



**CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY**

**Extraordinary Meeting**

**Monday, 4 September 2017**

**1:00p.m. – 4:00p.m.**

**Committee Rooms 1 & 2, Cambridge City Council, Guildhall, Cambridge CB2 3QJ**

**AGENDA**

**Open to Public and Press**

<b>Number</b>	<b>Agenda Item</b>	<b>Mayor/ Lead Member/ Chief Officer</b>	<b>Papers</b>	<b>Pages</b>
1.1	Apologies and Declarations of Interests	Mayor	oral	-
1.2	Officer and Support Structure – Call-In	Head of Paid Service (Chief Executive)	yes	3 - 47

The Combined Authority currently comprises the following members:

Mayor: J Palmer

Councillors: J Clark, S Count, L Herbert, J Holdich, R Howe, C Roberts and P Topping

LEP Chairman M Reeve

Substitute members: Councillors A Bailey, D Brown, W Fitzgerald, R Hickford, K Price, W Sutton & N Wright; LEP substitute member to be confirmed

Observers: J Ablewhite (Police and Crime Commissioner), J Bawden (Clinical Commissioning Group), and Councillor K Reynolds (Chairman - Cambridgeshire and Peterborough Fire Authority)

The Combined Authority is committed to open government and members of the public are welcome to attend Committee meetings. It supports the principle of transparency and encourages filming, recording and taking photographs at meetings that are open to the public. It also welcomes the use of social networking and micro-blogging websites (such as Twitter and Facebook) to communicate with people about what is happening, as it happens.

Public speaking on the agenda items above is encouraged. Speakers must register their wish to speak by making a request in writing to the Monitoring Officer no later than 12.00 noon three working days before the meeting. The request must include the name, address and contact details of the person wishing to speak, together with the full text of the question to be asked.

For more information about this meeting, please contact Michelle Rowe at the Cambridgeshire County Council's Democratic Services on Cambridge (01223) 699180 or by email at

[michelle.rowe@cambridgeshire.gov.uk](mailto:michelle.rowe@cambridgeshire.gov.uk)





<b>CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD</b>	<b>AGENDA ITEM No: 1.2</b>
<b>4 SEPTEMBER 2017</b>	<b>PUBLIC REPORT</b>

## **OFFICER AND SUPPORT STRUCTURE – CALL-IN**

### **1.0 PURPOSE**

- 1.1. The Board considered a report on 26 July for an officer structure for the Combined Authority and approved those proposals.
- 1.2. The Overview and Scrutiny Committee met on 16 August to consider a request by five members of the Committee to call in the Board's decision. At the meeting, the Committee agreed to call in the decision and requested the Board to reconsider its decision as set out in 2.6 of this report.
- 1.3. The Chief Executive has considered all the points that have emerged over the last weeks, including those raised by the Combined Authority Board and the Overview and Scrutiny Committee. A response to these, including the financial implications is set out in paragraphs 3 and 4 below.

<b><u>DECISION REQUIRED</u></b>	
<b>Lead Member:</b>	<b>James Palmer, Mayor</b>
<b>Lead Officer:</b>	<b>Martin Whiteley, Chief Executive</b>
<b>Forward Plan Ref:</b>	<b>Key Decision: N/A</b>
<p>The Combined Authority Board is requested to:</p> <p>(a) consider the recommendations of the Overview and Scrutiny Committee;</p> <p>(b) note the additional information provided by the Chief Executive in relation to the request of the Overview and Scrutiny Committee;</p>	<p><b>Voting arrangements</b></p> <p>Simple majority of the Members of Constituent Councils and the LEP</p>

<p>(c) approve the revised proposals in respect of the officer structure as set out in the report</p> <p>(d) approve the following posts on the basis of the additional information set out in the report:</p> <ol style="list-style-type: none"> <li>1) Director of Transport and Infrastructure</li> <li>2) Interim Director of Skills</li> <li>3) Housing Director</li> <li>4) Assistant Director</li> </ol> <p>(e) approve an additional budget allocation for staffing for 2017/18 as set out in the report.</p>	
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## 2.0 BACKGROUND

- 2.1. On 26 July, the Board considered the attached report (Appendix 1) and resolved to:
- (a) Approve proposals in respect of the officer structure as set out in this report;
  - (b) Confirm the arrangements for the provision of support services.
- 2.2. The decision was published on 27 July and an extract of the draft minute is attached (Appendix 2).
- 2.3. Five members of the Committee submitted a request to call in the decision together with reasons for their request as set out in Appendix 3.
- 2.4. The Overview and Scrutiny Committee met on 16 August to consider this request and received evidence from Martin Whiteley, the Chief Executive, Councillor Robin Howe, the Deputy Mayor (Statutory) and an Officer from Peterborough City Council who is providing HR support to the Authority.
- 2.5. The Committee decided to call in the decision and to refer it back to the Board to reconsider within 10 working days of receipt of its recommendations.

### Recommendations of Overview and Scrutiny Committee

- 2.6. The Committee recommended that the Combined Authority Board reconsider their decision to approve the proposals in respect of the officer structure as set out in the report that went to the July Board meeting until:-
- (a) A higher level of detail is provided around the roles set out in the report and it is clearly defined how these roles will differ to those already carried out by similar officers at the constituent councils and how these officers will work together.

- (b) A report of the process that has been undertaken to create these roles to be provided to ensure that there has been a thorough consultation with constituent councils and that there will be no duplication of existing roles.
- 2.7. Although not part of the recommendations, the Committee also requested that information be provided to the Overview & Scrutiny Committee earlier so that they had more time to scrutinise and comment on Board reports.
- 2.8. In accordance with the Overview and Scrutiny Committee Procedure Rules (chapter 8 of the Constitution):
  - 1) The Chair of the Overview and Scrutiny Committee or their nominee may attend a meeting which is re-considering the decision, to present the report or recommendations;
  - 2) The Combined Authority may then either confirm, amend or rescind the decision.
- 2.9. A decision which has been confirmed or amended may be implemented immediately.

### **3.0 RESPONSE FROM THE CHIEF EXECUTIVE**

- 3.1. The Combined Authority is a new organisation that is in the process of establishing every aspect of its operation. At the same time, it is putting in place the governance, systems, and processes it needs. It is building a collective understanding of how to deliver its business in the most efficient and effective manner. It is also an organisation that does not benefit from a standing start; there are substantial business items that need to be progressed simultaneously with the implementation of its working arrangements.
- 3.2. Learning from the experience of the first three months, there is collective agreement that more information needs to be provided to support effective decision making and that information needs to be provided earlier in the process. With these points in mind, a series of new and stronger management arrangements are being implemented. These include:
  - (a) the development of a shared Vision and four year plan for the Combined Authority area;
  - (b) new processes for the development of Board papers; and
  - (c) earlier provision of Board papers to Overview and Scrutiny Committee.
- 3.3. The forward plan for the remainder of the business year has also been reviewed to create a clear work programme for the coming months.

### **The proposed staffing structure**

- 3.4. The proposed staffing structure provides a framework for delivering the objectives of the Combined Authority. The nature of the business that it is

responsible for, means that its staffing model needs to remain flexible and agile. Staffing will therefore always be a blend of:

- Interims; on fixed term contracts;
- Secondments; drawing on skills and expertise from local authorities, other public sector partners and business partners; and
- Permanent positions; wherever these can demonstrate an ongoing requirement and value for money.

3.5. This is reflected specifically in the proposals for the key Delivery Director posts, which are described in more detail in paragraph 3.14 below.

3.6. If the budget for the staffing structure is approved it will represent the start of a process. The next step will be that in September, a report will be presented to the Combined Authority to agree the membership and terms of reference of an Employment Committee. This Committee is a Member group, and it will be responsible for a number of functions including:

- Appointing Directors
- Appointing Assistant Directors
- Agreeing terms and conditions of service
- Agreeing Salary levels for Directors and Assistant Directors upon appointment.

3.7. Once the Employment Committee has been established, it will be able to oversee the commencement of the process for any permanent members of staff for the level of post set out above. It should be noted that typically it takes in excess of 20 weeks to complete this process and often more if the appointee is on a notice period in excess of 3 months.

