at £6,311.**

### **Other Members of the Development Management Committee (DMC - 13)**

60. Currently the other Members of the DMC (excluding the Chairman and Vice Chairman and the Cabinet member appointed to the DMC) receive an SRA of £620. This SRA is not typically paid elsewhere, only three other Councils in the benchmarking group pay such an allowance (Braintree £875, Cambridge City £702 and Colchester £1,602) and out of those three only Cambridge City also pay their planning Vice-Chair.
61. This SRA, originally set at a fixed sum of £600 (now £620 with indexation prior to 2010), was paid to recognise the extra workload associated with being on the DMC, in particular site visits, and as an administratively simple means to contribute towards the cost of travelling to those site visits DMC Members are expected to undertake under their own cognizance. On balance the evidence received supported the original rationale for paying this SRA.
62. **The Panel recommends that the 13 other Members of the DMC continue to receive an SRA of £620.**

### **Chairman of the Licensing Committee + Licensing & Protection Committee (1)**

63. The SRA (£6,311) for the Chairman of the Licensing Committee and Licensing and Protection Panel is highest within the benchmarking group where the mean SRA for Chairs of Licensing Committees is £3,734 with a median SRA of £3,598. However, in Huntingdonshire District Council the Chairman chairs two separate council committees namely the:
- Licensing & Protection Committee – which addresses such issues as environmental protection and taxi licensing, with the latter function becoming more demanding post-Rotherham
  - Licensing Committee – which mainly deals with matters under the Licensing Act 2003, Gambling Act 2005 and Scrap Metal Dealers Act 2013
64. The two Committees meet quarterly on the same day consecutively with the same members and at this level the workload and responsibility of the Chairman is not commensurate with that of the Chairman of the DMC who receives the same SRA. However, most of the work of both Committees is undertaken by the Licensing Sub-Committee which mainly determines applications for liquor and gambling licenses including appeals against liquor and gambling licensing decisions and the Licensing and Protection Sub-Committee which mainly determines applications, renewals, suspensions, revocations and all other relevant powers in relation to licenses regarding Hackney Carriage and private hire vehicles. Moreover, the Licensing/Protection Sub-Committees are the only routinely held day meetings by the Council.
65. In the past two years the Licensing Sub-Committee met nine times and the Licensing and Protection Sub-Committee 24 times. The Chairman of the Licensing/Protection Committees is expected to chair the sub-committees and the

Vice-Chairman is also expected to sit on each Sub-Committee and chair in the Chairman's absence or where there is a conflict of interest. Out of the total of 33 meetings during the past two years the majority have indeed been chaired by the Licensing/Protection Chairman and all the others chaired by the Vice-Chairman except in one instance of the Licensing Sub-Committee where the Chairman was on holiday and the application involved premises in the Vice-Chairman's ward so was prevented from sitting on the Sub-Committee. The other Members of the Licensing (1) and Protection (2) Sub-Committees are drawn from the parent committees on a rotating basis so the workload is shared.

66. The key point is that the Chairman of Licensing/Protection Committees has a greater workload and responsibility than it appears at first glance. Moreover, in the representation received there was a consensus that, as a result of the role in the Sub-Committees, it was appropriate for the Chairman to continue to receive an SRA on par with the Chairman of DMC.
67. **The Panel recommends that the Chairman of the Licensing Committee & Licensing & Protection Committee continues to receive an SRA of £6,311.**

### **Chairman of the Council (1)**

68. The Chairman of the Council currently receives an SRA of £3,763 which is an historical figure. It is always difficult to benchmark a Council Chairman's SRA as they also receive a Civic Allowance to help defray the costs of being a Civic Head. In Huntingdonshire District Council the Civic Allowance is held by Members' Services and the Chairman claims expenses upon production of receipts. Elsewhere this is not always the case in that it is simply handed to the Council Chairman/Mayor which is in effect an unrecorded SRA. There is no way to know from analysing their allowances schemes to know whether this is also the case in the comparator councils. The Panel received no evidence to revise this SRA.
69. **The Panel recommends that the SRA for the Chairman of the Council is maintained at £3,763.**

### **Chairmen of the Employment and the Corporate Governance Committees (2)**

70. The SRA (£2,779) for the Chairmen of the Employment and the Corporate Governance Committees has been set at 17.5% of the Leader's SRA. The Corporate Governance Committee deals with constitutional changes and also includes the Audit and Standards functions. Benchmarking shows that within the comparator group only three other councils remunerate a Chairman of a Governance Committee and one of these Councils (Chelmsford) there is also a separately remunerated Audit Chairman. Out of the 12 other Councils in the benchmarking group 10 pay an SRA to the their Chairman of Audit which provides a more apt benchmarking figure with a mean SRA of £3,277 and median SRA of £3,682.
71. The Employment Committee discharges the strategic overview of the people management and workforce decisions and issues with the Council, including meeting with the Staff Council when required. Again benchmarking is difficult as only three of the comparator councils pay an SRA to an equivalent post.

72. Nonetheless, the Panel received no evidence to alter these SRAs. **As such the Panel recommends that the SRA for the Chairmen of the Employment and Corporate Governance Committees remains at £2,779.**

### The Vice-Chairmen of Committee/Panels (6)

73. The SRAs for the Vice Chairmen of Committees have always been set with reference to their respective Chairman's SRA on the following ratios (including current SRA):

- Vice-Chairman DMC (£2,837): 45% of Chairman's SRA
- Vice-Chairman Licensing/Protection (£2,837): 45% of Chairman's SRA
- Vice-Chairmen Scrutiny Panels (£2,242): 40% of Chairman's SRA
- Vice-Chairman Employment (£927): 33% of Chairman's SRA
- Vice-Chairman Governance (£927): 33% of Chairman's SRA

74. The Panel in the 2015 review recommended all these SRAs to be reduced and no evidence was received to indicate that this recommendation is still not valid. There are no role descriptions for any of the Vice-Chairmen and with the exception of the Licensing/Protection Vice-Chairman they do not have any discrete tasks assigned to them such as chairing working groups, etc., and in the main they attend briefings with their respective Chairmen and stand-in when required. In practice, it is only the Vice-Chairman of the DMC who has to stand-in on more than the very odd occasion – mainly as that where the DMC Chairman is unable to chair a meeting that cannot be rescheduled.

