

ESTABLISHMENT OF FORMAL DELIVERY VEHICLE

To: Cambridge Sub-region Infrastructure Partnership Group

Date: 23rd October 2003

From: The Partnership Steering Group

Purpose: To consider the establishment of the Infrastructure Partnership as a formal delivery vehicle to implement the Cambridgeshire and Peterborough Structure Plan Strategy for the Cambridge Sub-region.

Recommendation: *To endorse the establishment of the formal partnership and to agree to make the necessary internal arrangements to allow partner organisations to become members by January 2004.*
To endorse the approach to recruitment set out in this report.

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1. Introduction

- 1.1 This paper sets out proposals for the establishment of the Infrastructure Partnership by March 2004 as a formal delivery vehicle for the Cambridge Sub-region Strategy (Structure Plan).

2. Background

- 2.1 At the additional Infrastructure Partnership Group meeting held on 1st September 2003, group members agreed to move towards a formal Infrastructure Partnership, along the lines of an Urban Regeneration Company, recognising the benefits of a strong co-ordinating body that has the support of a range of public and private sector members.
- 2.2 The Group recognised that there is a clear link between demonstrating progress in the establishment of delivery vehicles in Growth Areas and securing infrastructure funding from Government.

3. Growth Areas Delivery Grant and Timetable

- 3.1 Government has now announced Growth Area Delivery Grant of £2 million for establishing the formal Partnership and up to £18 million for other key projects related to help deliver housing in the Sub-region. In order to demonstrate commitment to this process, we now need to move towards putting in place the formal Partnership. Although, there is still work to do on the details of the partnership structure, the Partnership Group's approach has shown a clear way forward.
- 3.2 Responses to the Growth Area Delivery Grant allocations have now been submitted to ODPM. We have indicated that the formal Infrastructure Partnership should be in place by March 2004. To achieve this, the key dates should be:

- 23rd October: Partnership Group endorses proposals for Final Partnership.
- November: Board appointment and Chief Executive recruitment process starts.
- November: Local Authority member briefings
- November/December: Stakeholder Briefings
- December: Board appointed.
- January 2004: Board appoints Chief Executive.
- January to March: appointment of senior posts.
- March 2004: Formal Partnership operational.

4. Purpose of Formal Partnership

- 4.1 The Infrastructure Partnership will be responsible for overall co-ordination of the delivery of housing and infrastructure across the Cambridge Sub-region as identified in the Cambridgeshire Structure Plan. The Board will provide the strategic overview while the Executive will co-ordinate activity across the main development and infrastructure providers. The Partnership will deliver through its members but will also bring in additional capacity and skills to accelerate delivery and overcome barriers. Planning and Development Control powers will remain with local authorities.
- 4.2 The co-ordination functions will be:
- To drive forward and accelerate the overall infrastructure/development programme
 - To ensure the delivery of the Affordable Housing Sub-regional Strategy
 - To ensure the establishment of effective project delivery arrangements across partnership organisations and where necessary set up delivery teams, in agreement with other authorities e.g. for major sites
 - To promote the work of the partnership and involve wider stakeholders and the public in community and infrastructure development
 - To agree, manage and review the business plan by co-ordinating the various funding streams from Government, Section 106 and PFI and lever external funding
 - To administer performance and financial monitoring systems
- 4.3 The key benefits the formal Partnership would deliver are:
- A clear and single focus on delivery to ensure maximum progress against targets
 - Co-ordination of joint working to maximise efficiency and effectiveness
 - Collective lobbying voice and greater ability to lever funding
 - Additional CPO powers to bring forward development
 - Specialist skills and resources eg housing, land assembly, funding
 - Local accountability

5. Structures and Roles

An overall structural chart is shown in Appendix 1.

Partnership Board

- 5.1 The Partnership Board would comprise representatives from the County Council and the five District Councils, English Partnerships, EEDA, The Housing Corporation and the Greater Cambridge

Partnership (See Appendix 2) The Regional Government Office (GO-East) have indicated that their role will be advisory.