### **What is the basis for the roles in the structure**

3.8. By establishing a Combined Authority, the Government has conferred new responsibilities onto the public sector within Cambridgeshire and Peterborough. Those responsibilities are in addition to those carried out by the Constituent Councils and the Greater Cambridgeshire Greater Peterborough Enterprise Partnership (LEP), and they are reflected in the total funding allocated to the Combined Authority. In 2017/18 this is expected to be £120m, with a further £111m in 2018/19. This is new money to the region, for which the Government will hold the Combined Authority to account for the delivery of its programmes. It represents a substantial investment in the area.

3.9. The proposed structure is set in the context of the new responsibilities the organisation is charged with delivering, the scale of this responsibility, and is designed to provide the necessary resources to deliver the core functions of the Combined Authority. In summary, these are as follows:

- 1) **Policy development** - The Combined Authority is responsible for developing policy across Cambridgeshire and Peterborough. It is responsible for the Local Transport Plan, and the Board have agreed

that strategies for the area should also be developed for Housing and Skills. Naturally, these will be created by drawing on the skills and knowledge of staff in constituent authorities, but policy development should be independent of any single partner and bring forward new models and approaches to deliver the substantial economic growth that is expected.

- 2) **Strategic Programmes** – The Combined Authority has already committed to a number of large scale capital investments, and this will extend. It is not a delivery organisation, yet it is expected that it will operate with a range of delivery partners including other public sector organisations, the private sector and potentially new joint ventures. This requires an especially robust model for the development of any single programme and the co-ordination of activity across programmes. It is important for the effective delivery of policies that different client interests are balanced by efficient corporate management of the total capital programme and that contributions from all parties are fully co-ordinated.
- 3) **Contracting and strategic client function** – As an organisation that is responsible for letting a number of large-scale contracts, the Combined Authority will need to have appropriate resources, and associated skills and expertise, to procure and manage multiple delivery partners. Experience of capital projects that run into difficulty is that the underlying causes are likely to originate in a number of factors including the lack of awareness of the client roles, insufficient resources at the outset of projects and poor on-going contract management.
- 4) **Programme Assurance** - Each programme will establish appropriate governance and programme management arrangements. These are necessary programme disciplines. In addition, the Combined Authority, in its role as a strategic investor, should follow the best practice of the private sector and have in place its own programme assurance arrangements. As the accountable body, it is incumbent upon it to provide independent mechanisms to safeguard and deliver programme assurance to the Combined Authority Board.

- 3.10. The Combined Authority Board have been clear that the organisation should be small and strategic, and that it will not develop deliver capacity. The Mayor has stated that the officer establishment will number fewer than 20 employees based on current responsibilities.

### **Collaborative working and capacity available in constituent bodies**

- 3.11. It is essential that the Combined Authority operates collectively with its partners and specifically with Local Authorities, the Greater Cambridge Partnership, the Local Enterprise Partnership and Opportunity Peterborough. This includes engaging on policy development, strategic clienting and programme delivery.

- 3.12. Throughout its development the Combined Authority has sought to utilise the people, skills and systems that are available in constituent Local Authorities. This includes:
- Interim Monitoring Officer - Provided by Peterborough City Council
  - Interim S151 Officer – Seconded from South Cambs District Council
  - Interim PA Support - Provided by East Cambs District Council
  - Interim support with administration of Board meetings, including publishing agendas and production of minutes – Provided by Cambridgeshire County Council
  - Interim Human Resources - Provided by Peterborough City Council
  - Seconded Programme & Executive Support - Provided by Cambridgeshire County Council
- 3.13. The staffing structure proposed builds on these arrangements, but reflects the new work and objectives that are to be delivered in the region. They bring both a different skill set and the necessary capacity into the system. They do not replace or indeed replicate any work already being undertaken by constituent bodies. Experience to date has shown that should any officer be assigned to this work from a constituent body (assuming that such skills are available) then the work would either have to be accommodated within existing responsibilities or (more likely) backfilling arrangements would need to be put into place.

### **The Delivery Director roles in more detail**

- 3.14. The staffing structure proposes Delivery Directors that are directly aligned to the core objectives of the Combined Authority. Each role is responsible for the generic responsibilities that are set out above, and more information about the core areas of focus is described below.

### **Interim Director of Skills**

- 3.15. The intention is that this is an interim role for a period of nine months. During this time, the role will focus on:
- Leading, with the Local Enterprise Partnership, a review of the whole skills system and the development of a joined-up skills strategy for the region. This important piece of work will support a key issue for the region; addressing how people acquire the necessary skills to meet the requirements of existing and new employers within the area.
  - Progressing the University of Peterborough programme, and providing assurance that the programme is delivering on time and on budget. The Board have previously agreed an initial drawdown of £3.83m, against a total request of £6.53m for funding for phase 2 of the project. Total costs of this initiative could be in the region of £60m.



- Leading on the implementation of the innovation pilot for health and care workers, and oversight of the arrangements for the further £5.2m that has been secured.
- 3.16. A job description is attached at Appendix 4.1. The nature and level of resource needed on an on-going basis will be considered as part of the review of the skills system.

### **Director of Transport and Infrastructure**

- 3.17. The focus of the Director of Transport and Infrastructure role will be to:
- Oversee the delivery of a number of major transport and infrastructure schemes that have been approved, totalling £8.7m. It also includes schemes submitted to the National Productivity Investment Fund that total a further £3.3m
  - Lead on the development of the future Local Transport Plan – a major piece of work
  - Work with the Greater Cambridge Partnership to jointly deliver the feasibility study which has been commissioned into a rapid mass transport system into Cambridge.
- 3.18. A job description is contained at Appendix 4.2. This role would be suitable for a long-term secondment from a private sector partner, bringing already established experience in delivery of major transport and infrastructure programmes.

### **Director of Housing**

- 3.19. The Director of Housing will work alongside staff in the local authority network and be responsible for:
- Providing programme assurance for the delivery of the two affordable housing programmes. Working alongside the constituent local authorities to ensure successful delivery of the “contract” and management of a cumulative budget of £61m that has so far been provided, rising to £93m in 2018/19. As the accountable body, the Combined Authority must have assurance that these programmes can and are being delivered. This is a different role from that provided by the Local Authorities or providers who will focus on the delivery of individual housing schemes.
  - Development of a Housing Strategy for Cambridgeshire and Peterborough and the design of the programmes that will be required to achieve the strategic objectives.
  - Managing other new programmes including interventions to accelerate housing provision including, for example, modular housing.

A job description is contained at Appendix 4.3. This is considered to be a permanent role that will attract interest from candidates with the public sector and from the private sector.

- 3.20. Job evaluations have been carried out using the Hay methodology for all the Director roles, by a fully trained Hay assessor. A salary range of £104k - £128k per annum has been established (subject to Employment Committee approval upon appointment). The pay range was set using benchmarking information for senior roles within upper and single tier Councils. By way of comparison, the salary levels equate to senior deputy director roles in Constituent County and Unitary Councils. Other Combined Authorities are offering similar remuneration levels.

### **Assistant Director**

- 3.21. This role will support the Chief Executive to deliver key strategies and plans that establish a framework for all combined authority programmes, including:
- The Economic Strategy – this will involve the development of an industrial strategy for Cambridgeshire and Peterborough, an inward investment strategy for the post-Brexit economy, as well as specific growth plans for the area's market towns and cities. All of which will be in the context established by the outputs of the independent Economic Commission.
  - Strategic Planning – This includes the delivery of both phases of the non-statutory spatial plan and supporting the ongoing work of the Land Commission.
  - Other Significant Strategies and Programmes including the Combined Authority's Business Plan, the Investment Strategy and Fund and the development of proposals for further devolution to the area.
- 3.22. The Assistant Director will also work with all other Directors to ensure the co-ordination of the Combined Authority work programme and offer support in other areas as necessary.

### **Support Staff**

- 3.23. The support roles for the Combined Authority have been reviewed again. As the organisation is still in the process of creating its staffing model, the number of Personal Assistants has now been reduced from three to two posts including the Mayor's Private Secretary. When it is fully operational the level of support activity will be assessed again.