75. Benchmarking shows that only three of the comparator councils (Basingstoke & Dean, Charnwood and South Cambridgeshire) pay an SRA to all or nearly all of their Committee/Panel Vice-Chairmen. Historically in English local government Vice-Chairmen were typically paid an SRA when the sums involved were nominal but in the modern era with not insignificant SRAs being paid Vice-Chairmen typically only receive an SRA if they have discrete roles beyond assigned to them beyond stand-in and generally supporting their Chairman.

76. Benchmarking also shows that not only is Huntingdonshire District Council unusual in paying an SRA to all Vice-Chairmen but pays the highest SRA for the Vice-Chairmen of the following committees/panels:

- Overview and Scrutiny
- Development Management
- Licensing/Protection
- Employment

77. Huntingdonshire District Council is the only council in the benchmarking group that pays an SRA to the Vice-Chairman of Corporate Governance and even when looking at a more apt comparator, i.e., Audit Committees, only two other councils remunerate Audit Vice-Chairmen. The SRAs for Vice-Chairmen in Huntingdonshire stand out as being significant sums for what is in the main a traditional stand-in role. Consequently as in the previous review the Panel has decided to recalibrate the SRAs for the Vice-Chairmen to bring them more in line with their actual workloads and responsibilities.

78. **The Panel recommends that the SRAs for the Vice-Chairmen of the committees and panels are recalibrated as follows:**

Vice Chairman	Chairman's Recommended SRA	Recalibrated Ratio	Recommended SRA for Vice-Chairman
Vice-Chairman DMC	£6,311	33% of Chairman's SRA	£2,104
Vice-Chairman Licensing/Protection	£6,311	33% of Chairman's SRA	£2,104
Vice-Chairmen Scrutiny Panels	£5,604	25% of Chairman's SRA	£1,401
Vice-Chairman Employment	£2,779	25% of Chairman's SRA	£695
Vice Chairman Corporate Governance	£2,779	25% of Chairman's SRA	£695

### **The Leader of the Principal Opposition Group (1)**

79. The current SRA (£7,005) for the Leader of the Principal Opposition Group has historically been arrived at by setting it at 50% of the Leader's SRA. This is comparatively high, with the mean SRA being £4,911 and median SRA £4,731 in the benchmarking group. This high SRA relates to a different era when the Principal Opposition Group was much larger than it is today.
80. In the previous review the Panel recommended varying the SRA for the Leader of the Principal Opposition Group based on group size. However with the move to all out elections there is less of a need to future proof this SRA – the current size (10) of the Principal Opposition Group will remain relatively stable between elections. Thus, the Panel decided to set a fixed SRA for the Leader of the Principal Opposition Group that reflects a smaller sized group than the current SRA was designed for while recognising that it is still a vital role for the effective functioning of local democracy. The Panel has decided that should be equivalent to the recommended Basic Allowance at £4,500.
81. **The Panel recommends that the SRA for the Leader of the Principal Opposition Group should be reset at £4,500.**

### **Deputy Leader of the Principal Opposition**

82. Similarly the SRA for the Deputy Leader of the Principal Opposition Group (£2,837 - set at 40% of Opposition Group Leader's SRA) reflects a different political era. Benchmarking shows that this SRA is not typically paid, none of the comparator councils specifically remunerate the Deputy Leader of the Principal Opposition Group although Cambridge City pays "Minority Spokespersons" on Scrutiny while East Cambridgeshire pays Liberal Democrat (the main Opposition group in that authority) Spokespersons on Policy and Planning Committees ensuring all three Liberal Democrat Opposition Members get at least one SRA.
83. Regardless, the Panel decided that the SRA for the Deputy Leader of the Principal Opposition Group is not merited under the current political configuration of the Council. Instead, the Panel decided that an SRA for the Deputy Leader of

the Principal Opposition should only be paid when the size of the Principal Opposition Group is more than 20% (11) of the Council membership. If the Principal Opposition Group does reach the qualifying threshold of 11 Members the SRA should be the same as that paid to the Leader of the Minority Opposition Group, which is £723.

84. **The Panel recommends that the SRA for the Deputy Leader of the Principal Opposition Group is only payable when the Principal Opposition Group has at least 11 Members and in such a case the SRA payable is £723.**

### **Leader of Minority Opposition Group[s] (1)**

85. Currently any Leader of a Minority Opposition Group that reaches the threshold of five Members (10% of council membership) qualifies for a Minority Opposition Group Leaders' SRA of £723 (an historic figure). Currently this applies to only one group in Huntingdonshire District Council. This post is not always remunerated elsewhere although that can often be due to the fact that there is not a Minority Opposition Group in all councils. Benchmarking shows that an equivalent post is paid in six of the 12 other comparator councils or seven if the Cambridge City example is included even though it is not an SRA specific to the Deputy Leader of a Minority Opposition Group, with a mean SRA at £2,041 and median SRA at £1,578.
86. The qualified threshold of five seats had general support and the Panel received no representation that the SRA should be revised.
87. Consequently **the Panel recommends that the SRA for the Leader[s] of a Minority Opposition Group that reaches the qualifying threshold of five members remains at £723.**

### **Other SRAs considered but not recommended**

88. The Panel did consider in response to albeit limited representation whether to recommend SRAs for Huntingdonshire District Council Members it is required to appoint to the Audit and Scrutiny Committees at the C&PCA. However, no substantive evidence was received to merit such a recommendation and they are not paid in the other Cambridgeshire district councils which also have to make similar appointments. Consequently the Panel is making no recommendations in this regard.
89. Similarly the issue of paying a small SRA to Members of the Licensing/Protection Committees for sitting on Licensing Sub-Committees was raised but apart from the Chairman and Vice-Chairman it is expected that as far as is practical, sitting on Licensing/Protection Sub-Committees is shared by all Members of the Committees. Consequently the Panel is making no recommendations in this regard.

### **Confirming the '1SRA only' rule**

90. The 2003 Regulations do not prohibit the number of SRAs a Member may receive but many councils including Huntingdonshire District Council have adopted a '1

SRA only' internal rule in that regardless of the number of remunerated posts a Member may hold they can only receive one SRA. Out of the 12 other councils in the benchmarking group at least eight have adopted a version of the 1 SRA only rule.