Advising the Board would be stakeholder groups:

- Stakeholder Conference (to meet at least annually to ensure wider stakeholder involvement ownership and challenge)
- Technical Panel (Group to bring in external expertise, scrutiny and challenge e.g. from Cambridge University, local business, local authorities)
- Developer Forum (representing the development and housing interests and having an independent chair)
- Utilities Forum (Utility Companies investing in the Sub-region)
- Health Forum (representing the Strategic Health Authority and local Healthcare Trusts)

5.2 The Stakeholder conference will be chaired by the Chair of the Board. The chairs of the remaining advisory groups are proposed as additional members of the Board. Representatives of the partner organisations will be accountable to the Board and will seek to further the aims and objectives of the Partnership. The Board will not be able to make changes to spatial or transport policy: its remit is to deliver statutory plans. (See Appendix 3 for draft roles of the Board which are subject to legal advice)

5.3 It is proposed that there is an independent Chair of the Board and that the position would be advertised and receive remuneration of £10,000 for 5 days work per month.

Partnership Executive

5.4 The Infrastructure Partnership Executive (see Appendix 4 for structure) would have a Chief Executive appointed by the Board and would undertake the key officer co-ordination functions (see 4.2). A draft job description is shown in Appendix 5. It is suggested that two Strategic Directors would support the Chief Executive.

Housing

5.6 The Housing Task Group has completed its work on developing a housing delivery strategy. The Officer Steering Group has endorsed the Group's key recommendation that a Sub-regional Strategic housing function be included within the Infrastructure Partnership executive team. This would co-ordinate delivery of affordable and key worker housing across the Sub-region and perform the following roles:

- strategic housing needs assessment and strategy development
- development programme and delivery;
- housing grant and wider funding;
- monitoring, evaluation and review.

6. Expected Life

- 6.1 The Infrastructure Partnership has been designed to address the implementation of the Cambridgeshire Structure Plan covering the period to 2016. Housing projections for the follow-on period to 2021 are being prepared as part of RPG for the region and the life of the Partnership could be extended to cover this period if required.
- 6.2 A longer term funding framework will be needed for the future viability of the partnership and effective delivery. In the shorter term, it is proposed that the timescale for the Partnership be linked to coincide with the current Growth Areas funding which extends initially for 2.5 years to 2005-6 and that this is reviewed in the light of decisions on future funding.

7. Funding contributions by partners and other bodies

- 7.1 All partners will be expected to contribute financially to the set-up and operational costs of the Partnership. Cambridgeshire County Council has already contributed £0.5m to the set up costs and EEDA have matched this contribution. The district councils have collectively contributed £97,500 so far.
- 7.2 Existing contributions need to continue at current levels to support the Partnership and its work. The Growth Area Delivery Grant has provided additional funding, which allows recruitment of staff to proceed and contribute to overheads and particular projects.

8. Legal Powers to Establish LLP

- 8.1 Initial legal advice from Eversheds indicated that the most advantageous form for the future Partnership would be a Limited Liability Partnership (LLP) rather than a company limited by shares or guarantee, as this offered more flexibility on local authority representation which was a key issue of concern raised by the Group. Further legal advice from Eversheds has been sought on whether local authorities have the powers to establish an LLP. The advice is that:

The provisions of the Limited Liability Partnerships Act 2000 can be used to establish the Partnership. Section 3 of the Local Government Act 1999 ("LGA 1999") (relating to Best Value) imposes a duty upon local authorities to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness". Section 2(1) LGA 2000 provides that a local authority can do anything which it considers is likely to achieve the promotion or improvement of economic, social or environmental well-being in its area. Legal advice defines "anything" as including the power to "establish companies and other forms of corporate body" and, in our view, an LLP would constitute a "corporate body"..

- 8.2 Eversheds have also advised that Counsel's opinion is required as the LLP is a relatively new structure. Following a preliminary consultation with Counsel, Eversheds have reported that

“Counsel was clearly of the view that local authorities have the power to enter into LLPs.”

Full advice from Counsel is expected by October 17th and will be shared across the Partnership Group before the Partnership Group's meeting.