### **Mayor's Office**

- 3.24. The proposed structure identifies separately the staffing necessary to support the Mayor's office. The Mayor has determined that his office should include a Private Secretary and Political Advisor.
- 3.25. The Political Advisor role has been appointed following personal selection by the Mayor. The Mayor appointed Tom Hunt as Political Advisor on 17 July

under S3 of the Local Authorities (Elected Mayor and Mayor's Assistants) (England) Regulations 2002. This is due to be formally reported to the Board on 27 September.

- 3.26. The role works exclusively to the direction of the Mayor. The Political Adviser is subject to certain restrictions which are set out in S.9 Local Government and Housing Act 1989.
- 3.27. Although the role of Political Advisor sits on the management framework of the Combined Authority for 2017/18, the Political Advisor does not represent the Combined Authority. The Advisor forms part of the Mayor's office and is directed day to day by the Mayor. The Political Advisor may issue press releases and media briefings, but they do so on a clear understanding that this is on behalf of the Mayor. The Combined Authority will employ its own communications manager who will work to represent the work of the Authority as a whole.
- 3.28. Most, if not all, of the Mayoral Combined Authorities have either appointed or are in the process of appointing political advisors. Reference to these can be found on their websites and it is common practice that the Mayor selects their political advisor and notifies the Board of their choice.
- 3.29. The funding for both the Private Secretary and Political Advisor currently sits within the Combined Authority budget. This will be reviewed in September as part of the developing of the full budget proposals for next year.

### **Overall staffing structure**

- 3.30. A diagram showing the full proposed staffing structure is set out in Appendix 5. This includes:
- A distinction between those posts previously agreed and those now identified as essential to achieve the core objectives of the organization
  - The staff in the Mayor's Office
  - Those support services that are provided by partner organizations.

### **Benchmarking with other Combined Authorities**

- 3.31. The resources required for Cambridgeshire and Peterborough Combined Authority have been benchmarked with other Combined Authorities. The staffing and costs proposed are considerably less than other similar organisations and they have either filled or are currently recruiting to similar roles. Furthermore, each combined authority is being invited to bid for further new money. Examples of these include:
- (a) National Productivity and Innovation Fund
  - (b) National Housing Infrastructure Fund
  - (c) National Fibre

- 3.32. The Cambridgeshire and Peterborough is in competition with other combined authorities for these funds and its ability to successfully bid for such funds will be significantly hampered without the necessary resources.

#### **4.0 FINANCIAL IMPLICATIONS**

- 4.1. Since the last Combined Authority Board meeting and Overview and Scrutiny Committee meeting a full review of the indicative costs has been undertaken. In particular:

- (a) The profile of when jobs will be taken up and therefore staffing costs incurred has been re-assessed;
- (b) The number of Combined Authority Administrative Support Officers has been reduced from three to two; and
- (c) A number of the posts included in the Staffing Establishment will deliver a significant contribution to the development and management of the Combined Authority's capital projects. A relevant proportion of these staff costs will therefore be legitimately charged to the capital projects as they directly add value to the capital programmes themselves.

For the avoidance of doubt, the budget calculations include the full cost of employment and in addition corporate overheads have been included. .

- 4.2. The Mayor's Office costs have been included separately.
- 4.3. For the sake of completeness the costs of all services provided by partner organisations has also been identified and included. This includes secondment arrangements and specific activities undertaken on behalf of the Combined Authority through service agreements.
- 4.4. Appendix 6 provides the detail of the predicted costs for 2017/18 and the annualised costs for 2018/19. They take into account all the considerations outlined throughout this report.
- 4.5. The cost of the staffing of the Combined Authority is £1,027k and the costs of the Mayor's Office is £146k in 2017/18. The total cost is £1,632.1k. The comparable budget previously agreed by the Combined Authority Board for 2017/18 was £883k plus an earmarked cost contingency for overheads of £400k making a total of £1,283k. The additional budget provision now required is therefore £349.1k.
- 4.6. It should be noted that the indicative staffing budget was set prior to the Mayoral Election and also the appointment of the Chief Executive. Since then, there have been new opportunities to bid for funding and there has been an expansion in the Combined Authority's work beyond that previously identified.
- 4.7. Typically, a local authority will spend around 65-75% of its revenue budget on employees. Bearing in mind that the majority Combined Authority's budget is

capital funding this slightly distorts the comparison. Having said this, the anticipated spend on employees in 2018/19 represents 16% of the revenue budget and 1% of the overall budget. This does not take into account that these roles will also bring in additional funding and also add to the overall asset value of the region.

## **5.0 LEGAL IMPLICATIONS**

5.1. Under the Local Government and Housing Act 1989, the Chief Executive in his capacity as Head of Paid Service is required to prepare a report setting out certain matters relating to staffing proposals where he considers it appropriate to do so. This includes:

- the manner in which the different functions of the authority are co-ordinated;
- the number and grades of staff required by the authority for the discharge of their functions; and
- the organisation of the authority's staff.

5.2. Under Section 4 (1) of the Act "It shall be the duty of every relevant authority:

- (a) to designate one of their officers as the head of their paid service; and
- (b) to provide that officer with such staff, accommodation and other resources as are, in their opinion, sufficient to allow their duties under this section to be performed".

5.3. In accordance with the legislation, under the Constitution the Chief Executive is responsible for the appointment and grading of staff up to Deputy Chief Officer Level. He is also responsible for the organisation and proper management of the Combined Authority's staff including proposing changes to the management structure and the number and grades of staff required. (para 4.4 and 4.5 Chapter 13 - the Officer Scheme of Delegation and Proper officers.

5.4. Under the same legislation the Combined Authority is required to have the following statutory officer roles:

- Legal Counsel (Monitoring Officer)
- Finance and Commercial Director (S151 Officer)

5.5. These roles were approved by the Combined Authority at its meeting on 28th June 2017.

## **6.0 SIGNIFICANT IMPLICATIONS**

N/A

## **7.0 APPENDICES**

- 7.1. Appendix 1 – Board report on Officer and Support Structure
- 7.2. Appendix 2 – Extract of draft minutes of the Board held on 26 July 2017
- 7.3. Appendix 3 – Call in Request
- 7.4. Appendix 4 – Job Descriptions
- 7.5. Appendix 5 - Full Staffing Structure
- 7.6. Appendix 6 – Indicative Costs

<b><u>Source Documents</u></b>	<b><u>Location</u></b>
Previous agendas, reports and decisions are available on the Combined Authority website.	Combined Authority website <a href="http://cambridgeshirepeterborough-ca.gov.uk">http://cambridgeshirepeterborough-ca.gov.uk</a>

## Appendix 1



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

<b>CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD</b>	<b>AGENDA ITEM No: 1.7</b>
<b>26 JULY 2017</b>	<b>PUBLIC REPORT</b>

### OFFICER AND SUPPORT STRUCTURE

#### 1.0 PURPOSE

- 1.1 The Combined Authority exists to enable economic growth and deliver public service reform. In the next twenty years, it is expected to support the growth of the local economy by over £20bn, oversee the delivery of 100,000 new homes, 70,000 new jobs and a world class public transport system. Furthermore it is tasked with designing and implementing a real transformation in end to end public service delivery. The Combined Authority is responsible for managing a significant investment fund, from the first devolution deal, of more than £1bn, making sound investment decisions and ensuring that programmes are delivered on time and on budget. It has always been intended that the Combined Authority will be small and strategic in its operation, and that it will commission the delivery of its programmes.
- 1.2 To achieve its objectives, the Combined Authority requires an appropriate staffing structure. The purpose of this report is to:
- (a) Consider the proposed officer structure for the Combined Authority
  - (b) Consider arrangements for the provision of support services for the Authority

<b><u>DECISION REQUIRED</u></b>	
<b>Lead Member:</b>	<b>N/A</b>
<b>Lead Officer:</b>	<b>Martin Whiteley, Chief Executive</b>
<b>Forward Plan Ref:</b>	<b>Key Decision: No</b>
<p>The Combined Authority Board is requested to:</p> <p>(a) Approve proposals in respect of the officer structure as set out in this report</p> <p>(b) Confirm the arrangements for the provision of support services</p>	<p>Voting arrangements</p> <p>Simple majority of the Members of Constituent Councils and the LEP</p>