91. This rule is adopted largely to hedge against senior Members holding as many remunerated posts as they can thus ensuring a wider distribution of SRAs than would otherwise be the case. It also helps ensure that allowances schemes are more transparent as posts are paid an SRA on a holistic basis rather than being paid numerous but typically smaller SRAs which can mask their real remuneration. It also helps ensure that no Member is paid more than the Leader through collecting SRAs which is particularly anomalous when there is an executive Leader model of governance in place.
92. The representation received supported the continuation of the 1 SRA rule and therefore **the Panel recommends that the 1-SRA only rule is maintained at Huntingdonshire District Council with the exception of the 13 Other Members on the DMC**

### **The Independent Person and Deputy Independent Person**

93. Similarly the Independent Person (IP) appointed in 2012 under the Localism Act 2011 is paid an annual allowance of £1,000 with the Deputy IP paid £500 – figures that have not changed since the date of their appointment. As the IPs are not formally members of the Council nor a Co-Optee their remuneration falls outside the remit of the 2003 Regulations. However, the Panel was asked to consider their remuneration in the absence of any other external validation. Although it is common practice to pay an IP it is very difficult to benchmark this payment as it is not typically included in published Members' Allowances schemes. However the Panel received no evidence that the current level was inappropriate, being on a par with the Standards Co-Optee felt appropriate.
94. **The Panel recommends that the annual payment of £1,000 to the IP and £500 to the Deputy IP is maintained.**

### **The Dependants' Carers' Allowance (DCA)**

95. Although the DCA is only claimed occasionally there was general support to maintain the allowance on the principle that it is an allowance expressly provided for in the 2003 Regulations to help reduce a barrier to being a Councillor, a view the Panel continues to endorse.
96. No evidence was received to indicate the Dependants' Carers' Allowance required amending except in one respect – the maximum rates claimable for the childcare element as published in the current scheme are based on minimum wage rates applicable to the age of the carer that out now out of date. Moreover, the minimum wage rate has now been superseded by the National Living Wage. This rate is now often adopted by Councils for the child care element of the DCA and the Panel feels that it should be the case for the Huntingdonshire District Council DCA.

97. **The Panel recommends that the DCA, including the current terms and conditions under which it may be claimed, is maintained with the amendment of the child care rates to be specified at the National Living Wage.**

### **Travel and Subsistence Allowances**

98. No evidence was received to indicate the Travel and Subsistence Allowances requires amending.
99. **The Panel recommends that the current mechanism for determining the rates payable for the Travel and Subsistence Allowances and the terms and conditions by which they may be claimed are maintained.**

### **Indexation**

100. Although provision for indexation has been in place since 2010 the Council has chosen not to implement the index for the Basic Allowance and SRAs. For instance, in 2013 when the index was linked to the National Joint Council agreement, nationally Officers received a 2% cost of living increase but it was not applied to the Basic Allowance and SRAs as the Council declined the index, which is its prerogative. There was general support for the principle of indexation to be in place. If indexation is not in place then the Council then no uplifts can happen without the Council first seeking advice from the Panel. It is noted that where Officers do not get an annual cost of living increase then Members would also not receive any cost of living increase as the index is 0%,
101. The rationale behind having indexation in place is so that the main allowances have an annual cost of living increase thus obviating the need for substantial increases every four years – the maximum length for which indexation may be run without reference once more to the Panel.
102. This is provided for in the 2003 Regulations (10. (1)) which states:
- A scheme may make provision for an annual adjustment of allowances by reference to such index as may be specified by the authority and where the only change made to a scheme in any year is that effected by such annual adjustment in accordance with such index the scheme shall be deemed not to have been amended.
103. As such any indices that may be applicable do not require the consent of the Council unless it is in the negative sense, i.e., the Council makes a decision to not accept any increases that may be applicable through indexation. If the Council does not make such a decision that the application of any relevant indices is automatic without any further reference to the Council.
104. As a general rule the vast majority of Councils now provide for the indexation of their allowances and for the Basic and Special Responsibility Allowances it is typically indexed to the annual cost of living uplift that Officers may receive. The Panel continues to support the principle of indexing allowances.

105. **The Panel recommends that the following indices be used for indexation purposes.**
- **The Basic Allowance, SRAs and Independent Persons Allowance:**
    - Indexed to the locally agreed cost of living percentage increase in Huntingdonshire District Council local government staff salaries and implemented from the date of the annual meeting for the same year that it applies to staff
  - **Travel Allowances:**
    - Mileage: indexed to the HMRC rates
    - Public Transport indexed to rates that can be claimed by Officers
  - **Subsistence allowances – out of Authority Only:**
    - Indexed to and paid at the same rates and conditions applicable to Officers
  - **DCA:**
    - Childcare element: the maximum hourly rate claimable indexed to the National Living Wage
    - Elderly/Disabled element: the maximum hourly cap indexed to the hourly rate paid to home care assistants by Cambridgeshire County Council
106. **The Panel further recommends that the indices run for the maximum length permitted by the legislation, namely for 4 years up to end of the 2021/22 financial year.**

## **Implementation**

107. **The Panel further recommends that its recommendations contained in this report are implemented from date of the Council meeting that this report is considered and the new scheme adopted.**



## Appendix 1: Members and Officers who met with the Panel

### Members:

Cllr G. Bull	Leader of Council and Conservative (Majority) Group
Cllr E. Butler	Chairman of the Development Management Panel (Conservative)
Cllr B. Chapman	Leader of Huntingdonshire Independent (Principal) Opposition Group
Cllr S. Criswell	Chairman of Licensing and Protection & Licensing Committees (Conservative)
Cllr R. Fuller	Deputy Leader of Council and Conservative (Majority) Group & Executive Member for Housing, Planning and Economic Development
Cllr P. Kadewere	Leader of Labour (Minority) Opposition Group
Cllr D. Tuplin	Independent Member

### Written submissions from Members:

11 written submissions were received from individual elected Members plus an additional written submission on behalf of the Liberal Democrat (Minority) Opposition Group

### Officers who briefed the Panel:

Lisa Jablonska AEA (Cert)	Elections and Democratic Services Manager and Deputy Monitoring Officer
Joanne Lancaster	Managing Director
Tony Roberts (PhD)	Democratic Services Officer