9. Operational Powers

- 9.1 The Partnership would rely on the powers of its constituent authorities and bodies for its operational powers. This would include for instance the power of compulsory purchase vested in English Partnerships and EEDA as well as with the local authorities. Planning powers would remain with the constituent authorities.

10. Practical Issues

- 10.1 Establishing the formal partnership raises practical issues for each partner. These are outlined below.

Board Membership

- 10.2 Each partner will need to go through the appropriate process to agree to become a member of the Partnership and to nominate a Board member. The process will depend on political arrangements and standing orders within the organisation. The critical date is that these decisions need to be reached in time for the first meeting of the new Board, in January, when the Board will formally appoint its Chief Executive.
- 10.3 In the case of the County Council this process is underway. The Environment and Transport Scrutiny Committee and Strategic Planning Service Development Group have considered the establishment of the partnership. Its forward plan includes provision for this issue to be considered by the Cabinet on 9th December. The final decision will rest with the full Council, which will consider the matter on 17th December.

Recruitment

- 10.4 The Partnership Group is asked to endorse the use of an Human Resources consultancy to manage the setting up of the partnership, including key appointments. The County Council is prepared to oversee this work. It is suggested that a panel, made up of leaders of the local authorities and representatives from other organisations on the Partnership Group, is set up to oversee this process and to undertake the shortlisting for the Chair of the Board and the Chief Executive. See Appendix 6 for the suggested appointment and recruitment processes.
- 10.7 Having secured Growth Areas Delivery Grant, there is now funding for setting up suitable project delivery arrangements. Given the short

timeframe for drawing down the grant it is imperative to move forward on appointing lead officers (referred to in the bid as project directors) for the major early development proposals. The Partnership Development grant would be used to fund the set up of formal Partnership executive team. Other grants would fund the appointment of these project lead officers.

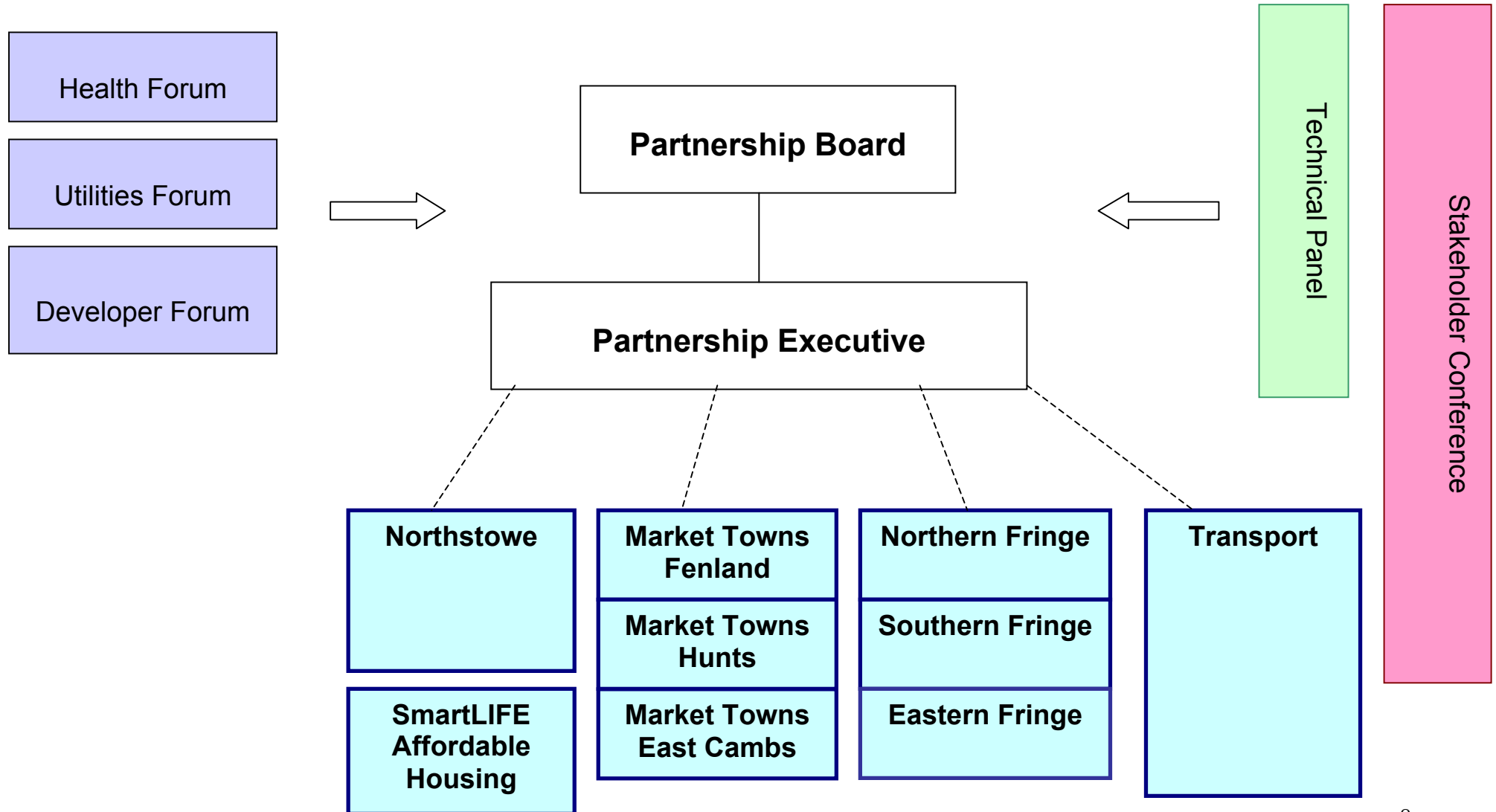
- 10.8 The County Council is moving forward to establish delivery arrangements for transport infrastructure and additional Growth Area Delivery Grant funding is being sought for Northstowe and Southern Fringe.
- 10.9 It is suggested that the process for identifying lead officers of Growth Areas Delivery Grant projects is taken on by the lead authorities in each case with involvement of other partners.