## **2.0 BACKGROUND**

- 2.1 It is a legal requirement under the Local Government and Housing Act 1989 that the Chief Executive in his capacity as Head of Paid Service prepares a report setting out certain matters relating to staffing. This includes:
- the manner in which the different functions of the authority is co-ordinated;
  - the number and grades of staff required by the authority for the discharge of their functions; and
  - the organisation of the authority's staff.
- 2.2 At its meeting on 28th June 2017 the Combined Authority agreed the establishment and appointment of the following statutory officer roles:
- Legal Counsel (Monitoring Officer) – providing legal advice on the propriety and contract management arrangements appropriate to a £1bn investment programme
  - Finance and Commercial Director (S151 Officer) – responsible for the fiscal strategy for Cambridgeshire and Peterborough including securing substantial investment into the area, and the development of robust business cases to support investment decisions
- 2.3 This report sets out the requirements for a number of key posts to lead on key aspects of the Combined Authority's work programme. The principles underpinning the proposed officer structure are as follows:
- The Authority will have a small officer establishment who will provide policy advice and oversee the development of the core strategies of the Combined Authority area



- The same officer group will commission and manage projects, programmes and delivery by external providers, and provide the Combined Authority with independent assurance that its investments are being managed efficiently and effectively
- The Authority will have mixed economy of secondments, direct employment and commissioned services
- Support services will where appropriate be provided from within constituent bodies
- The Authority will actively seek to join up activities and functions across the public sector including the Local Authority network, the Greater Cambridge Partnership, and the Local Enterprise Partnership

### 3.0 Proposals

#### Director Roles

3.1 It is proposed that three directors are established to lead the following priority programmes:

- **Housing** – overseeing the development and delivery of a housing strategy for Cambridgeshire and Peterborough; taking lead responsibility for commissioning the programmes that will deliver 100,000 new homes, of which approximately 40,000 will be affordable; developing and implementing initiatives that intervene in the housing system to either accelerate delivery and/or meet specific housing requirements such as housing that enables people to live independently;
- **Skills** – lead responsibility for design and implementation of a new whole system skills system; securing additional powers and resources from central government; joining up a fragmented local delivery model; providing the Combined Authority with assurance about the investment made in the University of Peterborough; and developing a skills strategy for the area;
- **Transport and Infrastructure** – accountable for the development of a future local transport plan for Cambridgeshire and Peterborough – a transport strategy; management of a pipeline of strategic transport and infrastructure programmes; and for overseeing the implementation of a world class public transport scheme, including ambitious plans for Cambridge and Peterborough cities and linkages to market towns and rural communities.

#### Assistant Director

3.2 The Chief Executive will take the lead on the shaping the development of the area's **Economic strategic and the Spatial planning**. This provides overall leadership and ensures that the Director functions are co-ordinated and grounded in an overall strategy and plan for Cambridgeshire and Peterborough. To support this activity a principal officer role of Assistant Director is proposed. This post will be responsible for co-ordinating economic and social evidence gathering, the provision of strategic economic advice to inform decision making; and the Non Statutory Spatial Plan that

enables the Combined Authority to reflect spatially across Cambridgeshire and Peterborough its vision, objectives, and growth and investment priorities.

#### Programme Management Office

- 3.3 In order to support the delivery of the principle functions of the Combined Authority and provide independent assurance about the delivery of major investments a Programme Management Office is required with three Programme Managers. The Programme managers will work flexibly to support Housing, Skills and Transport and Infrastructure programmes.

#### Support to Statutory Officers

- 3.4 In addition to the Finance and Commercial Director (S151 Officer) and Legal Counsel (Monitoring Officer) it is proposed that the following posts are established to support these officers:

##### Commissioning and contracts solicitor

- 3.5 This post will be responsible for advising on procurement, joint ventures, company law, contracts and other forms of agreement, contract performance measures and TUPE.

##### Legal officer (trainee)

- 3.6 The post will be primarily responsible for research and advice, exemption notices, decision notices and other practical measures associated with contract management. It is expected that the post will be filled by a trainee lawyer, it will be offered as an apprenticeship and will be career graded.

##### Finance Manager

- 3.7 The Finance manager will be primarily responsible for the management and monitoring of the operating budget for the Authority. The Finance Manager will also support the Financial and Commercial Director will be responsible for the commercial aspects of the Authority's work and this role, will, in addition to supporting the s151 officer will ensure that the operating budget which in effect funds the running of CAPCA is well managed.

##### Finance Officer (trainee)

- 3.8 This will be offered as an apprenticeship and will be career graded. The post will be responsible for supporting staff in day to day budget management, preparing purchase orders, and assisting with contract support.

##### Communication Manager

- 3.9 The Combined Authority's programme will attract a substantial level of interest from residents, businesses, Members of Parliament, public sector

partners and media. It will be important that the Authority continues to develop and execute forward plans for engagement, consultation, briefings and presentations. A Communication Manager is required to shape and deliver communication programmes. This role will work closely with the post of the Mayor's political assistant described below.

#### Executive and Administrative Support

- 3.10 There is also a requirement for Executive and Administrative support for the Combined Authority. To enable a senior team of officers to work efficiently and effectively will need an Executive Officer and two Personal Assistants. This team will provide research and briefing, and manage and run the day to day operation of the Authority.

#### Support Services

- 3.11 In line with the stated aim of having a lean staffing structure support services will be commissioned from constituent bodies. Those already commissioned and in place are as follows:

- Democratic Services - East Cambs District Council
- HR & Payroll - Peterborough City Council
- ICT - Huntingdonshire District Council

These services will be provided to the Combined Authority through a service level agreement.

#### Pay & Remuneration

- 3.12 Formal job evaluations have yet to be carried out in respect of these roles but the salary levels are anticipated to be in the region of:

- Directors, Finance and Commercial Director & Legal Counsel - £105 - £128k pa
- Principal Officer – Economic Strategy and Spatial Planning - £50 - £55k pa
- Programme Managers - £55 - £67k pa
- Contract Solicitor & Finance Manager - £45 - £50k pa
- Legal officer & Finance Officer (Trainees) - £25 - £30k pa
- Executive Support Role - £30-£35k pa
- Communications Manager - £37 - £50k pa
- Personal Assistants - £20 - £25k pa

#### Mayoral Office

- 3.13 The Mayor's office is subject to a separate budget consideration from the Combined Authority. The Mayor has considered the requirements of his office in conjunction with the Chief Executive and determined that there should be a small office of support made up of two posts. These are:

- Political Assistant - £34,986pa (as set by law); and
- Private Secretary - £25 - £30k

#### **4.0 FINANCIAL IMPLICATIONS**

- 4.1 The indicative costs for the roles set out in this paper for the Combined Authority including on costs is £1,817.5k pa in a full year of operation. The additional funding required for approval to fully resource these posts is £946.5k on top of the existing budgetary provision. For the financial year 2017/18 the indicative costs for these roles will be £1,185.9k, an increase of £354.9k on the existing approved budget. The request for increased budgetary provision for 2017/18 is lower than for 2018/19 and future years, because the new roles will only be filled part way through this financial year.
- 4.2 An organisation chart setting out the structure is contained in Appendix A.

#### **5.0 LEGAL IMPLICATIONS**

- 5.1 These are dealt with in the report.