## Appendix 2: Information received & reviewed by the Panel

1. Panel Terms of Reference
2. Huntingdonshire DC IRP: Seventh Report May 2015, including
  - Minutes from Council Annual Meeting 20<sup>th</sup> May 2015 where report was discussed and current scheme adopted
  - Agenda Item 12 – Report by Elections & Democratic Services Manager “Members’ Allowances”
3. Minutes for Huntingdonshire District Council meeting 21<sup>st</sup> December 2016 showing decision to uplift SRA for Chairman of Corporate Governance Committee to place on par with Chairman of Employment Committee to reflect addition of Standards responsibilities including
  - Agenda Item 8 – Report by Elections & Democratic Services Manager “Members’ Allowances – Corporate Governance Committee”
4. Huntingdonshire District Council Members’ Allowances Scheme 2018/19
5. Huntingdonshire District Council Members’ Allowances & Expenses statutory publication 2017/18
6. Details of further support provided to members such as telecommunications and IT
7. Huntingdonshire District Council meetings calendar 2018/19
8. Flow diagram or structure chart of Council and committees etc.
9. Part three of Huntingdonshire DC Constitution pages 35-52 setting out remit of Cabinet, committees and panels, etc.
10. Member Role Profiles
  - All Councillors
  - Executive Leader
  - Deputy Executive Leader
  - Cabinet Members
  - Chairman of the Council
  - Chairman of a Committee
  - Overview & Scrutiny Panel Chairman
  - Assistant Cabinet Members
11. Break down of number of meetings for each licensing panel for 2016/17, 2017/18 and 2018/19 (to date) including who has chaired and served on them namely
  - Licensing & Protection Sub Committees
  - Licensing Sub-Committees
12. Councillors Census 2013 - summary of average hours worked by authority and non/post holder

13. National Joint Council for Local Government Services, 2018 and 2019 Payscales & Allowances including up rating figures, 10 April 2018 showing 2% uplift
14. Copies of Members written submissions/replies to short questionnaire sent to all Members
15. Statutory Guidance on Consolidated Regulations for Local Authority Allowances 2003
16. Statutory Instruments: 2003 No. 1021 – The Local Authorities (Members' Allowances) (England) Regulations 2003
17. Relevant benchmarking data/material namely spread sheets summarizing & comparing allowances paid in benchmarking group (based on CIPFA 8 NN 2014 + 4 other Cambridgeshire District Councils that are members of the Cambridgeshire and Peterborough Combined Authority)

CIPFA 8 Nearest Neighbours

- Maidstone
- Cherwell
- Basingstoke & Deane
- Charnwood
- Aylesbury Vale
- Colchester
- Chelmsford
- Braintree

Other Cambridgeshire Districts/Members of the C&PCA

- Cambridge City
- East Cambridgeshire
- Fenland
- South Cambridgeshire

18. Members' Allowances Schemes (2018/19) from benchmarking councils
19. ONS, Annual Survey of Hours and Earnings, Huntingdonshire District Council, Weekly pay – excluding overtime - for all full time employee jobs within the district - United Kingdom 2017, Table 7.2a.  
<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/datasets/placeofworkbylocalauthorityasetable7>

### Appendix 3: Allowances paid in comparator authorities

BM1 Huntingdonshire - CIPFA 8 Nearest Neighbours + 4 Other Cambridgeshire/Combined Authority DCs: BA + Exec + Scrutiny SRAs (18/19)										
Comparator Council	Basic Allowance	Leader	Leader BA+SRAs	Deputy Leader	Other Exec Members	Deputy Exec Members	Chair Main O&S	V/Chr Main O&S	Chairs or Lead Scrutiny	Vice Chairs Scrutiny
Maidstone	5,065	19,611	24,676	Committee system			NA		NA	
Cherwell	4,284	13,656	17,940	8,892	6,372		3,552		3,552	
Basingstoke & Deane	6,876	22,908	29,784	15,264	11,460		5,724	576	5,724	576
Charnwood	5,075	12,292	17,367	8,604	4,917	£2,108			3,442	1,476
Aylesbury Vale	5,580	16,740	22,320	12,555	11,160				4,186	
Colchester	6,839	20,518	27,357	12,926	12,311				7,182	
Chelmsford	5,760	23,049	28,809	15,210	11,523		5,763	2,880		
Braintree (17/18)	4,731	14,193	18,924	11,829	9,462	£4,731	4,731		4,731	
Cambridge City*	4,677	14,031	18,708	9,354	9,354				1,871	
East Cambs*	5,300	8,000	13,300	Committee system			2,000	500		
Fenland	4,677	16,509	21,186	8,500	8,500		8,000			
South Cambs*	4,863	11,937	16,800	7,960	7,076		3,601	1,800		
Huntingdonshire	4,235	14,010	18,245	10,537	8,394				5,604	2,242
<b>Mean</b>	<b>5,228</b>	<b>15,958</b>	<b>21,186</b>	<b>11,057</b>	<b>9,139</b>		<b>4,767</b>	<b>1,439</b>	<b>4,537</b>	<b>1,431</b>
<b>Median</b>	<b>5,065</b>	<b>14,193</b>	<b>18,924</b>	<b>10,537</b>	<b>9,354</b>		<b>4,731</b>	<b>1,188</b>	<b>4,459</b>	<b>1,476</b>
<b>Highest</b>	<b>6,876</b>	<b>23,049</b>	<b>29,784</b>	<b>15,264</b>	<b>12,311</b>		<b>8,000</b>	<b>2,880</b>	<b>7,182</b>	<b>2,242</b>
<b>Lowest</b>	<b>4,235</b>	<b>8,000</b>	<b>13,300</b>	<b>7,960</b>	<b>4,917</b>		<b>2,000</b>	<b>500</b>	<b>1,871</b>	<b>576</b>
<b>Mean Ratios</b>	3.1 X mean BA	100%		69%	57%		30%		28%	
* Cambridge City & South Cambs Leaders' SRA includes Combined Authority SRA of £1,169 & £1,325 respectively					** E. Cambs Leader gets 2 SRAs - Leader £6,000 + Group Leader £2,000 Likewise for the Deputy Leader (£2,000) + £3,000 as Chair of Audit Committee					

