



Cambridge City Council
Civic Affairs

Date: Wednesday, 28 March 2018

Time: 5.00 pm

Venue: Council Chamber, The Guildhall, Market Square, Cambridge, CB2 3QJ

Contact: democratic.services@cambridge.gov.uk, tel:01223 457013

Agenda

- 1 Apologies
- 2 Declarations of Interest
- 3 Minutes (Pages 3 - 10)
- 4 Public Questions
- 5 Recruitment of Independent Person & Deputy (Pages 11 - 28)
- 6 Changes to Scrutiny Committee and Review of Decision Making Processes (Pages 29 - 40)
- 7 Council Size - Submission to the LGBCE (Pages 41 - 56)
- 8 Special Meeting Date for June 2018
The Committee are asked to agree to hold a special meeting of the Civic Affairs Committee at 6pm on Wednesday 27 June 2018 to consider issues for the Boundary Commission.

Civic Affairs Members: McPherson (Chair), Benstead (Vice-Chair), Gawthrop, Holt, O'Connell and Robertson

Alternates: Bick and Ratcliffe

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CIVIC AFFAIRS

14 February 2018

6.00 - 7.15 pm

Present: Councillors McPherson (Chair), Benstead (Vice-Chair), Gawthrope, Holt, O'Connell and Robertson

Officers:

Chief Executive: Antoinette Jackson

Head of Finance: Caroline Ryba

Head of Human Resources: Deborah Simpson

Head of Internal Audit: Jonathan Tully

Democratic Services Manager: Gary Clift

Electoral Services Manager: Vicky Breeding

Committee Manager: Emily Watts

Others Present:

Ernst & Young External Auditor: Suresh Patel

Deputy Independent Person: Rob Bennett

FOR THE INFORMATION OF THE COUNCIL

18/1/Civ Apologies

Apologies were received from Acting Independent Person, Rob Bennett.

18/2/Civ Declarations of Interest

Name	Item	Interest
Councillor Robertson	18/12/Civ	Unite Member
Councillor Gawthrope	18/12/Civ	Unite Member
Councillor Benstead	18/12/Civ	GMB Member

18/3/Civ Minutes

The minutes of the meeting held on 13 September 2017 were signed as a correct record by the Chair.

18/4/Civ Public Questions

There were no public questions.

18/5/Civ Ernst & Young Annual Audit Letter

The Committee received an Annual Audit Letter from Ernst & Young (EY) summarising the key issues arising from their 2017/18 audit.

In response to a question on the target level of reserves referenced in the report; Suresh Patel summarised the Council held a good level of the reserves and were used in an appropriate manner. Suresh noted the target level of reserves were of the minimum level.

Councillor O'Connell commented that the report was very comprehensive and credited the work of officers and the report authors.

Although not present at the meeting the comments had been received from the Acting Independent Person who stated the report made for very good reading and reflected well on the hard work of members and officers.

Resolved (unanimously) to:

- i. Note the contents of the Annual Audit Letter.

18/6/Civ 2017-18 Statement of Accounts - Accounting Policies and Significant Areas of Judgement

The Committee received a report from the Principal Accountant (Technical & Financial Accounting) regarding the Audit and Accounts Regulation. From the 2017/18 financial year these regulations had changed the statutory timetable for the approval and audit of the Statement of Accounts.

The report highlighted the significant changes in accounting policy and significant areas of accounting judgement in relation to the Statement of Accounts.

In response to members' questions the Principal Accountant (Technical & Financial Accounting) said the following:

- i. The example of the draft revised expenditure and funding analysis was to show all the information of the report in one place. This should simplify the reading of the report and make it easier for discussion.

- ii. The 5% referenced in the rateable values across the life of previous valuation lists provided a broad percentage consistent with those used by Central Government and finding advisors in assessing the likely level of appeals.
- iii. Noted the Acting Independent Person comments on the Business Rate Appeals provision at the 5% level which he had deemed reasonable but agreed that it would be kept under review.
- iv. A report would be taken to the February meeting of the Civic Affairs Committee each year at which approval would be sought for any required changes in accounting policy and any expected significant areas of judgement would be highlighted.

Resolved (unanimously) to:

- i. Note and approve the proposed presentational changes, accounting policies and significant areas of accounting judgement in relation to the 2017/17 Statement of Accounts.

18/7/Civ External Audit Certification of Claims and Returns Annual Report 2016-17

The Committee received the Certification of claims and returns annual report produced by Ernst & Young (EY), the Council's external auditor.

Suresh Patel summarised the audit plan and confirmed there were no significant issues.

Resolved (unanimously) to:

- i. Note the contents of EY's Annual report.

18/8/Civ Ernst and Young Audit Plan

The Committee received an Audit Plan from Ernst & Young (EY) which summarised their approach to the audit of the financial statements and the value for money (VFM) conclusion for 2017/18. The Plan also highlighted what EY considered were the most significant audit risks emphasising the implementation of the new financial management system as a substantial risk.

In response to the report, the Principal Accountant (Technical & Financial Accounting) explained that officers had chosen not to parallel run during the migration process but had carried out extensive user acceptance testing. This

had included some aspects of parallel running of the old and new system. Currently over 700,000 lines of data from April 1 2016 to January 2018 had been migrated to the new financial management system. In conclusion a staged approach had been taken to manage any risks that may have occurred.

The Head of Finance confirmed Cambridge Investment Partnership had transferred their year-end to March 31 2018 and would be able to produce their accounts within the time scale set.

Resolved (unanimously) to:

- i. Note the contents of the external audit plan.

18/9/Civ Independent Remuneration Panel-Special Responsibility Allowances Update

The Committee received a report from the Democratic Services Manager which referred to Council's request in June 2017 for the Independent Remuneration Panel to review a small number of councillor roles which had not been covered under the Special Responsibility Allowance (SRA) and to recommend whether any should receive a SRA.

Separately, the Executive Councillor for Strategy and Transformation (the Executive Portfolio responsible for Democratic Services) had requested a short report on the Mayoral allowance and the budgets allocated to it.

In response to Members questions, Graham Jagger (Independent Remuneration Panel Member) said the following:

- i. At the time of writing the report in October 2017 there had been insufficient time to establish the impact of Councillor involvement, commitment and contribution to the appointment of the following:
 - a) Greater Cambridge Partnership Assembly.
 - b) Cambridgeshire and Peterborough Combined Authority.
 - c) Police and Crime Panel Member.

The Democratic Services Manager confirmed payment of the Mayor's taxi travel was taken from Civic and Twinning Cost Centre while tips for the taxi drivers were from the Mayoral allowance.

Resolved (unanimously) to:

- i. Agree with the IRPs recommendations for Council decision the following:
 - a) A special responsibility allowance of 25% of the Basic Allowance (£1,120) be paid to the Cabinet Member on the Cambridgeshire and Peterborough Combined Authority. This is for the 2017/18 Municipal Year ie backdated to May 2017.
 - b) To carry out further evidence gathering on the work of the City Councillor responsibilities on the Combined Authority, Greater Cambridge Partnership and Police and Crime Panel, reporting back to the Civic Affairs Committee in the new Municipal Year.
- ii. To agree that the statements on the Mayor's Allowance which will be included in the Mayor's Handbook.
- iii. To agree that the IRP's remit will cover the Mayor and Deputy Mayor's Allowance (including all hospitality budgets) with any changes in time for implementation for the 2019/20 Mayoral year.

18/10/Civ Nomination for Honorary Councillor

Councillor O' Connell proposed the nomination of former Councillor Colin Rosenstiel as an Honorary Councillor

Councillor Benstead seconded the nomination.

Resolved (unanimously) to:

Recommend to Council the appointment of the former Councillor Colin Rosenstiel as an Honorary Councillor.

18/11/Civ Internal Audit Plan & Strategy 2018 / 2019

The Committee received the draft Internal Audit Annual Plan and Strategy for 2018 / 2019 for consideration. The plan had been subject to consultation with all Directorates, the Chief Executive and a copy shared with the External Auditor, Ernst and Young.