11. Communication Issues

- 11.1 The Growth Area Delivery Grant for the setting up of the Partnership demonstrates Government support to establish the formal partnership. It will be important that progress is made and communicated to Government in order to draw down funds from the Grant.
- 11.2 It is proposed that a series of briefing and discussion sessions is held in November and December to update stakeholders on progress made in establishing delivery arrangements. It is suggested that the first briefings and discussions to take place in November, would be joint District-County member sessions, held in each district.
- 11.3 It is also suggested that the draft proposals will be posted on the website and a joint press statement issued.

Appendix 1

Infrastructure Partnership for the Cambridge Sub-region



Potential Board Membership

1. Independent Chair
2. Cambridge City Council
3. Cambridgeshire County Council
4. East Cambridgeshire District Council
5. Fenland District Council
6. Huntingdonshire District Council
7. South Cambridgeshire District Council
8. East of England Development Agency
9. Greater Cambridge Partnership
10. The Housing Corporation
11. English Partnerships
12. Representative of Technical Panel
13. Representative of Developer Forum
14. Representative of Utilities Forum
15. Representative of Health Forum

Draft Roles and Responsibilities of the Partnership Board: ***N.B. These are subject to legal advice***

Members of the Board agree to:

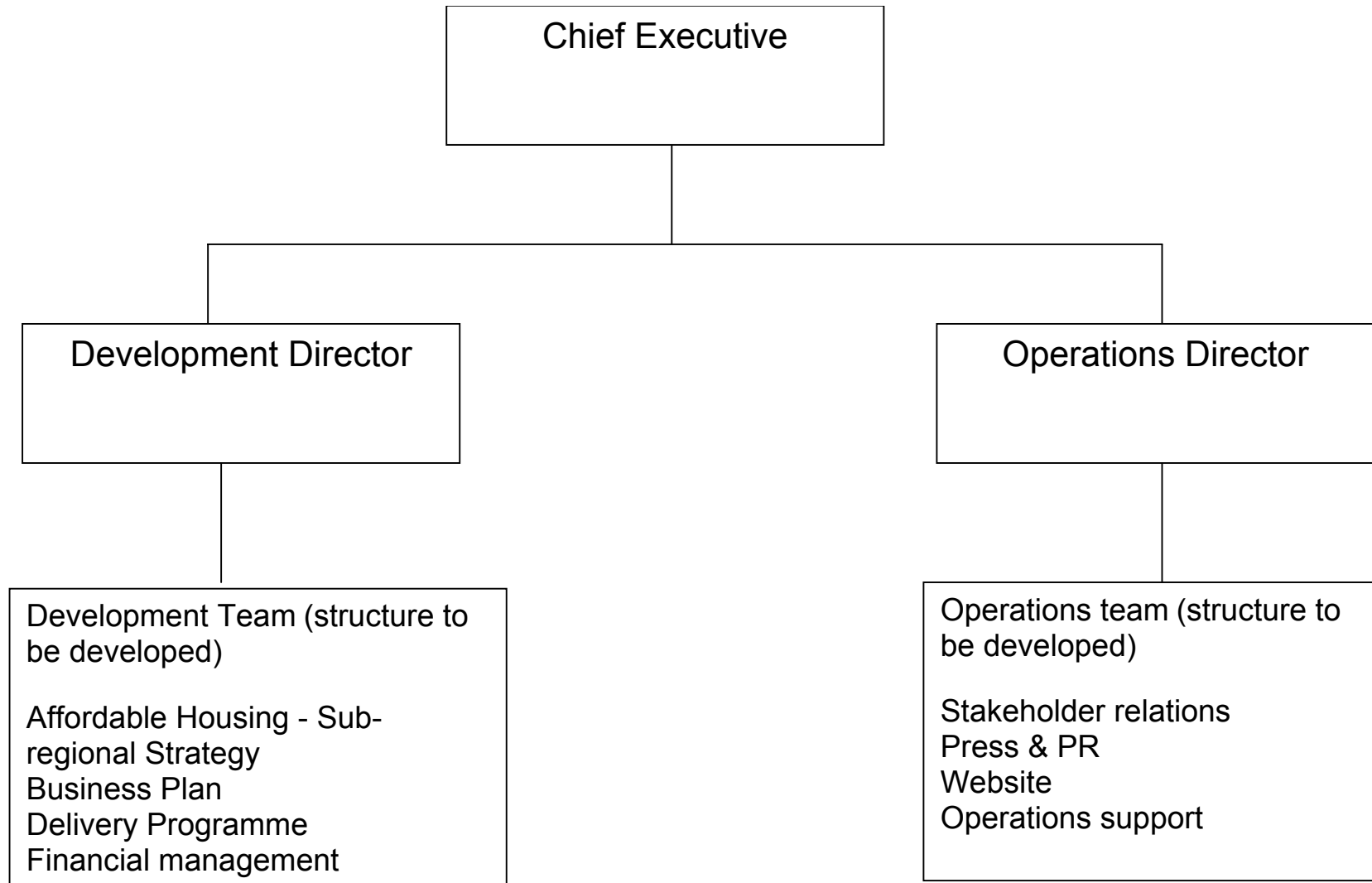
- Champion the delivery of the Sub Regional Spatial Strategy (as set out in the Cambridgeshire Structure Plan) to ensure delivery of 47,000 new homes by 2016 in accordance with the Plan and subsequent Local Development Documents.
- Publish and review a co-ordinated project plan and financial schedule for delivery of homes and infrastructure.
- Ensure member organisations deliver the Strategy using their powers and community leadership responsibilities.
- Ensure a joined up approach across organisational boundaries to deliver the Strategy promptly and efficiently.
- Ensure member organisations act within the agreed Strategy in drawing down funding from Government, developer contributions and other sources.
- Coordinate funding bids and lobby stakeholders in the interest of securing additional funding for the Partnership and its member organisations.
- Promote sustainable development in the sub region, ensuring the needs of new and existing communities are fully addressed.
- Promote the work of the Partnership in a positive manner.
- Ensure effective performance management of the Partnership's work.