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## Appendix 3: continued

BM2 Huntingdonshire - CIPFA 8 Nearest Neighbours + 4 other Cambridgeshire/CA DCs: Planning & Licensing/Regulatory SRAs (2018/19)											
Comparator Council	Chair Planning	V/Chair Planning	Planning Members	Chair Lic'ng &/or Regulatory	Lic'ng V/Chair	Chair Audit	Vice Chair Audit	Chair HR or Employment	V/Chair HR or Employment	Chair Standards	Chair Other Planning
Maidstone	7,844			3,922		3,922					
Cherwell	4,248			£253 + £253 p/mtng		4,248		£253 + £253 p/mtng		£253 + £253 p/mtng	
Basingstoke & Deane	6,876	684		5,724	576	5,724	576	5,724	576	5,724	
Charnwood*	3,687	1,476		2,458	1,474	3,442				1,476	
Aylesbury Vale	5,580			2,790		4,180					5,580
Colchester	7,181		1,077	6,156		4,104					
Chelmsford	7,605			5,763		1,155					7,605
Braintree (17/18)	4,731		875	4,731							4,731
Cambridge City	4,677	2,339	702	1,169		1,169					2,339
East Cambs	3,000	1,500		2,000	500	3,000	700				
Fenland	8,000			3,274				1,637			
South Cambs	4,571	2,286		515		1,829		444			
Huntingdonshire	6,311	2,837	620	6,311	2,837			2,779	927		
<b>Mean</b>	<b>5,716</b>	<b>1,854</b>	<b>819</b>	<b>3,734</b>	<b>1,347</b>	<b>3,277</b>		<b>2,646</b>			<b>5,064</b>
<b>Median</b>	<b>5,580</b>	<b>1,893</b>	<b>789</b>	<b>3,598</b>	<b>1,025</b>	<b>3,682</b>		<b>2,208</b>			<b>5,156</b>
<b>Highest</b>	<b>8,000</b>	<b>2,837</b>	<b>1,077</b>	<b>6,311</b>	<b>2,837</b>	<b>5,724</b>		<b>5,724</b>			<b>7,605</b>
<b>Lowest</b>	<b>3,000</b>	<b>684</b>	<b>620</b>	<b>515</b>	<b>500</b>	<b>1,155</b>		<b>444</b>			<b>2,339</b>
<b>Mean Ratios</b>	36%			23%		21%		17%			
* Charnwood pays 2 Licensing V/Chairs £737 each											

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## Appendix 3: continued

<b>BM3 v1 Huntingdonshire - CIPFA 8 Nearest Neighbours + 4 other Cambridgeshire/CA DCs: Group &amp; Miscellaneous SRAs (2018/19)</b>						
Comparator Council	Main Opposition Group Leader	Main Opposition Deputy Leader	Minor Opposition Group Leader	Governance Chair	Governance V/Chair	Other or Comment
Maidstone	395 p/mbr		395 p/mbr			Chairs of Policy Committees £7,844, Licensing Panel Chairs & Mbrs £80 & £60 p/mtng
Cherwell	2,940					Directors of Council owned companies £4,284m or £6,372 if appointed to both companies, £8,496 if also Chair of council owned company, Chair of Appeals £253 + £253 p/mtng >1 SRA payable
Basingstoke & Deane	6,876		3,432			Chairs & Vice Chairs of Policy Committees £5,724 & £576 + Vice Chair Standards £384
Charnwood	4,121			-	-	50% of 2nd SRA payable
Aylesbury Vale	Opp Leaders paid pro rata out of £5,580 pot					Chair of "VALP Scrutiny" Committee £2,790
Colchester	4,757		4,531			Leader 3rd Opposition Group £2,727, Chairs other panels, boards or committees £4,104, Governance combined with Audit
Chelmsford	7,605			1,155		
Braintree	4,731		1,158	4,731		Chair Grants Panel £4,731, Mbrs Local Plan Sub £875
Cambridge City	4,677					Minority Spokespersons on Scrutiny £1,871 & £1,403, Grtr Cambs Partnership Brd Mbr £2,339, Area Chairs £935, > 1 SRA payable
East Cambs	2,000		400			Policy Committees Chairs £3,000 & V/Chairs £700 & Lib Dem Spokespersons on Policy + Planning Committees £300, Chairs of Working Parties & Sub Committees £50 p/mnth, > 1 SRA payable
Fenland	5,706		2,000	1,637		> 1 SRA payable
South Cambs	3,601					Partnership Chair & V/Chair £3,601 & £1,800, Civic Affairs Chair £456, Major IRP recommendations pending including Grtr Cam'shire P'hip Exec Mbr £1,325
Huntingdonshire	7,005	2,837	723	2,779	927	
<b>Mean</b>	<b>4,911</b>		<b>2,041</b>	<b>2,576</b>		
<b>Median</b>	<b>4,731</b>		<b>1,579</b>	<b>2,208</b>		
<b>Highest</b>	<b>7,605</b>		<b>4,531</b>	<b>4,731</b>		
<b>Lowest</b>	<b>2,000</b>		<b>400</b>	<b>1,155</b>		
<b>Mean Ratio</b>	<b>31%</b>		<b>13%</b>	<b>16%</b>		

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**APPENDIX 2**

Allowance	Existing Scheme Commenced 18.05.11	Recommended Scheme w.e.f. 17.10.18
	Per annum	Per annum
	£	£
<b>BASIC ALLOWANCE</b>		
Each District Councillor	4,235	4,500
<b>SPECIAL RESPONSIBILITY<sup>1</sup> ALLOWANCES</b>		
The Executive Leader	14,010	16,000
Deputy Leader	10,537	12,000
Other Cabinet Members	8,394	8,394
Assistant Cabinet Members	n/a	840
<b>Chairmen</b>		
Overview and Scrutiny Panels	5,604	5,604
Development Management Committee	6,311	6,311
Council	3,763	3,763
Licensing and Protection Committee/ Licensing Committee	6,311	6,311
Employment Committee	2,779	2,779
Corporate Governance Committee	2,779	2,779
<b>Vice-Chairman</b>		
Overview and Scrutiny Panels	2,242	1,401
Development Management Committee	2,837	2,104
Council	1,563	1,563
Licensing and Protection Committee/ Licensing Committee	2,837	2,104
Employment Committee	927	695
Corporate Governance Committee	927	695
<b>Opposition Group</b>		
Leader - Principal Opposition	7,005	4,500
Deputy Leader	2,837	723*
Leader Minor Opposition <sup>2</sup>	723	723
<b>Development Management Committee</b>		
Ordinary Members <sup>3</sup>	620	620

\* Subject to the Group having at least 11 Members

Allowance	Existing Scheme Commenced 18.05.11	Recommended Scheme w.e.f. 17.10.18
	Per annum	Per annum
<b>Dependant Carer's Allowance</b> Each qualifying District Councillor with children or elderly/disabled dependant	Up to a maximum of 7.5 hours per week at the minimum wage level in the case of childcare and for an elderly or disabled dependant at the County Council's recommended "home carer" rate.	Up to a maximum of 7.5 hours per week at the National Living Wage level in the case of childcare and for an elderly or disabled dependant at the County Council's recommended "home carer" rate.