The Head of Internal Audit reassured Members that sharing the service with South Cambridgeshire District Council did not mean a loss of quality in the detail of future audit plans, and staff would work to align impending plans between the two local authorities. This would also assist in balancing staff resources. The recruitment process had begun to fill the three vacancies in the team.

Comments from the Acting Independent Person regarding universal credit representing a risk to the Council had been noted.

Resolved (unanimously) to:

- i) Approve the draft Audit Plan and Strategy.
- ii) Approve the supporting Charter and the Code of Ethics.

18/12/Civ Draft Pay Policy Statement 2018/19

The Committee received a report from the Head of Human Resources which set out a draft Pay Policy Statement as required under the Localism Act.

The Committee received a report from the Head of Human Resources which set out a draft Pay Policy Statement as required under the Localism Act.

In response to Members' questions the Head of Human Resources advised that the trade union claim (for the budget provision) was 5% at an estimated cost of £1,000,000 to the Council. The impact of the proposed national pay offer contained a considerable element of bottom loading (higher percentage awards for the lower pay points) but there would be a minimal impact of this as the Council paid the living wage.

Resolved (unanimously) to:

- i. Recommend to Council the draft Pay Policy Statement 2018/19 attached as Appendix 1 of the Officer's report.
- ii. Recommend to Council the proposal to introduce a Cambridge Weighting to be paid to employees and agency workers earning less than £10 per hour, with effect from April 2018.
- iii. Recommend to Council to delegate authority to the Head of Human Resources to update the weightings on each relevant pay point, subject to the limit of £10 per hour, depending upon the current hourly rate and the Real Living Wage supplement payable at that time.
- iv. Note the position on the National Joint Council (NJC) pay offer which relates to Bands 1-11 of the City Council's pay scales, the national Chief Executive pay claim, and the national Chief Officer pay claim (relating to Strategic Directors and Heads of Service) and to receive an update at the meeting of Full Council on 22 February 2018.
- v. Recommend to Council to delegate authority to the Head of Human Resources to update the Pay Policy Statement 2018/19 should an NJC and/or Chief Executive and/or Chief Officer pay award be agreed.

18/13/Civ Recruitment of Independent Person and Deputy

The Democratic Services Manager explained interviews were held for the position of Independent Person and Deputy on the 13 February 2018. The interview panel was made up of the Chair of the Civic Affairs Committee and Opposition Spokes, with the Head of Legal Practice.

Because of the timing the Panel were not in a position to make a recommendation to the meeting of the Civic Affairs Committee on 14 February 2018.

A report from the panel will therefore be presented to the Civic Affairs Committee in March so they could make recommendations to Council for the meeting to be held in April 2018.

The meeting ended at 7.15 pm

CHAIR

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Item

APPOINTMENT OF INDEPENT PERSON AND DEPUTY

CAMBRIDGE
CITY COUNCIL

To:

Civic Affairs Committee 28/03/18

Report by:

Tom Lewis, Head of Legal Practice

Tel: 01223 -457401 Email: tom.lewis@cambridge.gov.uk

Wards affected:

None directly affected

1. Introduction

Following the resignation of Mr Sean Brady from the position of the Council's Independent Person with effect from 25 September 2017; the Committee is asked to consider the appointment of an Independent Person.

In the interim this role has been covered by the Council's Deputy Independent Person, Mr Rob Bennett.

The Deputy Independent Person position terminates at the end of February 2018; the Committee agreed to extend this appointment at a meeting in February 2016 (17/02/16) for a further two years.

Therefore the Committee is also asked to consider the appointment of a Deputy Independent Person.

2. Recommendations

Recommend to Council:

That Mr Rob Bennett is appointed as the Council's Independent Person and Judge David Pearl as the Deputy Independent Person.

Both posts will be for a three year fixed term with a further option to extend the appointment for a two year period subject to annual ratification at the Annual Meeting of the Council.

3. Background

3.1 The role of the Independent Person was created by the Localism Act 2011 which requires all local authorities to adopt a code of conduct for elected members, and to appoint at least one independent person to assist the council in dealing with complaints when the code of conduct may have been breached.

3.2 The Council had previously endorsed selection criteria and a role description, which are annexed to this report (Appendix A). The Council also agreed to an allowance of £1,000 for the principal Independent Person and of £500 for their Deputy.

3.3 Members of the public were invited to apply for the role of Independent Person by an advertisement in the Cambridge Independent, the Council's website and Public Sector Jobs Go East.

3.4 A Panel consisting of Tom Lewis, Head of Legal Practice; Councillor McPherson, Chair of the Civic Affairs Committee and Councillor O' Connell, Civic Affairs Committee Member and Opposition Spokes agreed the selection of the candidates and recommended the appointment.

3.5 A total of six applications were received and five were able to attend an interview day.

3.6 The Panel interviewed all candidates on 13 February 2018.

4. The role of the Independent Person

4.1 The Council is required by the Localism Act 2011 to appoint one or more "Independent Persons" to play a role in connection with the determination of complaints against councillors and to retain an independent element to the promotion and regulation of standards.

4.1 These are functions of the Independent Person:

- The IP must be consulted and their views taken into account before the Council makes a decision on any allegation it has decided to investigate.
- The IP may be consulted by the Council in other circumstances related to "standards" issues; e.g. at the point at which a complaint is received, or more generally regarding ethical issues.
- The IP may be consulted by a member of the authority against whom an allegation has been made.

4.2 The Independent Person and Deputy also have a wider role in relation to good governance through their attendance and contribution to debate at Civic Affairs Committee. This introduces an element of external challenge.

4.3 The original appointment of the Independent Person and Deputy was made for a three year term but with appointments subject to annual ratification at the Annual Meeting of the Council. At a meeting of the Civic

Affairs Committee (17/02/16) it was agreed to extend both appointments by a further two years.

5. The Candidates

The Panel were impressed by the quality of the applications and it was apparent that applicants had put a great deal of time and effort into their applications.

6. The Panel's Recommendation

Interviews were held on 13 February 2018 with five candidates. Each interview lasted 45 minutes to 60 minutes. After careful deliberation, the Panel recommend the appointment of Mr Rob Bennett as Independent Person and Judge David Pearl as Deputy.

Mr Rob Bennett is a qualified public sector accountant with a detailed understanding of internal and external audit, financial management and control. Mr Bennett was appointed Cambridge City Council Deputy Independent Person in 2014 and took over the role as Acting Independent Person following the resignation of Mr Sean Brady from the position of the Council's Independent Person with effect from 25 September 2017.

Judge David Pearl, retired National Chair of the Medical Practitioners Tribunal Service, is currently one of the Independent Persons for Uttlesford District Council, a position held since January 2015.

7. Consultation

The recommendations are the outcome of an open appointment process. The recommendations are made by the Panel. Consultation, as such, was not appropriate for this appointment.

8. Implications

(a) Financial Implications: An allowance of £1,000 is payable to the Independent Person and £500 to the Deputy. This is provided for within existing budgets. *Page: 4*

(b) Staffing Implications: There are none.

(c) Equality and Poverty Implications: An Equality Impact Assessment is not applicable.

The initial appointment was advertised on the Council's website and in the Cambridge Independent and Public Sector Jobs Go East and was conducted in accordance with the Council's recruitment guidance.

(d) Environmental Implications – Nil Impact

(e) Procurement Implications – Nil

(f) Community Safety Implications - Nil

9. Consultation and communication considerations – See section 7

10. Background papers

- Report to Civic Affairs Committee – 27 June 2012.
- Report to Council – 21 February 2013
- Report to Civic Affairs Committee -17 February 2016
- Report to Council - 25 February 2016

11. Appendices

A: Independent Person Information Pack and Application

11. Inspection of papers

To inspect the background papers or if you have a query on the report please contact Claire Tunncliffe, Committee Manager, tel: 01223 - 457013, email: claire.tunncliffe@cambridge.gov.uk.