#### **6.0 EQUALITIES IMPLICATIONS**

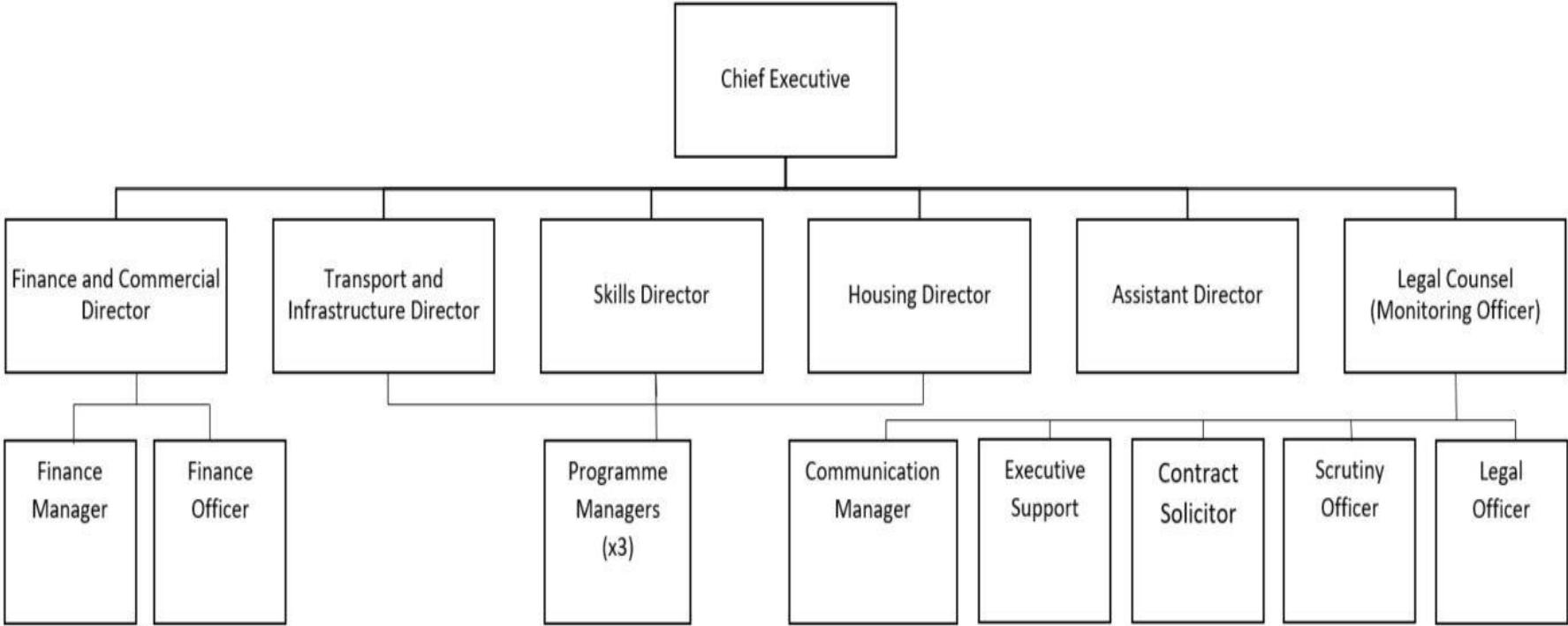
- 6.1 The roles will be advertised in accordance with the Officer Employment Procedure Rules and the process will comply with all Equalities legislation.

#### **7.0 APPENDICES**

- 7.1 Appendix A - Organisation Chart

<b><u>Source Documents</u></b>	<b><u>Location</u></b>
Agendas, reports and decisions of the Board	Combined Authority website

Agenda Item 1.7  
Appendix A





**CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY: EXTRACT  
OF DRAFT MINUTES - OFFICER AND SUPPORT STRUCTURE**

**Date:** Wednesday, 26th July 2017

**Time:** 10.00am - 1.05pm

**Present:** J Palmer (Mayor)

Councillors A Bailey – East Cambridgeshire District Council (substituting for C Roberts), J Clark – Fenland District Council, S Count – Cambridgeshire County Council, J Holdich – Peterborough City Council, R Howe – Huntingdonshire District Council, K Price – Cambridge City Council (substituting for Councillor L Herbert), P Topping – South Cambridgeshire District Council, and M Reeve (Greater Cambridgeshire Greater Peterborough Local Enterprise Partnership (GCGP LEP).

**Observers:** Councillor J Ablewhite (Police and Crime Commissioner), G Howsam (substituting for J Bawden) (Cambridgeshire and Peterborough Clinical Commissioning Group) and Councillor K Reynolds (Chairman, Cambridgeshire and Peterborough Fire Authority)

**60. APOLOGIES AND DECLARATIONS OF INTERESTS**

Apologies received from Councillors L Herbert and C Roberts. There were no declarations of interest.

**66. OFFICER AND SUPPORT STRUCTURE**

The Board received a report setting out a proposed officer structure for the Combined Authority, and the arrangements for the provision of support services. The Mayor reminded the Board that the Authority had set an incredible pace to deliver his 100 day plan with only six members of staff, which compared to other combined authorities was extremely low. The proposal was for only fifteen officers and two members of staff to support the Mayor's office, which meant the Authority remained small and strategic.

The Chief Executive drew attention to the substantial job the Authority was expected to do in relation to the local economy and public sector reform over the next twenty years. Members were advised of the principles underpinning the

proposed officer structure. It was proposed that there should be a framework of staff engaged in a flexible model of interim, secondment and permanent appointments. This included three directors to lead on the following priority programmes: Housing; Skills; and Transport and Infrastructure and other staff roles to support the senior leadership team.

Formal job evaluations had yet to be carried out in respect of these roles but attention was drawn to the salary levels detailed in the report. The indicative costs for the roles including on costs was £1,817.5k per annum in a full year of operation. This was an increase of £354.9k on the existing approved budget. It was important to bear in mind that every £1 in establishment costs would bring in £30 in new funding. The cost of these roles amounted to 1.56% of the turnover of the Combined Authority.

In discussing the report, the Board:

- thanked officers for helping establish the Combined Authority and for the speed of implementation of the Mayor's 100 day plan. It was acknowledged that the current officer staffing structure was unsustainable given the scale of the work and speed required. It was important to note that the Authority would be able to attract more Government funding if it was efficient and had a track record of delivery. It was acknowledged that the formal job evaluations for the new roles had not been carried out before the Authority was being asked to approve the budget. Formal job descriptions were necessary in order to attract the right people at the right price. There was also a need to consider resilience in relation to direct employment. It was therefore important to approve the budget because it was not cost effective for the Authority to slow down.
- highlighted the need to avoid duplicating posts with other organisations. It was noted that the Greater Cambridge Partnership (GCP) was also appointing a lead focussing on education. The Chief Executive reported that the Combined Authority would be linking up with organisations such as the GCP to avoid appointing duplicate posts. This time limited post provided an opportunity to look at how organisations dealt with skills and rationalise accordingly in order to achieve benefits and efficiencies. One Member suggested appointing someone from outside Cambridgeshire who had no vested interests. The Portfolio Holder for Employment and Skills drew attention to the confusion regarding the delivery of skills at a national level. He acknowledged the importance of avoiding duplication so that more money was targeted at delivery. He asked to be involved in the appointment process.
- suggested that public sector reform would address the issue of duplication and provide savings. It was possible that some of the costs could be cost neutral if the Authority utilised what was already there in other organisations.

The Mayor raised the need to bring back proposals for full public sector reform as these savings would dwarf the size of the Authority's budget.

- drew attention to the scale of pay and remuneration proposed for the new roles. One Member expressed concern that the rates proposed for the Directors were higher than for some Chief Executive posts who had larger budgets to manage. The Chief Executive reported that a formal evaluation would be carried out against each job description and pay would be comparable with other benchmarks. One Member reported that the pay and remuneration detailed in the report was comparable to pay scales proposed, in the Municipal Journal, for a skills appointment for the West Midlands Combined Authority.
- noted concern from one Member that the budget set before the mayoral elections would now be increased. Members were informed that the budget set in March had been based on the best available information. The Mayor's 100 day plan had crystallised the need for resource. However, it was important to bear in mind that the Combined Authority was a lean authority and would remain so. The comparison with other Combined Authorities had shown that the Authority was currently so lean that it was impacting on delivery. It was therefore important to mitigate the gap between forecasted budget and costs.
- acknowledged that the Director roles would drive forward the work of the Combined Authority. There needed to be clear outcomes associated with these appointments. One Member expressed a preference for fixed term contracts.
- suggested that the Authority should look to obtain more independent assurance from, for example, the Centre for Public Scrutiny and/or National Audit Office. The Chief Executive reported that in relation to the contract for the University of Peterborough, the Combined Authority was validating reports received from the contractor.
- highlighted the need to appoint to the staffing structure as and when needed. However, it was important to note that the Authority needed to invest to invest as without this officer structure it could not deliver.
- requested clarification of the role of the Communication Manager which was required to work closely with the post of the Mayor's political assistant. The Chief Executive reported that the Communication Manager would be operating on behalf of the Combined Authority and would not be a political appointment.
- requested clarification of the remuneration of the Political Assistant, which was set by law. It was noted that the maximum amount under the Local



Government and Housing Act 1989 which could be paid to a Political Assistant was £34,986.