**Notes:**

1. No Member may receive more than one Special Responsibility Allowance
2. Subject to the party having a minimum of five Members (or at least 10% of the Council's membership) and being registered as a political group.
3. Excluding the Chairman and Vice-Chairman of the Committee and any Cabinet Member appointed to the Committee.



**Public**  
**Key Decision - No**

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** Change to the Constitution - HDC Ventures Limited – Shareholder Representative and Reference Group

**Meeting/Date:** Council – 17th October 2018

**Executive Portfolio:** Councillor D Tysoe - Executive Councillor for Digital and Customers

**Report by:** Managing Director

**Ward(s) affected:** All

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### **Executive Summary:**

The Council has previously appointed a Shareholder Representative under Arrangements and Terms of Reference, including a Shareholder Reference Group (Minute No. 18/27 refers). The Arrangements and Terms of Reference have been submitted to the Corporate Governance Committee in accordance with the formal route to amend the Constitution. The Committee recommended some minor changes and asked that the Cabinet was consulted on them. This has taken place and the Arrangements and Terms of Reference are submitted to the Council for incorporation into the Constitution.

Subject to the change to the Constitution being approved, Group leaders will be asked to nominate representatives to sit on the Reference Group and a programme of meetings will be established.

### **Recommendation:**

The Council is

### **RECOMMENDED**

**to approve the insertion of the Arrangements for the Shareholder Representative and Shareholder Reference Group as appended into Part 3 Responsibility for Functions of the Constitution.**

## **1. PURPOSE OF THE REPORT**

- 1.1 To approve the incorporation of the Shareholder Representative Arrangements and Terms of Reference into the Constitution.

## **2. WHY IS THIS REPORT NECESSARY/BACKGROUND**

- 2.1 The change to the Constitution will provide the Council with the basis to exercise its role as Shareholder of any company it owns.

## **3. OPTIONS CONSIDERED/ANALYSIS**

- 3.1 The Council has established a Local Authority Trading Company, HDC Ventures Limited. Its purpose is to enable the Council to participate in commercial trading activities. The Cabinet and Council have previously endorsed the appointment of a Shareholder Representative and Reference Group. Following these decisions, the Corporate Governance Committee considered the necessary amendments to the Constitution and, while the majority of the Arrangements and Terms of Reference were approved, a small number of changes were recommended. The Corporate Governance Committee requested that the changed document was referred to the Cabinet prior to being submitted to the Council for incorporation into the Constitution.

- 3.2 The amended Arrangements and Terms of Reference are attached. The changes are:

- The Shareholder Representative and the Shareholder Reference Group will report and be accountable to the Council; and
- Rather than state the name of an individual, Point 6 of the section on the Operation of the Shareholder Reference Group should read: *“The Secretary appointed to HDC Ventures Ltd will also act as Secretary to the Shareholder Reference Group.”*

- 3.3 The Cabinet has endorsed the changes. The amended Arrangements and Terms of Reference for the Shareholder Representative and Shareholder Reference Group are appended.

## **4. LINK TO THE CORPORATE PLAN, STRATEGIC PRIORITIES AND / OR CORPORATE OBJECTIVES**

Implementing our Transformation Programme.

Commercialisation will be an important part of the way HDC functions in the future. The creation of de facto trading entities is one of the key elements of the transformation plan.

Identifying new opportunities for income generation, where appropriate.

This will be achieved via the development of a ‘commercial culture’ across the Council, alongside a systematic approach to evaluating and developing commercial projects.

Having a more engaged and motivated workforce.

Commercial activities will introduce new ways of thinking and working into the Council, which will provide opportunities for professional and personal development across the organisation.

## **5. LEGAL IMPLICATIONS**

- 5.1 The proposed action is recommended by the Council's legal advisers, Trowers and Hamlins LLP. Trowers and Hamlins, together with the Council's external advisor, have advised on the arrangements and Terms of Reference. These are standard terms and are common amongst other councils that have Local Authority Trading Companies.

## **6. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION**

- 6.1 The text contained in the Appendix will be incorporated into the Constitution.
- 6.2 Political Group Leaders will be asked to nominate representatives to sit on the Shareholder Reference Group. A programme of meetings will be established. Ad hoc meetings also may be convened as necessary.

## **7. REASONS FOR THE RECOMMENDED DECISIONS**

- 7.1 Legal advice and nationally recognised best practice indicate that separate arrangements should be established to exercise the Shareholder role and the appointment of a Shareholder Representative together with a Shareholder Reference Group will achieve what is required in a way that best serves the circumstances of the Council. The change to the Constitution will ensure a mechanism exists for decisions to be taken on behalf of the Council as the Shareholder of its Local Authority Trading Company.

## **LIST OF APPENDICES INCLUDED**

Appendix – Shareholder Representative – Arrangements and Terms of Reference

## **BACKGROUND PAPERS**

None

## **CONTACT OFFICER**

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## **SHAREHOLDER REPRESENTATIVE - ARRANGEMENTS AND TERMS OF REFERENCE**

### **Overview**

The Shareholder Representative will exercise the Council's role as shareholder in any company limited by shares wholly or partly owned by the Council for the purposes of service provision and/or trading activities. The Representative will be appointed by the Council and acts with delegated authority ensure the performance of any such company is satisfactory. The Representative will report and be accountable to the Council.

Any reference in these terms of reference to "Company" is defined as a company in which the Council holds shares.

### **Purpose**

The Shareholder Representative will have the power to approve:

1. Any minor change in the nature of the Business or the jurisdiction in which it is managed and controlled.
2. The issue or allotment of any shares in the capital of the Company or any Subsidiary Undertaking of the Company or the creation of any security or the grant of any option or rights to subscribe in respect thereof or to convert any instrument into such shares.
3. The reduction of the share capital or variation of the rights attaching to any class of shares in the capital of the Company or any Subsidiary Undertaking of the Company or any redemption, purchase or other acquisition by the Company of any shares or other securities of the Company or any Subsidiary Undertaking of the Company; the sale, transfer or disposal of the whole or a substantial part of the Business, or any dilution of the Company's interest in any Subsidiary Undertaking.
4. The formation of any Subsidiary Undertaking or the acquisition of or investment in any other company or business.
5. The approval and/or adoption of any Business Plan or annual budget or any variation of the Business Plan; or annual budget from time to time.
6. The entering into any purchase, sale, lease or licence of any freehold or leasehold property (other than in accordance with the Business Plan).
7. The disposal of any assets of the Company or any Subsidiary Undertaking.
8. Any changes to the Articles of the Company or any Subsidiary Undertaking of the Company.
9. Entering into any arrangement, contract or transaction between the Company or any Subsidiary Undertaking of the Company and any third party which has an annual contract value in excess of £150,000 (or the equivalent amount in any other currency).
10. Any change of the Company's name, auditors, bankers, accounting reference date; entering into an agreement to do any of the foregoing.
11. The appointment and removal of Company Directors.
12. The exercise of any reserved powers in the Articles of a Company.
13. The distribution of any surplus or the issue of any dividends from a Company.
14. Any recommendation from Company Directors to cease trading.
15. Reports to the Council annually on trading activity.
16. Reviews of the risks associated with trading activities.