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INFORMATION PACK

FOR THE APPOINTMENT OF

INDEPENDENT PERSON

BACKGROUND INFORMATION

Following the resignation of Cambridge City Council's Independent Person, Cambridge City Council is seeking to appoint a new Independent Person to assist in maintaining and promoting its high ethical standards. This role was created by the Localism Act 2011 which requires all local authorities to adopt a code of conduct for their elected members; and to appoint at least one independent person to assist the Council in dealing with complaints that the code of conduct may have been breached.

The City Council has an Deputy Independent Person who can act as Independent Person in the event that the person appointed is incapacitated or otherwise unable to act; for instance, by reason of a conflict of interest.

A fixed allowance of £1000 is payable together with reimbursement of travel and subsistence expenses.

Full details of the role and responsibilities of the Independent Person are included in this Information Pack.

The Council intends to confirm the appointment of the Independent Person at the Council meeting on 22 February 2018 following the consideration and recommendation of the civic affairs committee which will meet on 14 February 2018.

ADVERT



INDEPENDENT PERSON

Closing Date: 12 January 2018

If you have a keen interest in promoting high ethical standards in local government, you may be interested in the opportunity join us as an Independent Person to assist our organisation in maintaining and promoting its own ethical standards.

The Localism Act 2011 saw the introduction of a code of conduct for elected members and your fair and impartial judgment as Independent Person would be sought and taken into account if the Council has received an allegation that the code of conduct has been breached. You will be encouraged to develop and apply knowledge of the codes of conduct and provide a view on the conduct of Cambridge City councillors from an external perspective, which reflects the expectations and views of the local community.

The Civic Affairs Committee meets approximately 4 times a year to deal with complaints, support the achievement of our high ethical standards and to provide scrutiny to the Council's annual complaints report; which shows the key themes of complaints and the actions being taken to learn and incorporate lessons. As our Independent person, the Committee will invite you to attend such meetings and would require your attendance at any meeting of the Committee which is considering an allegation of a breach of the code of conduct.

As part of the position, you will be encouraged to acquire some understanding of the work of the City Council and how it operates. Our democratic processes and culture reflect a city and a populace that values open public debate and your understanding of the accountability and objectivity demanded of us will help you to apply your logical reasoning, open-mindedness and impartiality. You should be prepared to undertake training and participate in training events organised by the Council to promote awareness of the Code of Conduct as required.

A fixed allowance of £1000 is payable together with reimbursement of travel and subsistence expenses.

For more information about the role or for an Information Pack, please contact Claire Tunnicliffe (Committee Manager) on 01223 457135 or via email at: claire.tunnicliffe@cambridge.gov.uk.

ROLE DESCRIPTION



Responsible to: The Council

Monitoring Officer; Democratic Services Manager;
members of the Civic Affairs Committee and other

Liaison with: Committees if and when necessary; Officers and
members of the City Council and key
stakeholders within the community.

1. If the Council has decided to investigate an allegation that the code of conduct has been breached then the views of the independent person must be sought, and taken into account, before the Council makes its decision on any such allegation. The Council may also seek the views of the independent person in relation to allegations where no decision to investigate has been made. In addition any Councillor, who has been complained about may seek the views of the independent person(s).
2. It is anticipated that the views of the independent person(s) will usually be sought by the Monitoring Officer by e-mail but, on occasions, contact may be by telephone or in face to face meetings. It is also anticipated that local procedures will be adopted requiring the independent person to be consulted on any allegation received not just those which have been investigated.
3. An independent person is likely to be invited to attend any meeting of the Civic Affairs Committee which is considering an allegation of a breach of the code of conduct. As well as dealing with complaints the Committee meets approximately four times each year to undertake its general role of supporting the achievement of high ethical standards. The Committee will invite the independent person(s) to attend those meetings.
4. The Independent Person will be encouraged to develop and apply knowledge of the codes of conduct, and to analyse and to exercise fair and impartial judgment on conduct issues, and to set high standards of ethical behaviour, and develop a sound understanding of the ethical framework.
5. The Independent Person will be expected to provide a view on the conduct of Cambridge City councillors from an external perspective, reflecting the expectations and views of the local community on ethical standards.
6. The Independent Person will be encouraged to acquire some understanding of the work of the City Council and how it operates, and must be prepared to undertake training and also to participate in training events organised by the Council to promote awareness of the Code of Conduct.

7. Support will be provided by the Council's Monitoring Officer and/ or Democratic Services Manager who will arrange any necessary training and provide such information and assistance as is necessary to enable the Independent Person to perform the role effectively.

8. The Independent Person will not be an employee of the Council. The term of office will be for a fixed term as notified to the Independent Person on appointment and will be subject to the Independent Person maintaining high standards of personal conduct. The City Council may terminate an appointment at any time.

ESSENTIAL QUALITIES

1. To demonstrate a keen interest in promoting high ethical standards in local government, and to have a general understanding of the principles behind the members' Code of Conduct.
2. To have good communication and interpersonal skills, and to be able to operate with tact and diplomacy.
3. To be able to demonstrate an understanding of the standards of accountability and objectivity demanded of public authorities, and the continuous scrutiny under which they are placed.
4. To be able to use logical reasoning and bring qualities of open-mindedness and impartiality.
5. To be able to deal with substantial documentation and to analyse, interpret and absorb information and evidence effectively and quickly.
6. To understand and comply with confidentiality requirements
7. To be a person of good standing in whose impartiality and integrity elected members and the general public can have confidence.
8. To be able to attend meetings and be available for telephone or email consultation, sometimes at short notice.
9. Not to be a member of any political party or have a public profile in relation to political activities.
10. To be willing to disclose to the Council any matter which, if it became public, might cause the Council to reconsider the appointment.

DESIRABLE QUALITIES

1. To have had involvement in or knowledge of public authorities, voluntary organisations, commercial institutions, professional or employee organisations or other similar activities.

APPLICATION FOR THE POSITION OF INDEPENDENT PERSON

Individuals who wish to be considered for appointment as the Independent Person at Cambridge City Council are requested to provide the following information to support their application. All information provided will be treated in the strictest confidence and will only be used for the purposes of selection. Please feel free to use a separate continuation page if you wish to expand upon your answer to any question outlined below.

1. Personal Details

Name:

Address:

Postcode:

National Insurance:

CONTACT DETAILS:

Mobile Phone Number:

Daytime Phone Number:

Email Address:

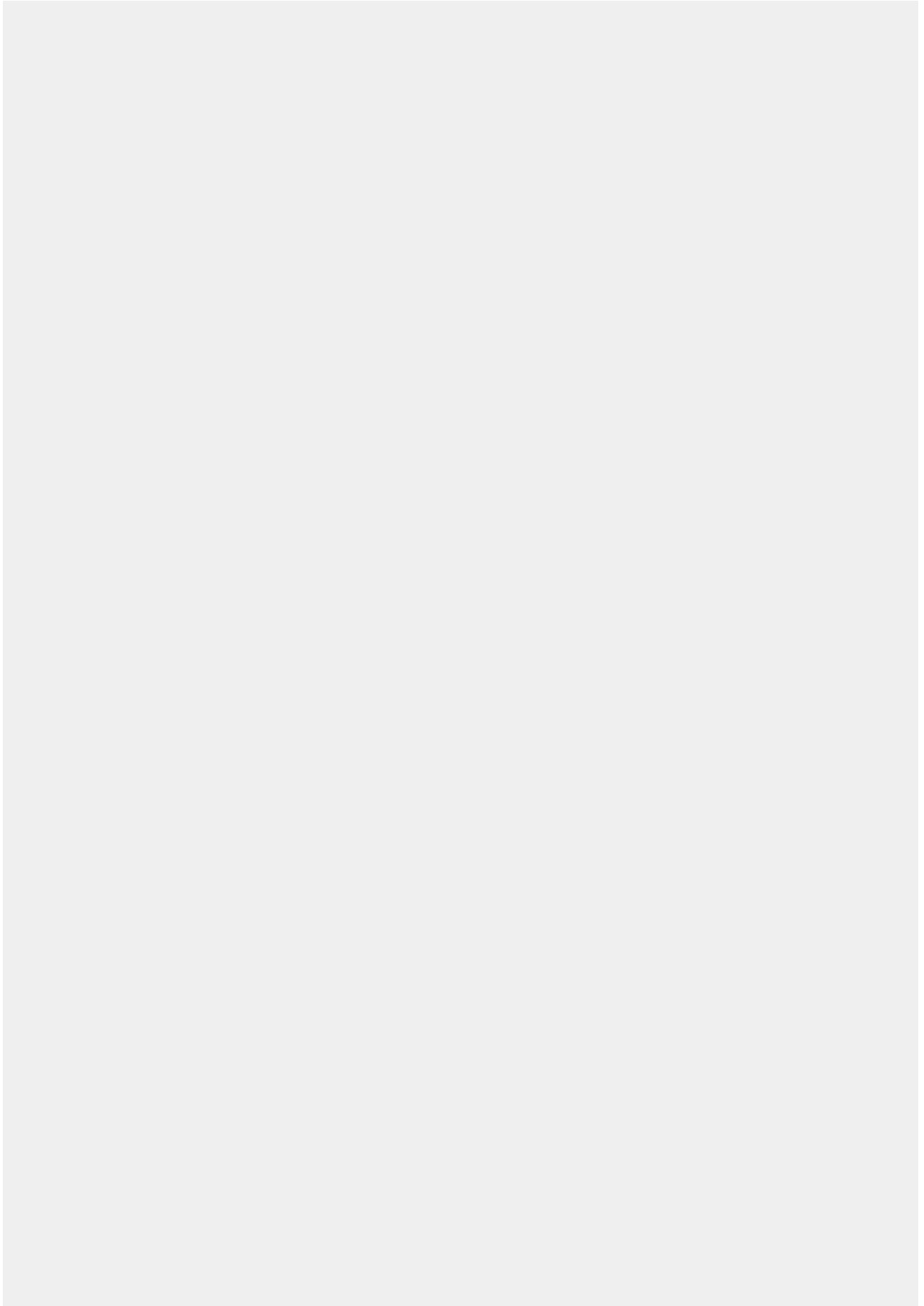
2. QUALIFICATIONS

(Please list in particular any qualification which you feel are relevant to the position of Independent Person)

Subject	Qualification	Notes

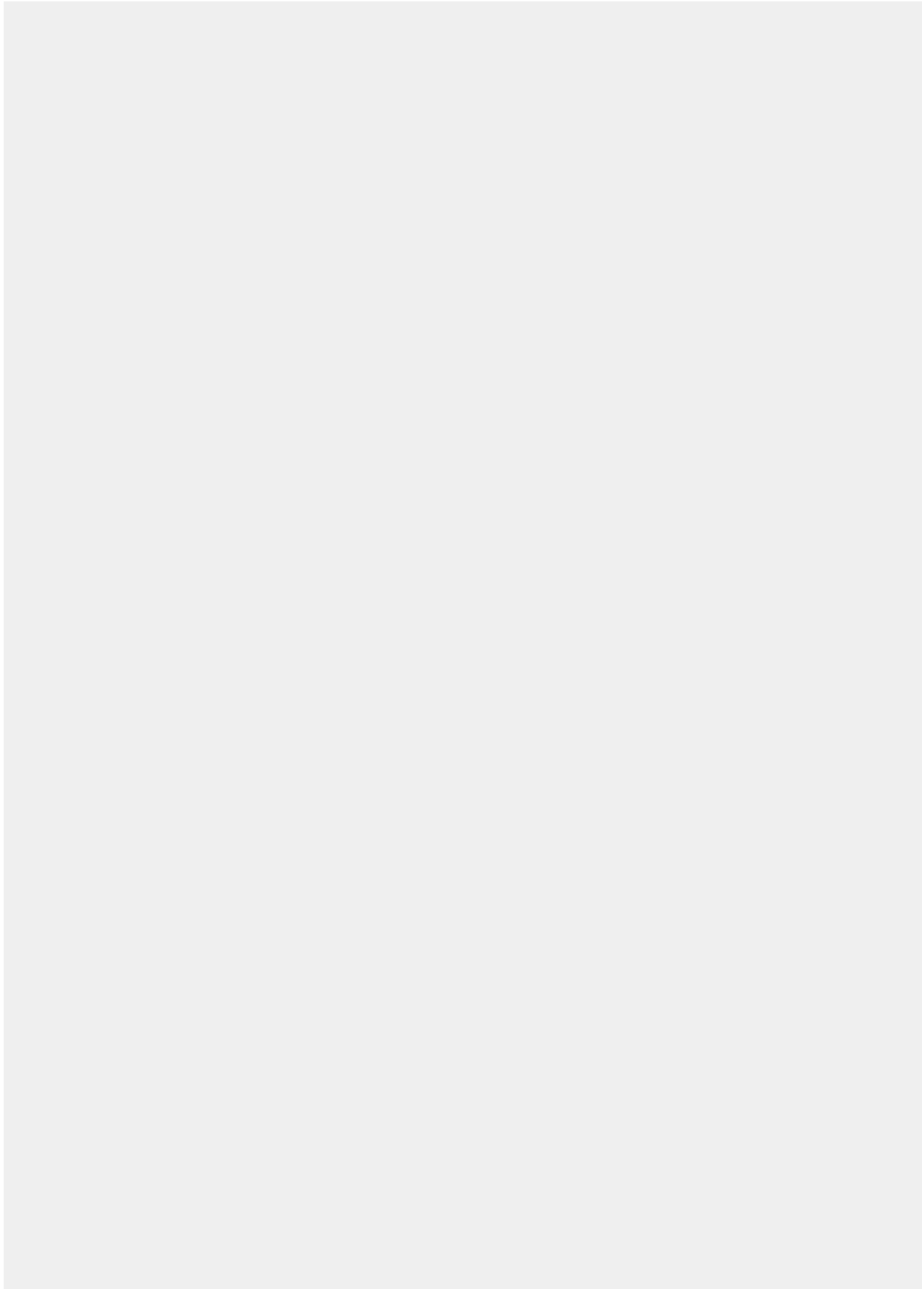
3. SUMMARY OF EXPERIENCE

(Please give a brief account of your experience including career, public and voluntary work together with the nature of your current or most recent occupation).