Additional Responsibilities for the Chair

- Provide effective leadership by promoting a delivery culture for the Partnership and motivating Board members to deliver the Partnership's objectives through their organisations.
- Act as an ambassador for the Partnership and actively promote delivery of the Strategy amongst stakeholders and with ministers and other political groups.
- Set and review targets for the Chief Executive, in consultation with Board members.
- Ensure the Partnership Board operates strategically and effectively in delivering the Strategy through its members, and ensure that stakeholder and advisory group views are properly represented.
- Ensure the highest levels of probity and governance amongst Board members and the Partnership.

Suggested remuneration for Chair: £10,000 for 5 days per month.

Infrastructure Partnership Executive: Outline Structure



Appendix 5

Draft Job Description and Person Specification: Chief Executive

JOB DESCRIPTION

Post: Chief Executive
Salary: C £100,000
Location: To be determined within the Cambridge Sub -region

Purpose

To lead the Partnership in ensuring the delivery of homes, jobs and infrastructure in accordance with the Development Strategy for the Sub region.

Primary Roles

1. Provide strategic leadership for the Partnership, ensuring delivery of the Business plan as agreed by the Board
2. Work effectively with Partnership members to champion and promote the vision and strategic framework for the Sub Region.
3. Secure and co-ordinate public and private sector investment into the area to meet the needs of the Business Plan and to seek out new opportunities for funding for the Sub Region.
4. Plan and co-ordinate the management, delivery and overall effectiveness of the work of the Partnership, effectively marketing the strategy and maximising the use of resources.
5. Ensure the establishment of effective project delivery arrangements across partnership organisations and where necessary set up delivery teams.

Principal Accountabilities

1. Ensure the delivery and continuing development of the Partnership's strategic vision through effective monitoring, review and target setting within a business planning framework.
2. Ensure the co-ordination of funding and that funding is directed towards investments in infrastructure in support of the Sub Regional strategy. Secure funding to maximise and co-ordinate public and private sector investment through the development and implementation of a comprehensive development strategy with the investment underpinning the Sub Regional Strategy
3. Provide support to Partnership members in ensuring effective land assembly and facilitate development partnerships between the private and public sectors.
4. Effectively monitor the performance of implementing the Business Plan against agreed targets.
5. Develop productive and open relationships with the Partnership's stakeholders at the most senior levels and promote collaborative

- relations between public and private sector interests, through effective liaison and communication with the local community, local business interests, local authorities, the media, members of parliament, ministers and Government departments and agencies.
6. Provide clear, timely and accurate information and advice to the Board to enable proper consideration of business, assured decision making and delivery of the Business Plan.
 7. Monitor and evaluate the impact of standards, service quality and targets, and provide regular reports to the Board.
 8. Ensure that the Partnership implements all its statutory requirements, including Health and Safety regulations.
 9. Ensure an effective performance management system is operated and provide leadership and support to the Partnership's Directors and other staff.
 10. Promote a positive and inclusive culture, effective staff management and development policies and a learning organisation.
 11. Respond to requirements as outlined by the Board as and when they arise.