- queried whether the Programme Managers need personal assistants.

It was resolved by a majority to:

- (a) Approve proposals in respect of the officer structure as set out in this report
- (b) Confirm the arrangements for the provision of support services.

## **Appendix 3**

### **Request for a Call In by Overview & Scrutiny Committee**

<b>Decision taker:</b>	<b>Combined Authority</b>
<b>Date of publication of decision:</b>	<b>27/07/2017</b>
<b>Title of Decision Called in :</b>	<b>1.7 Officer and Support Structure</b>
<b>Date Decision Called in:</b>	<b>02/08/2017</b>

	<b>Name</b>	<b>Signature</b>	<b>Date</b>
<b>1.</b>	Cllr R Carter		1 <sup>st</sup> August 2017
<b>2.</b>	Cllr D Baigent		1 <sup>st</sup> August 2017
<b>3.</b>	Cllr A Riley		1 <sup>st</sup> August 2017
<b>4.</b>	Cllr P Hart		1 <sup>st</sup> August 2017
<b>5.</b>	Cllr T Hayward		1 <sup>st</sup> August 2017

**Detailed Reason(s) for Call-in.** *Please detail the reasons below why the Scrutiny Committee should review or scrutinise the decision and consider referring it back to the Board.*

1) The Overview and Scrutiny Committee have no wish to hamper the progression of Mayors' and CA plans but believe that it is important that this area of expenditure should be thoroughly examined in order to provide the residents with 'best value for money'. The Committee believes that the level of discussion at the CA meeting was disappointing and the questioning not stringent enough and not commensurate with the importance of the decision.

2) The Committee is concerned that the newly agreed budget figure of £1,800,000 is nearly 25% higher than the original budget figure. This means that the newly elected authority either set a budget that was far too lean or that it did not fully appreciate the tasks that have now apparently emerged.

3) Whilst it is accepted that the suggested salaries will be subject to detailed evaluation they appear to be too high.

4) Insufficient investigation appears to have been carried out to explore how some roles could be shared with other organisations, especially concerning Transport and Infrastructure, Skills and Housing.

5) There are concerns about the level of possible consultants' fees.

#### **Details of Alternative Course of Action or Recommendations you wish to propose.**

*Please specify what course of action you are proposing should be taken and any recommendations to the Decision Taker that you are proposing should be considered by the Scrutiny Committee.*

It is requested that the decisions agreed at item 1.7 be reconsidered after the CEO has met the Overview and Scrutiny Committee when he can explain the actions and financial implications detailed in his paper to the Combined Authority.

## Appendix 4.1

### Job Description (Draft)



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

**Job Title: Director of Skills**

**Reports to: Chief Executive**

#### Job Purpose

To be an effective member of the Combined Authority's Management Team providing leadership, challenge and strategic direction across the Authority's functions, in accordance with the organisations values, vision, objectives, plans and priorities.

To work constructively in partnership with Members and officers within the constituent authorities, supporting collective working and contributing to joint initiatives.

The postholder will be expected to liaise with constituent bodies, partner organisations, public and private sector funding bodies as well as central government regarding the Authority's work.

The post holder will be the principal adviser on skills matters to the Chief Executive, Mayor and Leaders of the Combined Authority, working with the member authorities.

The post holder will drive forward the Combined Authority's approach to skills and productivity in collaboration with the Local Enterprise Partnership to ensure the region and local economy has a skilled workforce to meet the regions business demands and productivity is increased.

To strategically lead on the skills and productivity programme and to adopt a cohesive and collaborative cross-sector approach in addressing the root causes to skills shortages and productivity issues in the region.

Interface, lead, and oversee delivery of the new University for Peterborough as well as leading the implementation of the innovation pilot for health and care workers.

#### Organisation

The role is a Tier 2 post reporting directly to the Chief Executive and the post holder is a full member of the Management Team. Within this includes a personal responsibility for driving strategy and performance, identifying and championing the delivery of the corporate vision and strategy with constituent bodies, partners, community representatives, peer colleagues, the Mayor, Elected Members and all employees.

## **Principal Accountabilities/Responsibilities**

1. To provide leadership, management, challenge and strategic direction to ensure the effective deployment of resources enabling the efficient and effective operation of services, and developing effective policies, practices and procedures.
2. Working closely with the Mayor, CA Members, Chief Executives, partners and businesses to ensure there is appropriate regional infrastructure for addressing skills shortages. Working regionally and nationally with a wide range of stakeholders from various sectors to promote the region and to support bringing business and investment into the region.
3. Working with all members of the Senior Management Team to ensure the productivity and skills objectives within the Strategic Economic Plan (SEP) are achieved and that there is a collaborative approach to cross-cutting issues.
4. Oversee the development and adoption of a Skills Programme in consultation with all stakeholders ensuring there is transparency in decision making.
5. Working collaboratively with the Government, business leaders, innovators, the education sector, partners and support agencies to address the constraints on productivity and to bridge the skills gap by improving people in the region's life chances caused by issues such as poor mental health, complex needs and worklessness.
6. Develop robust and effective partnerships, working with the business, commercial, industrial and public sectors to encourage greater ownership in developing skills initiative programmes to ensure the region's competitive advantage is maximised.
7. To oversee the development and commissioning of specific projects and programmes focussing on productivity, skills and employability.
8. Champion and support relevant innovation and inclusion projects across the region.
9. To be responsible for the development and delivery of effective assurance and governance frameworks, ensuring effective value for money and prioritising the most effective interventions.
10. To negotiate effective contractual relationships and excellent working relationships with a wide range of funding and project partners, local authorities and business partners.
11. To represent the region and input to a range of regional and national organisations and forums liaising with key stakeholders.
12. To act as an Ambassador for the Authority, promoting the interests of the sub region both nationally and internationally and raising the profile and reputation of the organisation.
13. To be a member of the senior management team(s) and to deputise for the Chief Executive as required.

14. Establish and maintain effective relationships across partners, central government and its agencies, the business sector, developers and other leaders within the property and construction industry, the community, the education sector including universities and research institutes.

15. To ensure effective performance management and the delivery of agreed targets, service standards and budgets.

16. To support the securing and retention of relevant professional quality standards.

17. To promote internal and external partnership working to maximise service delivery.

18. The undertaking of such other duties as may from time to time be allocated commensurate with the seniority and qualifications of the post.

19. The postholder will be both the professional and corporate lead on these areas and will both be responsible for devising and delivering strategies and activities under the policy framework set by the Combined Authority and also Central Government requirements/constraints.

## **Leadership**

To ensure that the Authority performs its duties and functions in fulfilment of their statutory obligations. In pursuit of this responsibility, the postholder will need to ensure that they and their relevant staff are kept abreast of the Council's' changing legal obligations and mandates.

To ensure managerial and strategic leadership of those services and functions that are set within the direction of this post as well as for the Combined Authority corporately.

To provide inspirational leadership driving customer focused service delivery, embedding a culture of change, continuous improvement, common professional standards and excellent people engagement and management while ensuring that the Authority meets its statutory obligations.

To promote managerial responsibility for cross-organisational team working, and across boundaries with other agencies and partners, to improve services and solve problems in a coherent and integrated manner.

To specifically develop and maintain strong, effective and meaningful relationships with all councils and partners across Cambridgeshire and Peterborough in pursuit of the overall objectives for the post.

To seek opportunities with and between all councils in Cambridgeshire and Peterborough for collaboration and alignment where there is recognised benefit and added value, and/or where such arrangements support devolution.

To ensure that relevant advice, guidance and information is available in an intelligible and timely fashion to the Mayor, the Authority, its Committees, Scrutiny, all elected Members, as well as to other stakeholders.

To sustain and improve the overall reputation of Combined Authority and act in the best interests of Cambridgeshire and Peterborough through effective representation locally,

regionally and nationally.

To provide leadership within the organisations and across the wider partnerships, embedding a performance culture that inspires a sense of purpose and celebrates the strength of the cultural diversity of Cambridgeshire and Peterborough and that challenges discriminatory behaviours.

The postholder will deputise for the Chief Executive as required.