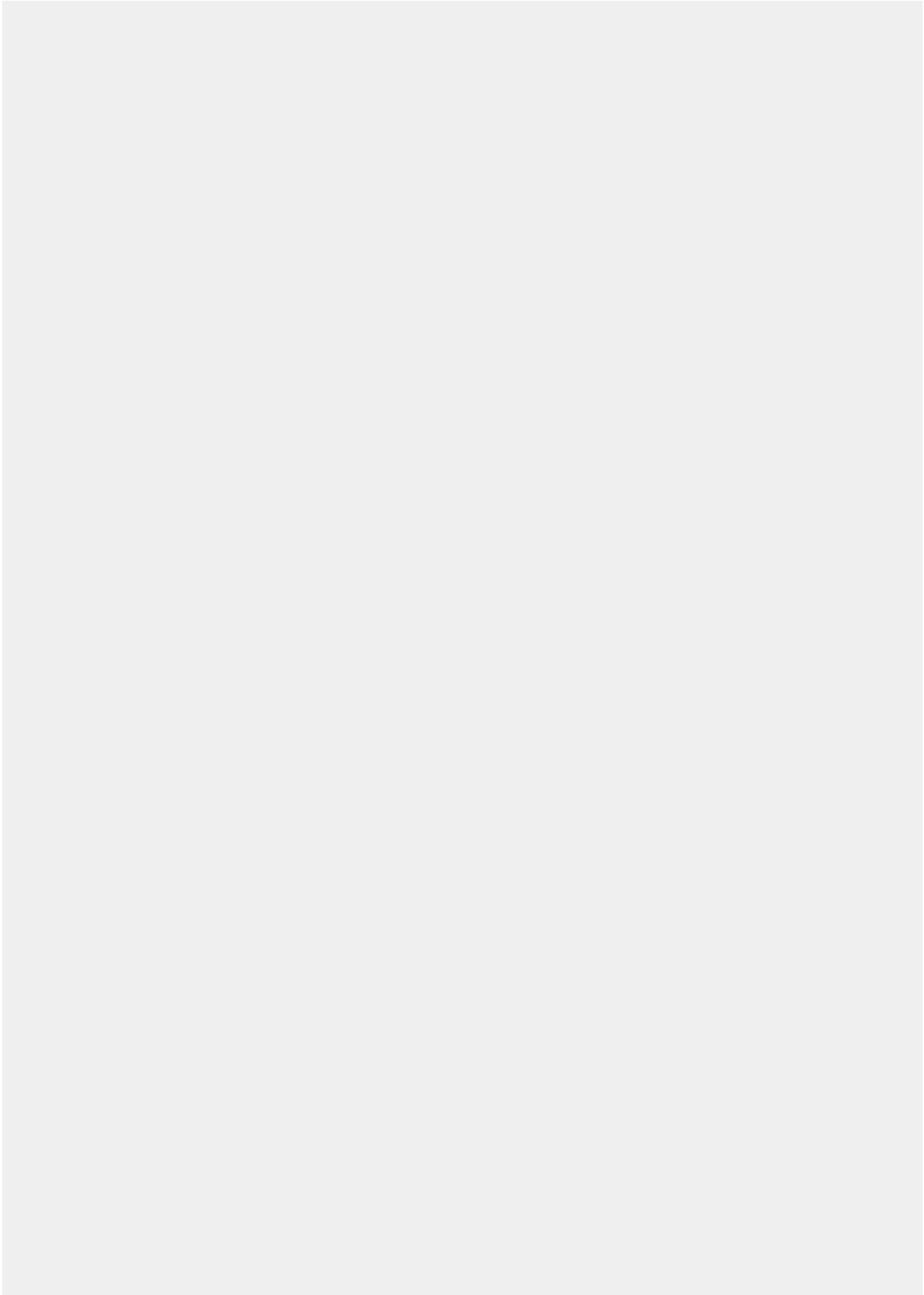
4. RELEVANT EXPERTISE AND SKILLS

(Please outline briefly any knowledge or expertise which you believe would be particularly relevant to your role as an Independent Person having regard to the selection criteria and role description)



5. SUPPORTING STATEMENT

Why do you wish to be considered for appointment as Independent Person and what particular attributes do you believe you would bring to the role?



6. ADDITIONAL INFORMATION

Please provide any additional information you may wish to give in support of your application:

A large, solid grey rectangular area that occupies most of the page, intended for the applicant to provide additional information in support of their application.

7. REFERENCES

References will be taken up for all applicants who are invited for interview

REFERENCE 1		REFERENCE 2	
Name:		Name:	
Address:		Address:	
Tel No:		Tel No:	
Email:		Email:	

I wish to apply to be an Independent Person. In submitting this application, I declare that:

EITHER

- I am not and have not during the past five years been a Member or Officer of the City Council.
- I am not related to, or a close friend of, any Member or Officer of the City Council.
- I am not currently an Officer or Member of any other relevant authority (this includes parish, district, county and unitary councils and Police and Fire Authorities).
- I am not actively engaged in local party political activity. *

Signed:		Date:	
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Please return this application form by **12 January 2018** addressed to:

**Claire Tunnicliffe
Committee Manager
Cambridge City Council
PO Box 700
Cambridge CB1 0JH**

Or send the completed form to claire.tunnicliffe@cambridge.gov.uk



Item

CHANGES TO SCRUTINY COMMITTEES AND REVIEW OF DECISION MAKING PROCESSES

To:

Civic Affairs Committee 28/03/2018

Report by:

Antoinette Jackson, Chief Executive

Tel: 01223 - 457003 Email: antoinette.jackson@cambridge.gov.uk

Wards affected:

None directly affected

1. Introduction

- 1.1 This report details the conclusions and recommendations of a Member Working Group tasked with reviewing the council's scrutiny committees and the workload undertaken by these committees.
- 1.2 The working group consisted of the three Group Leaders (Cllrs Bick, Herbert and Hipkin) and the Chair of Civic Affairs Committee (Cllr McPherson). It met three times (11 July 2017, 16th October 2017 and 24th January 2018).

2. Recommendations

- 2.1 To recommend to Council the changes to Part 3 section 6 of the Constitution as set out in Appendix A (Appendix B shown with tracked changes for reference).
- 2.2 To agree that the new scrutiny committees keep to the already agreed 2018/19 programme of meetings as referred to in paragraphs 3.7 and 3.8

3. Background

3.1. Group Leaders agreed with the Chief Executive to set up a small working group to review the approach to scrutiny and whether it should be revised. This review was prompted by two issues (i) a sense that the business had become unbalanced between scrutiny committees and (ii) the changing service, delivery and partnership landscape within which the council is now working since the original scrutiny committee structure was introduced.

3.2 The working group consisted of the three Group Leaders (Cllrs Bick, Herbert and Hipkin) and the Chair of Civic Affairs Committee (Cllr McPherson). It met three times (11 July 2017, 16th October 2017 and 24th January 2018) and received officer support from the Chief Executive, Head of Corporate Strategy and Democratic Services Manager. The Working Group reviewed the number of decisions that had been made at each committee during the period October 2014 to October 2016 and the average length of scrutiny meetings. It then asked for additional analysis in the area of Environment, Community Services and Planning Policy for October 2016-October 2017.

3.3 The working group has agreed that the following would improve upon the existing scrutiny working arrangements:

a) create an Environment and Community Scrutiny Committee which will scrutinise the decisions of three executive councillors (Communities; Environmental Services & City Centre; Streets & Open Spaces)

b) create a Planning and Transport Scrutiny Committee which will scrutinise the decisions of one executive councillor (Planning Policy and Transport)

The work of Development Plan Scrutiny Sub-Committee will cease to exist. This will reduce the overall number of scheduled meetings a year by at least four.

3.4 Housing Scrutiny Committee is unaffected by these proposals. Strategy & Resources Scrutiny Committee will continue to scrutinise decisions by the Executive Councillor for Strategy and Transformation to set up new shared services. Once those services are established on-going reports on their operation will go to the relevant Executive Councillor and scrutiny committee.

3.5 The working group at its 24 January 2018 meeting discussed the scrutiny of the budget setting report, the timing of the meetings including the meeting of the Executive (which must meet to recommend a budget to Council). It agreed that officers should report back on alternatives to the current arrangements which should include:

Options on sequencing and number of meetings required on scrutiny of the budget; and

Which scrutiny committees should scrutinise financial matters.

3.6 Members also supported the principle that the Chief Executive should put in place arrangements for informal briefings to make efficient use of officer time.

Timing of scrutiny committees

3.7 Civic Affairs Committee is responsible for setting the schedule of meetings. When it sets meetings the committee has to take into account our internal processes and requirements, good governance and also the increasingly complex inter-relationship with external partners and Members' commitments on various external bodies. It is not practical therefore to permit individual committees to change the day or time that it meets without having this overview.

3.8 There are currently dates in the municipal calendar 2018/19 which the new scrutiny committees should use:

Planning and Transport Scrutiny Committee meets on a Tuesday at 5.30pm (previous slot for Environment Scrutiny Committee)

Environment and Community Scrutiny meets on a Thursday at 5.00pm (previous slot for Community Services Scrutiny Committee)

4. Implications

(a) Financial Implications *Page: 3*

(b) Staffing Implications

A relatively small, but nevertheless overall reduction in the number of meetings will help to reduce the resource required to support the democratic process.