The Shareholder Representative will not have operational control over Companies. All decisions regarding the day to day operation of each Company, its business development and commercial opportunities, staff terms and conditions and the development and implementation of its internal procedures, rest with the Directors of each Company.

### **Operation**

The Council has delegated to the Shareholder Representative the authority to take decisions in respect of the Council's shareholding in any Company. The Shareholder Representative will exercise the powers defined in the previous section.

The Shareholder Representative, in fulfilling the role, will have regard to the views of the Shareholder Reference Group.

The Managing Director, Section 151 Officer, Monitoring Officer and Corporate Director - Services, acting in their capacity as Officers of the Council, will be advisors to the Shareholder Representative to provide open and strong technical advice. Additional advisors may be invited to attend the Board as required.

Any decisions made by the Shareholder Representative must be notified to the Company's directors and the Shareholder Reference Group as soon as reasonably practicable following such decision being taken.

In cases of urgency, a decision may be made by the Shareholder Representative after consultation with the Managing Director. Any urgent decisions made by the Shareholder Representative must also be notified to the Shareholder Reference Group as soon as reasonably practicable following such decision being taken.

The Shareholder Representative will review the Terms of Reference annually.

### **Relationship to Overview and Scrutiny Committee**

The Council's relevant Overview and Scrutiny Committee will retain its scrutiny function in relation to the Shareholder Representative. Overview and Scrutiny will be able to call the Representative to account for progress in relation to any Company for which the Council is a shareholder and any returns it is making.

### **Scope**

In respect of Teckal-compliant companies The Shareholder Representative will:

1. Monitor Teckal compliance at least annually.
2. Ensure the Business Plan of a Teckal compliant Company is aligned to the corporate objectives of the Council.

In respect of non Teckal-compliant wholly Council-owned companies The Shareholder Representative will also:

1. Seek to optimise returns on investment from trading activities.
2. Ensure trading activities are conducted in accordance with the values of the Council.

In respect of any shareholding and/or joint ventures The Shareholder Representative will:

1. Evaluate the return and benefits of the shareholding against the values of the Council.
2. Where appropriate, exercise influence over the company and /or joint ventures in accordance with the values of the Council.

#### **Operation of the Shareholder Reference Group**

1. The Shareholder Reference Group will comprise four Members and will be politically balanced.
2. The Shareholder Reference Group will report and be accountable to the Council.
3. The Shareholder Reference Group will meet with the Shareholder Representative quarterly, or as required.
4. No substitutes will be permitted.
5. All information received by Members arising from participation in the Shareholder Reference Group shall be deemed confidential.
6. The Secretary appointed to HDC Ventures Ltd will also act as Secretary to the Shareholder Reference Group.

Public  
Key Decision - No

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** Assistant Cabinet Members – Variation to Article 7 of the Constitution

**Meeting/Date:** Council – 17th October 2018

**Executive Portfolio:** Executive Leader – Councillor G J Bull

**Report by:** Elections and Democratic Services Manager

**Ward(s) affected:** All

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### **Executive Summary:**

Following the approval by the Cabinet at their meeting on 21st June 2018 to the creation of Assistant Cabinet Members to be appointed as non-executive members to support Cabinet Members in carrying out their role, it is necessary for the Council's Constitution to be updated to reflect the new role responsibilities.

The Corporate Governance Committee endorsed the proposals within this report at their meeting on 26th July 2018 and agreed that a recommendation should be made to Council accordingly.

### **Recommendation:**

**The Council is**

### **RECOMMENDED**

**to approve a variation to Article 7 of the Council's Constitution as outlined in paragraph 3.3 ante to the report now submitted.**

## **1. PURPOSE OF THE REPORT**

- 1.1 The purpose of the report is to amend the Council's Constitution to reflect the new role responsibilities of Assistant Cabinet Members as approved at the meeting of the Cabinet on 21st June 2018.

## **2. BACKGROUND**

- 2.1 The Council's Constitution provides the framework from within which it conducts its business. It describes who is responsible for making decisions and how decisions are made. The Council may amend its Constitution at any time to keep it up to date to reflect changes in the law or changes to Council policy and procedure.

## **3. ARTICLE 7 – THE CABINET**

- 3.1 Article 7 of the Council's Constitution relates to the Cabinet, including its form and composition. Cabinet agreed at their meeting on 21st June 2018 to appoint Assistant Cabinet Members as non-Executive Members to advise and support Cabinet Members in carrying out their role.

- 3.2 A copy of the role description for Assistant Cabinet Members is attached as Appendix A to this report.

- 3.3 This will necessitate the following changes to Article 7 of the Constitution –

That Article 7 of the Council Procedure Rules be varied after paragraph 5 to read

*Assistant Cabinet Members*

*The Cabinet may appoint Councillors to act as assistants to the Cabinet as the Cabinet considers reasonably necessary and appropriate. Their role will be to assist the Cabinet collectively in accordance with the detailed Role Description approved by the Cabinet on 21st June 2018.*

*Assistants to the Cabinet may not vote on any matters before the Cabinet, neither may they substitute for a Cabinet Member at a meeting of the Cabinet nor in any decision making role.*

## **4. LEGAL IMPLICATIONS**

- 4.1 The proposed variation will impact directly upon the current Constitution and is necessary to reflect the new role responsibilities in the Cabinet and update Article 7 of the Constitution.

## **5. RESOURCE IMPLICATIONS**

- 5.1 The role of an Assistant Cabinet Member currently does not attract a Special Responsibility Allowance and was considered further as part of the review of Members' Allowances. The report of the Independent Remuneration Panel is referred to elsewhere on the Agenda for consideration.

## **6. REASONS FOR THE RECOMMENDED DECISIONS**

- 6.1 The creation of Assistant Cabinet Members will work alongside a Cabinet Member or Cabinet Members and provide assistance for any function except



decision making to widen Member participation in Council business and provide additional support. An update to the Council's Constitution is necessary to reflect incorporation of Assistant Cabinet Members as approved at Cabinet.