### **Financial Responsibilities and Accountabilities**

To be responsible for commissioned service budgets.

To continually review and reshape service delivery to achieve financial efficiencies and maximise opportunities for income generation, whilst maintaining the highest standards of service delivery.

To ensure the effective management and deployment of all appropriate budgets in line with agreed financial processes, envelopes and savings, including contract budgets where appropriate.

### **Job Knowledge, Skills & Experience**

#### **Knowledge**

- Qualified with extensive post qualification experience including 3 years PQE at a senior level in a commercial environment

#### **Experience**

- Project management coordination and delivery.
- A demonstrable track record in leading and managing programmes for a large organisation.
- A track record of establishing successful working relationships, both internal and with partner Authorities in order to manage and deliver effective programme management.
- Demonstrable knowledge of Finance policies and strategies.
- Organisational Development and Change Management Familiarity with and the ability to use information technology to improve processes
- Experience of leading diverse teams across a multifunctional organisation.
- Experience of leading teams dispersed over a wide geographical area.
- Experience of developing strategies and policies in relating to skills.
- Experience of leading complex commercial negotiations, and project financial structure.
- Proven track record of strategic policy formulation, decision making and resource allocation and of problem solving and meeting objectives at a directorate level.

- Evidence of successful partnership development or delivery through partnerships including an ability to work with local partners to develop joint strategies for implementing government requirements and local service.
- Experience of working effectively in a complex environment and of winning the confidence of elected members or board members.
- Experience of driving performance management using appropriate quality and management methods and models to deliver efficient and effective services through collaborative working.
- A track record of innovative and different delivery mechanisms

## **Skills**

- Ability to interpret strategies and policies
- An ability to relate to and win the confidence, trust and respect of Members, colleagues, partners and the wider community.
- Ability to propose, develop and implement effective strategies in pursuit of agreed goals and to make clear, informed appropriate and timely decisions.
- Ability to lead and effectively manage the finances with the political acumen and skills to develop productive working relationships with Combined Authority members and investors.
- Excellent management and leadership skills, which encourage commitment from others and promote a positive, motivated service culture.
- Excellent communication skills and the ability to communicate complex information both orally and in writing in a clear articulate and balanced way to a variety of audiences.
- Excellent negotiation skills and an ability to influence outcomes through reasoning, persuasion and tact.
- Strategic and logical thinker and decision-maker able to provide practical and creative solutions to the management of partnership and directorate issues.
- High intellectual and analytical abilities; able to assimilate and analyse information quickly, identifying issues, priorities and solutions and using effective models, techniques and resources to resolve issues.
- Strong financial and budgetary awareness with the ability to manage finance and wider resources within a strong performance management culture.
- Ability to use information technology to improve service delivery and reduce costs.
- Demonstrable continuous development and improvement of own leadership and professional practice.
- The ability to identify opportunities through multi-agency working that deliver improvements.

- Excellent grasp of National and local agenda for Local Government.
- Personal drive and tenacity to motivate, empower and support individuals and teams to achieve the Authorities objectives.
- Able to build and develop good relationship with a wide-range of partners and use excellent influencing skills.
- Confident and willing to challenge traditional assumptions and provide evidence to support change and drive forward improved ways of working.
- Enthusiastic, energetic and resilient with a high level of self-determination politically aware and sensitive, with an ability to make progress in complex policy areas.
- Committed to self-development and development of others.
- Able to adapt successfully to changing requirements, constraints and resources.

### **Political Restriction**

This post is politically restricted under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside work.



## Appendix 4.2

### Job Description (Draft)



**Job Title: Director of Transportation**

**Reports to: Chief Executive**

#### **Job Purpose**

To be an effective member of the Combined Authority's Management Team to provide leadership, challenge and strategic direction across the Authority's functions, in accordance with the organisations values, vision, objectives, plans and priorities.

To work constructively in partnership with members and officers within the constituent authorities, supporting collective working and contributing to joint initiatives.

The postholder will be expected to liaise with constituent bodies, partner organisations, public and private sector funding bodies as well as central government regarding the Authorities work.

The post holder will be the principal adviser on transportation matters to the Chief Executive, Mayor and Leaders of the Combined Authority, working with the member authorities.

To drive forward the Combined Authority approach to transportation strategy to ensure the region and local economy has an integrated transport strategy and plan to meet the region's business and residential demands and connectivity is increased.

To strategically lead on the transportation programme and to adopt a cohesive and collaborative cross-sector approach in improving all transportation in the region in the form of a Future Local Transport Plan

To oversee the delivery of a number of major transport and infrastructure schemes approved by the Combined Authority Board as well as schemes submitted to the National Productivity Investment Fund

Work with the Greater Cambridge Partnership to lead on the feasibility study which has been commissioned into the rapid mass transit scheme into Cambridge.

## **Organisation**

The role is a Tier 2 post reporting directly to the Chief Executive and the post holder is a full member of the Management Team. Within this includes a personal responsibility for driving strategy and performance and identifying and championing the delivery of the corporate vision and strategy with constituent bodies, partners, community representatives, peer colleagues, the Mayor, Elected Members and all employees.

## **Principal Accountabilities/Responsibilities**

1. To provide leadership, management, challenge and strategic direction to ensure the effective deployment of resources enabling the efficient and effective operation of services, and developing effective policies, practices and procedures.
2. Working closely with the Mayor, CA members, Chief Executives, partners and businesses in ensuring there is a regional infrastructure for addressing the skills shortage. Working regionally and nationally with a wide range of stakeholders from various sectors to promote the region and to support bringing business and investment into the region.
3. Working with all members of the Senior Management Team to ensure the transportation objectives are achieved and that there is a collaborative approach to cross cutting issues.
4. Oversee the development and adoption of a transport strategy in consultation with all stakeholders ensuring there is transparency in decision making.
5. Working collaboratively with the Government, business leaders, innovators, and transport commissioners and providers to improve transportation of all kinds across the region improving accessibility.
6. Develop robust and effective partnerships, working with the business commercial, industrial and public sectors to encourage greater ownership in developing transport programmes to ensure the region's competitive advantage is maximised.
7. To oversee the development and commissioning of specific projects and programmes.
8. Champion and support relevant innovation and inclusion projects across the region.
9. To be responsible for the development and delivery of effective assurance and governance frameworks, ensuring effective value for money and prioritising the most effective interventions.
10. To negotiate effective contractual relationships and excellent working relationships with a wide range of funding and project partners, local authorities and business partners.
11. To represent the region and input to a range of regional and national organisations and forums liaising with key stakeholders.
12. To act as an Ambassador for the Authority, promoting the interests of the sub region both nationally and internationally and raising the profile and reputation of the organisation.
13. To be a member of the senior management team(s) and to deputise for the Chief Executive as required.

14. Establish and maintain effective relationships across partners, central government and its agencies, the business sector, developers and other leaders within the property and construction industry, the community, the education sector including universities and research institutes.

15. To ensure effective performance management and the delivery of agreed targets, service standards and budgets.

16. To support the securing and retention of relevant professional quality standards.

17. To promote internal and external partnership working to maximise service delivery.

18. The undertaking of such other duties as may from time to time be allocated commensurate with the seniority and qualifications of the post.

19. The postholder will be both the professional and corporate lead on these areas and will both be responsible for devising and delivering strategies and activities under the policy framework set by the Combined Authority and also Central Government requirements/constraints.

## **Leadership**

To ensure that the Authority performs its duties and functions in fulfilment of their statutory obligations. In pursuit of this responsibility, the postholder will need to ensure that they and their relevant staff are kept abreast of the Council's' changing legal obligations and mandates.

To ensure managerial and strategic leadership of those services and functions that are set within the direction of this post as well as for the Combined Authority corporately.

To provide inspirational leadership driving customer focused service delivery, embedding a culture of change, continuous improvement, common professional standards and excellent people engagement and management and ensuring that the Authority meets its statutory obligations.

To promote managerial responsibility for cross-organisational team working, and across boundaries with other agencies and partners, to improve services and solve problems in a coherent and integrated manner.

To specifically develop and maintain strong, effective and meaningful relationships with all councils and partners across Cambridgeshire and Peterborough in pursuit of the overall objectives for the post.