(c) Equality and Poverty Implications

The schedule of meetings should take into account the issues for Members, officers enabling these meetings to function effectively and for those who wish to engage with the democratic process by attending and/or speaking.

This can be a challenge to satisfy what can be conflicting preferences.

(d) Environmental Implications

(e) Procurement Implications

(f) Community Safety Implications

There are none

5. Consultation and communication considerations

Strategic Leadership Team and the Head of Legal Practice were involved in the preparation of these proposals.

6. Background papers

Background papers used in the preparation of this report:

Member Working Group Reports and notes of meetings (11 July 2017, 19 October 2017 and 24 January 2018)

7. Appendices

Cambridge City Council Constitution Part 3, Section 6-Overview and Scrutiny Committees

8. Inspection of papers

To inspect the background papers or if you have a query on the report please contact Gary Clift, Democratic Services, tel: 01223 - 457011, email:

gary.clift@cambridge.gov.uk.

SECTION 6: OVERVIEW AND SCRUTINY COMMITTEES

The Council shall have the following Overview and Scrutiny Committees. Their role and functions are set out in Article 6 of Part 2 of this Constitution and their procedure is governed by the Overview and Scrutiny Procedure Rules in Part 4 of this Constitution.

6.1 Strategy & Resources (Scrutiny) Committee

Terms of Reference
1. Overview and scrutiny of the functions for which the Leader (and Executive Councillor for Strategy and Transformation) is responsible.
2. Overview and scrutiny of the functions for which the Executive Councillor for Finance and Resources is responsible.
3. Overview and scrutiny of any functions exercised by the Executive collectively.
4. Overview and scrutiny of any Council functions which fall outside the remit of any other scrutiny committee.
5. As required by Section 19 of the Police and Justice Act 2006 to be the crime and disorder committee with the power to review or scrutinise decisions made by the Council or by the Crime and Disorder Reduction Partnership.

6.2 Environment and Community (Scrutiny) Committee

Terms of Reference
Overview and scrutiny of the functions for which the Executive Councillors for (i) Communities (ii) Environmental Services and City Centre and (iii) Streets and Open Spaces are responsible

6.3 Planning and Transport (Scrutiny) Committee

Terms of Reference
Overview and scrutiny of the functions for which the Executive Councillor for Planning Policy and Transport is responsible

6.4 Housing Scrutiny Committee

Terms of Reference
A. Overview and scrutiny of the strategic and other housing functions for which the Executive Councillor for Housing is responsible, including responsibility for the development of housing strategies and policies, tackling homelessness, the Council's housing responsibilities with regard to the private rented sector, bringing vacant homes back into use, the development of new homes and partnership working with other housing providers.
B. Overview and scrutiny of functions relating to the management of the Council's housing stock.
C. To be the main discussion forum between the Council, its tenants and its leaseholders for all matters relating to the landlord function of Cambridge City Council.

Membership
City Councillors (Such number as shall be decided by the Council from time to time)
Six elected tenants and leaseholders of Cambridge City Council of whom at least five shall be tenants of Cambridge City Council.

Appointment of tenant and leaseholder members
Tenant and leaseholder members shall be co-opted by the Scrutiny Committee following the procedure for election set out in the Overview and Scrutiny Procedure Rules in Part 4E.

Voting
Tenant and leaseholder members are voting members in respect of matters concerning the management of the Council's housing stock (Part 1 of the agenda.) Tenant and leaseholder members may contribute to discussion of other matters (Part 2 of the agenda) but shall not have a vote.

Appointment of Chair
The Chair of the Scrutiny Committee shall be appointed by the Council and be a councillor and shall chair Part 2. The Vice-chair shall be nominated by the elected tenants and leaseholders and shall chair Part 1 if present. If the Chair or Vice-chair is not present, a councillor shall be appointed as the Vice-chair for that meeting.

Other matters relating to elected tenants and leaseholders

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6.5 Other Scrutiny Committees

6.5.1 The Council may appoint further scrutiny committees in accordance with Article 6 of Part 2 of this Constitution.

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SECTION 6: OVERVIEW AND SCRUTINY COMMITTEES

The Council shall have the following Overview and Scrutiny Committees. Their role and functions are set out in Article 6 of Part 2 of this Constitution and their procedure is governed by the Overview and Scrutiny Procedure Rules in Part 4 of this Constitution.

6.1 Strategy & Resources (Scrutiny) Committee

Terms of Reference
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Item

COUNCIL SIZE-SUBMISSION TO THE LOCAL GOVERNMENT BOUNDARY COMMISSION FOR ENGLAND

To:

Civic Affairs Committee 28/03/2018

Report by:

Antoinette Jackson, Chief Executive

Tel: 01223 - 457003 Email: antoinette.jackson@cambridge.gov.uk

Wards affected:

None directly affected

1. Introduction

- 1.1 This report details the conclusions of a Member Working Group tasked with considering the Council Size submission to the Local Government Boundary Commission for England which will formally begin its work on 29 May 2018.

2. Recommendations

- 2.1 That Council is recommended to approve a submission on Council Size to the Local Government Boundary Commission for England of 42 councillors.
- 2.2 That drafting changes to the report for Council's consideration on 19 April be agreed by the Chief Executive in consultation with the Chair and spokes.

3. Background

3.1. The Local Government Boundary Commission for England (LGBCE) advised the Council last September that a Boundary Review would be undertaken during 2018/19. The Commission met with the Leader of the Council and Chief Executive in November and then held a separate session with the three Group Leaders and also an invitation to all Members of the Council on 27 November. All members of the council received a copy of the Boundary Commission's presentation.

1.2 The Chief Executive agreed with Group Leaders that a working group of 6 members should be set up. This met on 24th January to consider the scope of work and have a preliminary discussion on Council Size. The Terms of Reference of the Group are:

To make recommendations (as appropriate) to the Civic Affairs Committee on- (i) Council Size, (ii) new ward boundaries and (iii) the LGBCE draft recommendations for ward boundaries

The working group reached a consensus that Council Size should be 42 councillors. The case for this is set out in the draft report attached.

1.3 The Commission's work programme including City Council requirements are set out below:

LGBCE	City Council
By 27 April - receive Council Submission on Council Size (number of councillors).	Full Council 19 April to agree
29 May to 6 August -consult on Warding Patterns	Member working group meetings in June Civic Affairs Committee (proposed 27 June) Full Council 19 July to agree

2 October to 10 December-consult on draft recommendations	Member working group* Full Council 18 October to agree* * If required
Final Recommendations February 2019	n/a
n/a	Polling District Review summer/autumn 2019
n/a	All out City Council elections May 2020

- 1.4 The draft report to the Commission is for Committee to comment on. Any changes to the report prior to submission to Council on 19 April will be done by the Chief Executive in consultation with the Chair and spokes.

2. Implications

(a) Financial Implications *Page: 3*

There is an approved budget of up to £20k for electoral services to utilise during the course of the boundary review.

(b) Staffing Implications

(c) Equality and Poverty Implications

(d) Environmental Implications

(e) Procurement Implications

(f) Community Safety Implications

There are none

3. Consultation and communication considerations

This is not a city council led project. The Commission undertakes formal consultation at both stages of its work. The city council will support the Commission by signposting to its publicity etc. as requested.

4. Background papers

Background papers used in the preparation of this report:

Commission presentation to Councillors 27/11/17

Commission-recent/current reviews of Exeter, Runnymede, Warwick, Oxford and Commission guidance <http://www.lgbce.org.uk/>

City Council Peer Review Submission December 17

<http://live.drupal.intranet.ccc.local/sites/default/files/documents/peer-challenge-position-statement.pdf>

Notes of members working group 24.1.18

5. Appendices

Appendix A-draft city council submission on Council Size

6. Inspection of papers

To inspect the background papers or if you have a query on the report please contact Gary Clift, Democratic Services, tel: 01223 - 457011, email: gary.clift@cambridge.gov.uk.

