



Business Board Member Role Profile

Business Board Members need to be able to contribute to delivery of the core functions of the Business Board:

- **Economic strategy and strategic direction.** A core function of the Business Board, working with the CPCA Board and Committees, members use their business leadership perspective to advise the CPCA Board on economic strategy, with clarity over the respective roles of the two Boards – the Business Board advising, shaping and developing, the CPCA Board owning and deciding.
- **Advisory.** A core purpose of the Business Board is to provide strategic advice from the perspective of the local business leadership to CPCA, specifically in respect of funding decisions, and more widely in its delivery of an economic growth strategy and interventions. This should include bringing business expertise to unblocking relevant issues and supporting making the case for investment into the region.
- **Clear business voice.** To strengthen the impact of this advisory role, the Business Board can make use of existing networks and professional bodies to bring a wide range of business insights to the development of ideas and advice to the CCA.
- **Business engagement.** The Business Board will be active in helping the CPCA engage with businesses, for example to promote relevant interventions or funding programmes to targeted sectors, including the third sector, and creating alignment with other business bodies such as the Chamber of Commerce and Federation of Small Business.
- **Lobbying Government.** By focussing on this advisory role and strengthening the business voice, the Business Board can further leverage the influence of its members to strengthen the region's lobbying work with central government to secure the policy and investment needed to tackle economic growth challenges. This role will be critical in helping secure future devolution deals.
- **Relationship with the CPCA Board and ways of working.** The Business Board should aim to provide independent, business-led advice in a form and timely manner that has the greatest value to Cambridgeshire and Peterborough, the Mayor and the CPCA Board. To be effective there will need to be regular engagement between Business Board members, the Mayor and the CPCA leadership and operational management is important.

Business Board Members should be able to demonstrate:

- High level and broad management skills, both at a strategic and operational level, utilised in a complex organisation or SME.

- An understanding of how to translate local, regional, national government policy into workable, strategically focused on delivery and improvement.
- Well networked with an extensive knowledge of the needs of specific sectors/stakeholders including barriers to business growth (e.g., skills and transport) and their impact upon the region particularly from the growth and enabling sectors.
- Political Awareness with the ability to proactively engage in influencing the shaping of policy and lobbying government.
- A knowledge of designing and implementing approaches to working to constantly assess and challenge the effectiveness and efficiency across a broad range; not limited to a single specialism.
- The knowledge and expertise to be a change management leader for the region
- Business Board Members will create space to have policy and strategy discussions with the CPCA Mayor, Board and officers.

Business Board Members should utilise their skills, knowledge, and passion to drive forward and progress the work of the Business Board:

- providing advice and support to CPCA activity
- helping engage with wider stakeholder networks and activity
- identify and scale up existing good practice within the CPCA region, including cross portfolio working, improvements and initiatives
- identify and secure resources to deliver new opportunities
- work with the CPCA public affairs function to identify key opportunities to engage the business community on influencing priorities with Government and maintain a role of developing local business networks to support this.
- take a partnership approach and culture should be established between Boards whereby the Business Board can provide timely advice on decisions to be taken by the CPCA Board.
- develop the necessary relationships with other business forums in the region such as the Chamber of Commerce and that it has the capability to engage appropriate business sectors/clusters as required by the Combined Authority for key consultations.

Thematic Committee Role

The Business Board can appoint up to 2 members to sit on each of the CPCA Thematic Committees, at present these are:

- Transport & Infrastructure Committee
- Environment & Sustainability Committee
- Skills & Employment Committee.

Business Board Members appointed to these Thematic Committees are appointed to represent the views of the Business Board in these key thematic areas, to do this effectively will require engagement with the wider Business Board on topics on each thematic work programme to identify views, key lines of enquiry and representations that the Business Board wishes you to make. Additionally, the role

requires engaging the wider Business Board to identify topics that the business community may wish to raise and seek discussion on within each thematic forum.

In representing the business voice at Thematic Committees, lead members will be expected to:

- develop the necessary relationships with Thematic Committee membership
- take a partnership approach to involvement in Thematic Committee activity
- represent the business voice across work programme items, developing strategy and policy discussions and in upcoming decision-making
- represent the business voice on thematic issues through the Chair of the Committee and through the Mayor
- make clear the views and position of the Business Board on thematic topics.

Meetings of the Business Board will require you to:

- provide an overview of Thematic Committee activity and its work programme
- identify key areas that as the representative of the Business Board you feel it is important that an approach/ position/ view is developed to be fed into the Thematic Committee
- review upcoming Thematic Committee and CPCA Board agenda/ decisions and discuss and agree representations & vote direction that Business Board may wish to take.

Sector Representation

Business Board members will be expected to be able to individually act as sector champions for their areas of expertise, leading on engaging with local and national networks, bringing insight into CPCA discussions.

Sector Champions will be expected to maintain effective working relationships with Combined Authority Sector Leads on the development, support and oversight of sector strategy, ensuring that they are able to represent the position of the Business Board in relevant meetings, committees and discussions.

Strategic Partnerships

Business Board members will be expected to provide support on stakeholder engagement with Combined Authority officers on specific pieces of work:

- provide a strategic view of priority sector growth potential across the Combined Authority supporting the implementation and delivery of Sector Strategy Action Plans.
- assist as required the Trade, Investment and Innovation officers in responding to and supporting Inward Investment enquiries from companies or organisations wishing to invest or set up operations in the Cambridgeshire and Peterborough area.
- support the development and implementation of key strategic documents of a Combined Authority relating to economic growth across Cambridgeshire and Peterborough, including the Economic Growth Strategy, Innovation Plan, and International Plan.

Experience and Skills

Business Board Members should:

- have a strong commitment to, and understanding of, the region and in particular the drivers of and challenges faced by the regional economy

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- have substantial business skills and experience gained at a senior level and be a credible individual with the stature to lead and influence
- have substantial experience of chairing groups or boards of senior executives, of providing leadership and of inspiring and motivating colleagues and stakeholders
- be independently minded – providing detachment and clarity in the development of strategy and the identification of opportunities
- have the ability to set strategic direction and to quickly understand and analyse and distil complex issues into coherent and practical actions
- have strong interpersonal and communication skills, be articulate and passionate, have an ability to influence and network, to deal with media attention and to represent the Business Board and its actions
- have experience of providing leadership in a partnership environment and have a strong commitment to collaborative and partnership working, including with the public sectors
- have a genuine interest and understanding of the challenges facing the business community
- have a total commitment to equality of opportunity and diversity, including an understanding of the barriers and challenges faced by economically or socially excluded groups.