PERSON SPECIFICATION

Part One – Experience

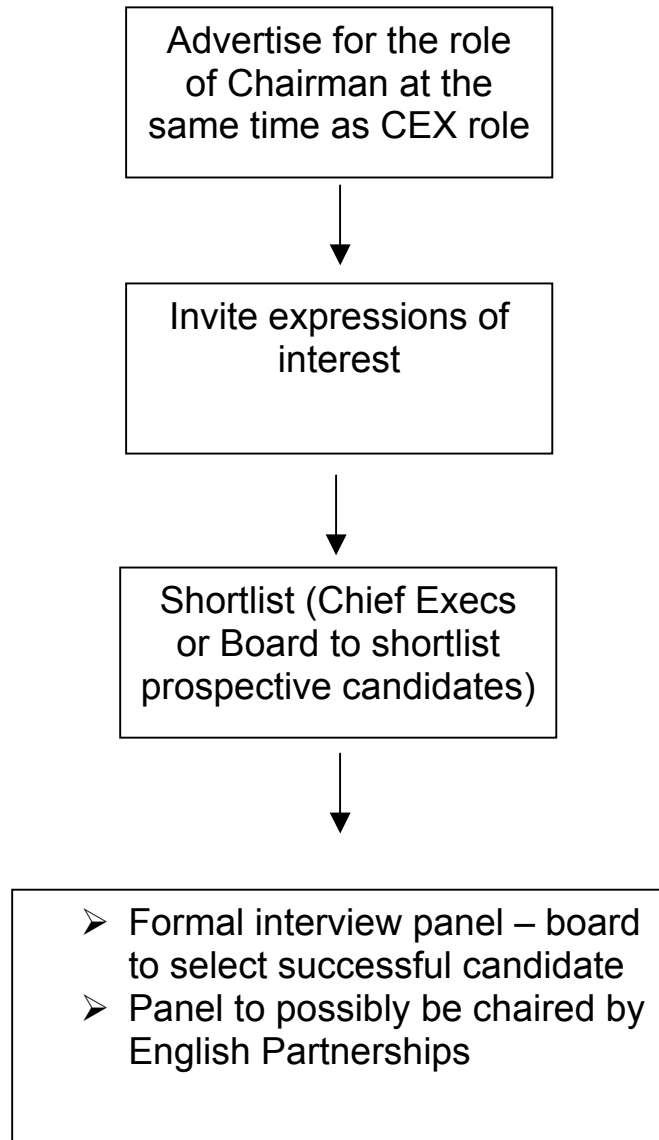
1. Evidence of successfully using high level skills to transform strategic vision into reality by securing private sector investment to deliver projects.
2. A proven track record of successfully managing, promoting and developing complex public/private sector partnerships in a senior management role.
3. Evidence of successfully delivering effective innovative projects in urban areas.
4. A proven track record of successfully delivering action and results of the highest level in a comparable environment, including the successful delivery of a major property redevelopment is desirable
5. Evidence of successful management of PR and media experiences through engagement of PR/Media staff.
6. Evidence of success in motivating people and brokering collaborative working relationships with a range of internal and external bodies, building partnerships across traditional organisational and sector boundaries.
7. Evidence of success as an organisational ambassador.

Part Two - Abilities, Skill and Knowledge

1. Ability to provide visionary leadership, promote and articulate the key priorities for the development of the area and translate broad objectives into real outcomes.
2. Excellent interpersonal and team working skills, and a proven ability to form partnerships, and motivate, enthuse and drive individuals.

3. Excellent communication and presentation skills, with the ability to communicate ideas, issues, systems and procedures successfully at all levels to a variety of audiences.
4. Ability to co-ordinate and communicate the promotional activities of the public and private sector.
5. Ability to exercise effective judgement with constrained time-scales and resources in the light of competing pressures.
6. Well-developed skills in managing a range of complex functions in a disciplined environment.
7. Well-developed negotiating and influencing skills, with the ability to act as an effective and persuasive ambassador for the area, with the ability to engage individuals and organisations and broker successful partnerships.
8. Well-developed knowledge and understanding of the development business and property development issues in the public and private sectors is desirable.
9. Ability to manage budgets and resources effectively.
10. Knowledge and understanding of a fast growth area including the Cambridge Sub Region, its economic, business and cultural environment and the political context.
11. Knowledge and understanding of Local Government and the public sector, including sensitivity to public accountability and the policy and legal framework in which the Partnership will operate.
8. Evidence of a well-developed knowledge and understanding of the strategic issues facing both the public and private sectors in furthering sustainable development. Evidence of a clear understanding of the current developments and best practice for tackling the many challenges facing the area.
9. Evidence of a clear understanding of the current developments and best practice for tackling the many challenges facing the area.

Chairman Appointment Process



Chief Executive Recruitment Process