CAMBRIDGE CITY COUNCIL
COUNCIL SIZE SUBMISSION TO THE LOCAL GOVERNMENT
BOUNDARY COMMISSION FOR ENGLAND

APRIL 2018

1. Introduction

- 1.1 This report is the submission of Cambridge City Council to the Local Government Boundary Commission for England (LGBCE) on its proposals for council size. LGBCE advised in September 2017 that a review of the city's warding boundaries will be undertaken in 2018/19 as Trumpington ward has an electoral variance of over 30%, which is a trigger for a review.
- 1.2 The first stage of the review is consideration of the number of councillors for Cambridge City Council (known as council size).
- 1.3 A cross party Member Working Group (MWG) met on 24 January 2018.
- 1.4 The member working group was made up of representatives of the three groups on the City Council (all 3 group leaders were included), 3 Labour councillors, 2 Liberal Democrat councillors and 1 Independent/Green councillor. Its work began from first principles – how many councillors does Cambridge City Council need to 2024 and beyond – based on the LGBCE's technical guidance criteria.

2. Summary of the City Council's proposal on council size

- 2.1 The proposal is for a council size of 42 councillors. The city council will continue with elections by thirds.

3. Cambridge: an overview

- 3.1 Cambridge is the county town of Cambridgeshire. A district council, it is surrounded by the more rural South Cambridgeshire District Council, which has recently been reviewed by the LGBCE. There are five district councils in Cambridgeshire. Cambridge City has no parish councils.

- 3.2 Cambridge is home to the world class University of Cambridge, which, with the colleges which make up the University, is a major employer, land owner and developer. Addenbrookes Hospital is an internationally recognised teaching hospital and on the site of one of the largest bio-medical campuses in Europe. 44,000 jobs are envisaged in the Local Plans of the city and South Cambridgeshire. The new Local Plan is currently in the final review stages set by the Planning Inspector and will be adopted this year. There has been and remains a strong consensus in favour of growth at the city council.
- 3.3 The city has a population of 131,800, up from 109,000 in 2001. It is projected to grow to 150,000 by 2031. The land size is 4,070ha. Over 6,200 new homes have been built since 2008 (which is a 13% increase on the existing stock). A total of 14,000 are due to be built by 2031.
- 3.4 Around 50,000 people commute into the city daily. A Greater Cambridge Partnership, made up of the city council, South Cambridgeshire District Council and Cambridgeshire County Council is tasked with utilising central government funding to deliver transport and economic development solutions to ensure the successful growth of the city and sub-region.
- 3.5 Because of the universities and language schools in the city, there are over 30,000 students making the mean average age 31, one of the youngest in the country.
- 3.6 Full details of the council's governance arrangements, its scrutiny functions and the representational role of city councillors are detailed in the **appendix**.

4. Future trends and options discounted

What council will we be?

- 4.1 The council was subject to a Peer Review in December 2017 and it will be taking on board the review team's recommendations over the coming year. One aspect will be some re-calibrating of the decision making arrangements from May 2018 to spread the work for councillors more evenly without reducing the principles which underpin governance described in this submission.
- 4.2 The council has complex partnership arrangements. The city council has been transforming its service delivery and has established shared services with its neighbour South Cambridgeshire District Council in the areas of domestic and trade waste collection, internal audit and development control (the latter will be the largest such service at English district council level) and three-way sharing (including additionally Huntingdonshire District Council) in

ICT, legal services, building control and CCTV. There will be a consolidation of the shared services agenda.

- 4.3 The Cambridgeshire and Peterborough Combined Authority, with a directly elected Mayor, will be one year old in May 2018 and the working relationship between the council and the Combined Authority and directly elected Mayor of Cambridgeshire and Peterborough continues to evolve.

Why are we proposing 42 councillors and not a smaller or larger Council?

- 4.4 Councillors firstly considered whether we should be a smaller council. As this report illustrates, Cambridge is experiencing an exponential growth in population, houses and employment. Because of the dominance of employment and study through the large international institutions of the University of Cambridge, Anglia Ruskin University and the teaching hospital at Addenbrookes and the connectivity with the local business community with its equally international workforce, there is considerable annual turnover of the resident population and its registered electorate. The city council's external partnerships are extensive and complex. For the first time for many years, some thorough work in 2015-17 on councillor remuneration by the Independent Panel on Members Allowances identified the considerable workloads of councillors from all parties. Most recently the formation of the Cambridgeshire and Peterborough Combined Authority has added a local democratic dimension to the work required by the Council and its members making decisions and scrutinising them. Members also concluded that a smaller overall number would risk the diverse set of councillors that the city strives to achieve. In this context, councillors have concluded that a smaller council would not meet the democratic expectations of the electorate, residents and its partners.
- 4.5 So therefore should the number of councillors increase? The evidence illustrates that the workload of councillors is manageable although sometimes challenging for those holding positions of additional responsibility. The council is not failing in any of its decision making requirements, or performing poorly (the recent Peer Review in December 2017 confirmed this). In the council's opinion, neither the councillor to electorate ratio, nor councillor to population ratio forecasts to 2024 illustrates a significant enough change to sensibly argue for an increase in the council size.

Co-terminosity

- 4.6 The council had previously stated to the LGBCE (at the time of the review of Cambridgeshire County Council boundaries in 2015/2016) that co-terminosity within the city curtilage was important.

- 4.7 However, having considered what is the best council size for now and for the period under this boundary review to 2024, any argument for co-terminosity (12 wards and 36 councillors), is far outweighed by the case put in this submission based on current and future councillor workload and representational requirements of a rapidly growing city.

1. Governance and decision making

What Governance arrangements are in place for the authority?

1.1 The council comprises 42 councillors in 14 wards. Each ward elects 3 councillors – one councillor per year – apart from every fourth year when elections are held to elect county councillors to Cambridgeshire County Council. The political balance for 2017/18 is Labour 26, Liberal Democrat 13, Independent 2 and Green 1.

1.2 Since 2002 the city council has operated under the leader and cabinet model as provided for by the Local Government Act 2000. Councils were required to review executive arrangements under the Local Government and Public Involvement in Health Act 2007 and adopted the ‘strong leader’ model in 2011. The city council has seven executive councillors who take individual decisions in their portfolio areas. Each Executive Councillor attends a scrutiny committee, at least four times a year, which firstly considers officer reports prior to those decisions being taken, a form of pre-scrutiny.

1.3 ‘Full’ Council sets the overall policy and budgetary framework. It meets five times a year, although in recent years there have been additional meetings because of requirements reflecting the rapidly changing environment (becoming a member of a Combined Authority, creating a Greater Cambridge Partnership, Local Plan stages of approval).

1.4 There are four scrutiny committees and four main regulatory committees.

1.5 There is rigorous scrutiny both from the members of council and from an active and engaged local media and citizen journalists. Cambridge City Council is fortunate to have an engaged population. In 2016/17, 1,200 members of the public attended council meetings with 425 public speaking contributions. The council’s democratic processes reflect a city and a populace that values open debate. Members of the council are committed to deep and meaningful community engagement, consultation and participation.

Executive responsibilities

1.6 There are seven executive councillors. Executive councillors each have a portfolio of services, plans and policies for which they are responsible and these are listed below. The key decisions and most non-key decisions required of each executive councillor are pre-scrutinised by a scrutiny committee (see section 2 below). Executive councillors have made between 20 and 30 formal decisions each in the last year.

1.7 The portfolios are:

- Strategy and Transformation (and Leader of the Council)
- Finance and Resources
- Communities
- Environmental Services and City Centre
- Housing
- Planning Policy and Transport
- Streets and Open Spaces

1.8 There are also currently ten lead councillors who are appointed by the Executive to assist them in some areas of policy development. For example, there is a lead councillor for homelessness and refugees. The lead councillors do not make decisions.