## **7. LIST OF APPENDICES INCLUDED**

Appendix 1 – Assistant Cabinet Member Role Description

## **BACKGROUND PAPERS**

HDC Constitution

## **CONTACT OFFICER**

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## Assistant Cabinet Member Role Description

An Assistant Cabinet Member may be appointed to support a Cabinet Member or Cabinet Members in carrying out their duties in a variety of ways.

### Purpose

- Assistant Cabinet Members are Members appointed by the Cabinet to work with a Cabinet Member or Cabinet Members and assist them with any function except decision-making subject to the limitation below.
- This includes taking forward particular projects or programmes. Most Assistant posts will range across the functions of the Cabinet Member but it is a matter for each individual Cabinet Member, after discussion with the Executive Leader, to establish any limits or conditions on the ways in which the Assistants will operate.

### Duties and Responsibilities

Assistant Cabinet Members may:

- Undertake specific task, research and investigations and attend meetings, as requested by the Cabinet Member, so as to keep abreast of current policy and development initiatives;
- Assist the Cabinet Member in establishing and maintaining professional, effective and efficient working relationships with opposition groups, Chairman of Committees/Panels and with other Councillors;
- Attend Cabinet briefings on behalf of a Cabinet Member;
- Undertake such responsibilities as may arise or be required from time to time other than decision making;
- Substitute as required for the Cabinet Member within the limits or conditions set by the Cabinet Member where this does not require direct Executive decision making;
- Assist the Cabinet Member to manage their workload and deal with such issues or projects (whether long term or time limited) as shall be agreed with them;
- Develop direct, effective working relationships with Corporate Management Team, Assistant Directors and Heads of Service and their staff and external partners, and assist the Cabinet Member with maintaining effective policy and management links with them;
- Advise and support the Cabinet Member on particular and ad hoc issues and opportunities arising from their own participation in Council activity and externally, and also on strategic issues;
- Help to promote specific media opportunities relating to key projects, with regular feedback to the Cabinet Member.

However, an Assistant to a Cabinet Member cannot:

- take decisions;
- deputise for a Cabinet Member at Council, Cabinet, Committee and Panel meetings;
- be a member of an Overview and Scrutiny Panel

These duties and responsibilities are in addition to those detailed in the role description for an elected Member.

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## MEETINGS OF THE COUNCIL'S COMMITTEES AND PANELS SINCE THE LAST ORDINARY MEETING

### JULY 2018

#### 26. CORPORATE GOVERNANCE COMMITTEE

- ❖ Assistant Cabinet Members – Variation to Article 7 of the Constitution
- ❖ Change to the Constitution – HDC Ventures Limited – Shareholder Representative and Reference Group
- ❖ Approval for Publication of the 2017/18 Annual Governance Statement and Annual Financial Report
- ❖ Internal Audit Plan Quarter 2 – 2018/19
- ❖ Non-implementation of Internal Audit Actions
- ❖ Corporate Governance Committee Progress Report

### AUGUST 2018

#### 20. DEVELOPMENT MANAGEMENT COMMITTEE

- ❖ 1 Section 106 Agreement
- ❖ 13 Applications requiring reference to Development Management Committee
- ❖ Appeal Decisions

### SEPTEMBER 2018

#### 11. OVERVIEW AND SCRUTINY (PERFORMANCE AND GROWTH)

- ❖ Corporate Plan 2018-22 and Integrated Performance Report 2018/19, Quarter 1
- ❖ Housing Strategy Action Plan: Report on 2017/18 outcomes and 2018/19 priorities.
- ❖ Overview and Scrutiny Work Programme

#### 6. OVERVIEW AND SCRUTINY (CUSTOMERS AND PARTNERSHIPS)

- ❖ Clinical Commissioning Group Discussion
- ❖ Hinchingsbrooke Country Park Outline Business Case
- ❖ Overview and Scrutiny Work Programme

#### 13. EMPLOYMENT COMMITTEE

- ❖ Employee Survey 2018
- ❖ Introduction to Icare
- ❖ Workforce Report (Quarter 1)
- ❖ Use of Consultants and Hired Temporary Staff (Annual Report)
- ❖ Equality and Diversity Policy
- ❖ Staff Council

#### 17. DEVELOPMENT MANAGEMENT COMMITTEE

- ❖ 1 Deferred Item
- ❖ 11 Applications requiring reference to Development Management Committee
- ❖ Appeal Decisions

## **20. CABINET**

- ❖ Corporate Plan 2018-22
- ❖ Integrated Performance Report 2018/19 Quarter 1
- ❖ Change to Constitution – HDC Ventures Ltd – Shareholder Representative and Reference Group
- ❖ Appointment to the A141 Huntingdon and St Ives Area Transport Study Steering Group

## **OCTOBER 2018**

### **2. OVERVIEW AND SCRUTINY (PERFORMANCE AND GROWTH)**

- ❖ Strategic Review of Car Parking – Off Street Car Parking Strategy 2018-2023
- ❖ Use of Special Urgency Provisions Verbal Update – Business Rates Pilot

### **4. OVERVIEW AND SCRUTINY (CUSTOMERS AND PARTNERSHIPS)**

- ❖ Annual Complaints Report 2018

### **10. CORPORATE GOVERNANCE COMMITTEE**

- ❖ Annual Complaints Report 2018
- ❖ Code of Conduct Complaints - Update
- ❖ Governance Boards – Effectiveness Review
- ❖ Internal Audit Plan Quarter 3 – 2018/19
- ❖ Annual Audit Letter 2017/18
- ❖ Corporate Governance Committee Progress Report

### **15. DEVELOPMENT MANAGEMENT COMMITTEE**

- ❖ 1 Other Application
- ❖ 2 Section 106 Agreements
- ❖ 5 Applications requiring reference to Development Management Committee
- ❖ Footpath Diversion Orders
- ❖ Appeal Decisions

### **17. LICENSING AND PROTECTION COMMITTEE**

- ❖ Monitoring Report – Food Law Enforcement and Health and Safety Service Plan
- ❖ Hackney Carriage and Private Hire Licensing Policy
- ❖ Schedule of Fees and Charges
- ❖ Licensing and Protection Sub-Committees

### **17. LICENSING COMMITTEE**

- ❖ Gambling Act 2005 – Statement of Principles 2019
- ❖ Licensing Sub Committees