Work patterns of the Executive

1.9 This will vary with each portfolio but, in general terms, each councillor will attend regular meetings with officers to monitor performance and develop policy options.

1.10 They will attend meetings of the relevant scrutiny committee as described in section 2 below, attend meetings of the external bodies and/or shared service boards which relate to their portfolio.

1.11 They will attend meetings with stakeholders concerning their portfolio.

1.12 A review of councillor workloads was undertaken in 2015/16 and 2016/17 when the Independent Remuneration Panel on Allowances reported on recommendations for updating the Members' Allowances Scheme. It was found that the average time spent by councillors on council work was over 10 hours per week with members of the Executive or with additional roles of special responsibility, dedicating more like a minimum of 20 hours.

1.13 Currently the majority of the executive councillors have full-time jobs.

Regulatory Committees:

Planning Committee

1.14 This comprises of eight councillors with alternate members who sit if one of the eight is unable to attend. It meets 12 times per year. There is an active interest in planning matters in Cambridge and the public attend and speak on the majority of applications. It is a historic city with spatial planning challenges. In 2017, 149

applications were determined by committee. Under delegated powers, officers determined 92% of all applications received

Joint Development Control Committee

1.15 This is a joint decision making committee set up through statutory powers in 2007 comprising the city council, South Cambridgeshire District Council and Cambridgeshire County Council. There are six city councillors which sit on it. It meets most months and determines the major and strategic planning applications on the Cambridge Fringes (ie which cut across the two district councils' boundary).

Licensing Committee

1.16 The committee meets quarterly to make policy decisions. There are four sub committees of three members each which meet in rotation to determine applications under the Licensing Act or issues relating to individual taxi drivers. In 2017/18 this is scheduled to meet on 15 occasions.

Civic Affairs Committee

1.17 This committee deals with audit, accounts, electoral issues, governance, complaints and standards issues. It meets five times a year.

Area Commitees

1.18 The council has four Area Committees dividing the city into four geographic areas. These each meet quarterly.

1.19 Every city councillor is a member of one of four area committees covering the city. They hear issues local residents wish to raise in open forum, deal with local grants and environmental improvement projects and environmental enforcement performance, specific issues of local concern, promotion of new initiatives and consultations, policing priorities in the local area.

Meetings calendar

1.20 The total number of formal council meetings in 2017/18 is scheduled to be 95 (in 2016/17 it was 124). Attendance by councillors at these meetings is high.

1.21 There is a schedule of meetings which councillors agree annually. There has been a need to hold some additional meetings in recent years because of (usually an external) time pressure for a decision.

Demands on time

1.22 There are councillor role descriptions to assist public understanding rather than as a job description. These are on the website:

<https://www.cambridge.gov.uk/councillors-duties-conduct-and-allowances>

1.23 There is a comprehensive induction programme for newly-elected members (three years out of four there will be some turnover) to which all members are invited to attend for any refresher. Members of Planning and Licensing Committees receive specialist training annually. There are twice monthly member briefing sessions (topic based or personal development). In the last year, there have also been specialist sessions on chairing skills and dealing with the media/presentation skills. Members are encouraged to attend external training and conferences and there is a budget set aside for this. Each group has a member training champion.

1.24 There have not been issues with recruitment and retention and members have a very good attendance record. As meetings are well attended, business can always be done. Additional meetings, which can be called at relatively short notice, are also well attended.

Outside bodies

1.25 The extent of councillor representation on external bodies is listed below. These are known bodies and does not take into account attendance at local community forums as part of their ward work.

1.26 The following outside bodies have councillor representation:

- County Council Health and Well Being Board
- County Council Health Committee
- County Council Joint Area Committee
- Cambridgeshire Police and Crime Panel
- The Junction
- Cambridge Live
- NW Quadrant Community Forum
- Southern Fringe Community Forum
- Clay Farm Advisory Group
- Storey's Field Community Trust
- Conservators of the River Cam
- Greater Cambridge Partnership Local Liaison Forums

1.27 Individual executive councillors also have decision making positions on the following bodies:

- Cambridgeshire and Peterborough Combined Authority cabinet member
- Community Safety Partnership
- Greater Cambridge Partnership board member
- Shared Services Leaders' Board
- CCTV shared service board
- Cambridge Investment Partnership
- Children and Young People's Area Board

- Visit Cambridge (not for profit tourism body)
- Cambridge Business Improvement District
- Cambs and Peterborough Recycle
- Shared Service Board (Waste)
- Total Transport Steering Group

2. Scrutiny functions

1.28 There are four scrutiny committees. The focus on pre-scrutiny of executive decisions allows for transparent decision making and ensures public debate before Key and some non-Key decisions are taken. The majority of council members take at least one seat on one of the council's four scrutiny committees, allowing a range of perspectives to be brought to bear on decisions. The pre-scrutiny committee process has also been a useful development route for councillors to go from committee member, to chair, to executive councillor.

1.29 Scrutiny committees are scheduled to meet four times a year. Each meeting will have, on average, six to ten decisions for pre-scrutiny. Meetings can last between two and four hours.

1.30 There are annual reports to scrutiny committees on the work of the partnerships on which the council is a member.

1.31 The Strategy and Resources Scrutiny Committee scrutinises the decisions taken by the council's representative on both the Greater Cambridge Partnership and the Cambridgeshire and Peterborough Combined Authority.

1.32 The city council appoints three members to the Greater Cambridge Partnership Assembly which pre-scrutinises the decisions required of the Greater Cambridge Partnership Board. A city councillor currently chairs the Assembly. This meets quarterly.

1.33 There are two city councillors on the Combined Authority Overview and Scrutiny Committee, which meets monthly, and one city councillor on the Combined Authority Audit and Governance Committee, which meets quarterly. There are substitute members for all these positions.

1.34 Senior officer support is given to scrutiny committee members briefing and prior to consideration at a scrutiny committee meeting. Before the day of a scrutiny committee, there are also scheduled separate briefings for the chair and spokespersons with senior officers. Any member of the scrutiny committee can ask for an item to appear on an agenda

3. Representational role

1.35 Since the last boundary review was implemented in 2004, the council has continued with elections by thirds. As described earlier, its student population and international and short-term workforce has grown. The city's electoral register has an annual 'churn' approximating to a third, which means that the councillor relationship with its electors can be short-term and there are perennial issues to be addressed. Housing growth means councillors are developing relationships with new communities which will evolve over time. Councillors have found that this aspect of their work is often some of the most rewarding

1.36 An officer post of Executive Assistant to the leader and members provides administrative support to help members in their roles. Members will undertake the following activities to carry out their representational role with electors:

- represent individual residents and local organisations undertaking casework on their behalf;
- represent ward interests within and outside the council;
- advocate for the council in the ward and its communities;
- communicate in the community on council strategies, policies, services and procedures;
- liaise with executive councillors, other councillors, officers and partner organisations to ensure that the needs of local communities are identified, understood and supported;
- promote tolerance and cohesion in local communities;
- sit on outside bodies as a representative of the council, ensuring that the council's interests are maintained, and the working arrangement between the council and the organisation is developed in a coordinated manner;
- sit on Partnership meetings to champion the council's interests.

1.37 The council has a well-resourced community development service which works with councillors at the ward level. Councillors also engage through:

- An Equalities Panel (with councillor, staff and public representation)
- A Children and Young People's service (events organised throughout the year, with also targeted work on priority policy areas)
- Community grants programme (£900k for 2018/19)

1.38 In addition to responding to casework from constituents, many members are also proactive in the community, whether it be door-to-door canvassing or using social media and email to communicate with constituents. This proactive way of working brings its own casework. There is no hard and fast way in which members engage with their constituents, but by way of example, some are detailed below:

- door-to-door canvassing;

- production of e-bulletins;
- e-mail communication to constituents;
- social media, i.e. Twitter, Facebook etc.;
- blogging;
- hard copy newsletters;
- community meetings;
- surgeries;
- street surveys

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