To seek opportunities with and between all councils in Cambridgeshire and Peterborough for collaboration and alignment where there is recognised benefit and added value, and/or where such arrangements support devolution.

To ensure that relevant and best advice, guidance and information is available in an intelligible and timely fashion to the Mayor, the Authority, its Committees, Scrutiny, all elected Members, as well as to other stakeholders.

To sustain and improve the overall reputation of Combined Authority and act in the best interests of Cambridgeshire and Peterborough through effective representation locally, regionally and nationally.

To provide leadership within the organisations and across the wider partnerships, embedding a performance culture that inspires a sense of purpose and celebrates the strength of the

cultural diversity of Cambridgeshire and Peterborough and that challenges discriminatory behaviours.

The postholder will deputise for the Chief Executive as required.

### **Financial Responsibilities and Accountabilities**

To be responsible for commissioned service budgets.

To continually review and reshape service delivery to achieve financial efficiencies and maximise opportunities for income generation, whilst maintaining the highest standards of service delivery.

To ensure the effective management and deployment of all appropriate budgets in line with agreed financial processes, envelopes and savings, including contract budgets where appropriate.

### **Job Knowledge, Skills & Experience**

#### **Knowledge**

- Qualified with extensive post qualification experience including 3 years PQE at a senior level in a commercial environment

#### **Experience**

- Project management coordination and delivery.
- A demonstrable track record in leading and managing programmes for a large organisation.
- A track record of establishing successful working relationships, both internal and with partner Authorities in order to manage and deliver effective programme management
- Demonstrable knowledge of transport policies and strategies
- Organisational Development and Change Management Familiarity with and the ability to use information technology to improve processes.
- Experience of leading diverse teams across a multifunctional organisation
- Experience of leading teams dispersed over a wide geographical area
- Experience of developing strategies and policies in relating to transport
- Experience of leading complex commercial negotiations, and project financial structure
- Proven track record of strategic policy formulation, decision making and resource allocation and of problem solving and meeting objectives at a directorate level.
- Evidence of successful partnership development or delivery through partnerships including an ability to work with local partners to develop joint strategies for implementing government requirements and local service.

- Experience of working effectively in a complex environment and of winning the confidence of elected members or board members.
- Experience of driving performance management using appropriate quality and management methods and models to deliver efficient and effective services through collaborative working.
- A track record of innovative and different delivery mechanisms

## **Skills**

- Ability to interpret strategies and policies
- An ability to relate to and win the confidence, trust and respect of Members, colleagues, partners and the wider community.
- Ability to propose, develop and implement effective strategies in pursuit of agreed goals and to make clear, informed appropriate and timely decisions
- Ability to lead and effectively manage the finances with the political acumen and skills to develop productive working relationships with Combined Authority members and investors.
- Excellent management and leadership skills, which encourage commitment from others and promote a positive, motivated service culture.
- Excellent communication skills and the ability to communicate complex information both orally and in writing in a clear articulate and balanced way to a variety of audiences.
- Excellent negotiation skills and an ability to influence outcomes through reasoning, persuasion and tact.
- Strategic and logical thinker and decision-maker able to provide practical and creative solutions to the management of partnership and directorate issues.
- High intellectual and analytical abilities; able to assimilate and analyse information quickly, identifying issues, priorities and solutions and using effective models, techniques and resources to resolve issues.
- Strong financial and budgetary awareness with the ability to manage finance and wider resources within a strong performance management culture.
- Ability to use information technology to improve service delivery and reduce costs.
- Demonstrable continuous development and improvement of own leadership and professional practice.
- The ability to identify opportunities through multi-agency working that deliver improvements.
- Excellent grasp of National and local agenda for Local Government
- Personal drive and tenacity to motivate, empower and support individuals and teams to achieve the Authorities objectives.

- Able to build and develop good relationship with a wide-range of partners and use excellent influencing skills
- Confident and willing to challenge traditional assumptions and provide evidence to support change and drive forward improved ways of working.
- Enthusiastic, energetic and resilient with a high level of self-determination politically aware and sensitive, with an ability to make progress in complex policy areas.
- Committed to self-development and development of others.
- Able to adapt successfully to changing requirements, constraints and resources.

### **Political Restriction**

This post is politically restricted under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside work.

## Appendix 4.3

### Job Description (Draft)



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

**Job Title: Director of Housing**

**Reports to: Chief Executive**

#### Job Purpose

To be an effective member of the Combined Authority's Management Team to provide leadership, challenge and strategic direction across the Authority's functions, in accordance with the organisations values, vision, objectives, plans and priorities.

To work constructively in partnership with members and officers within the constituent authorities, supporting collective working and contributing to joint initiatives.

The postholder will be expected to liaise with constituent bodies, partner organisations, public and private sector funding bodies as well as central government regarding the Authorities work.

The post holder will be the principal adviser on housing and regeneration matters to the Chief Executive, Mayor and Leaders of the Combined Authority, working with the member authorities.

The post holder will deliver the Combined Authority housing programme ensuring that there is sufficient land and investment identified across the region.

To oversee and be accountable for the commissioning of the building of affordable housing within the region.

The post holder will work with Combined Authority Members to help to deliver their housing strategies and initiatives. This could include new programmes designed to accelerate housing provision within the region.

#### Organisation

The role is a Tier 2 post reporting directly to the Chief Executive and the post holder is a full member of the Management Team. Within this includes a personal responsibility for driving strategy and performance and identifying and championing the delivery of the corporate vision and strategy with constituent bodies, partners, community representatives, peer colleagues, the Mayor, Elected Members and all employees

## **Principal Accountabilities/Responsibilities**

1. To provide leadership, management, challenge and strategic direction to ensure the effective deployment of resources ensuring efficient and effective operation of services, and developing effective policies, practices and procedures.
2. To take lead responsibility for the provision of strategic housing for the Combined Authority and its subsidiary organisations.
3. Develop long term financial strategies, plans and policies to align Resources with priorities in the Strategic Plans and to deliver the priorities of the Authority.
4. To be responsible for the development and delivery of effective assurance and governance frameworks, ensuring effective value for money and prioritising the most effective interventions.
5. To negotiate effective contractual relationships and excellent working relationships with a wide range of funding and project partners, local authorities and business partners.
6. To represent the region and input to a range of regional and national organisations and forums liaising with key stakeholders.
7. To act as an Ambassador for the Authority, promoting the interests of the sub region both nationally and internationally and raising the profile and reputation of the organisation.
8. To be a member of the senior management team(s) and to deputise for the Chief Executive as required.
9. To assist and advise the Elected Mayor and other Elected Members on housing policy and strategy matters.
10. Advise the Combined Authority on strategic property matters regarding the management, disposal and acquisition of land and buildings in collaboration with the Combined Authority member Councils.
11. Advise the Combined Authority on all strategic matters regarding planning and land use, and the protection and enhancement of the environment in collaboration with the Combined Authority member Councils.
12. To work with the other members of the senior management team to ensure an effective and efficient leadership and co-ordination to deliver the Combined Authorities housing and regeneration objectives and strategies.
13. ensuring the implementation of priorities set by Strategic Economic Plans continue to reflect the needs and priorities communities and businesses.



14. Establish and maintain effective relationships across partners, central government and its agencies, the business sector, housing associations, developers and other leaders within the property and construction industry, the community, universities and research institutes, housing charities and voluntary bodies.

15. To ensure effective performance management and the delivery of agreed targets, service standards and budgets.

16. To support the securing and retention of relevant professional quality standards.

17. To promote internal and external partnership working to maximise service delivery.

18. The undertaking of such other duties as may from time to time be allocated commensurate with the seniority and qualifications of the post.

19. The postholder will be both the professional and corporate lead on these areas and will both be responsible for devising and delivering strategies and activities under the policy framework set by the Combined Authority and also Central Government requirements/constraints.

## **Leadership**

To ensure that the Authority performs its duties and functions in fulfilment of their statutory obligations. In pursuit of this responsibility, the postholder will need to ensure that they and their relevant staff keep abreast of the Council's' changing legal obligations and mandates.

To ensure managerial and strategic leadership of those services and functions that are set within the direction of this post as well as for the Combined Authority corporately.

To provide inspirational leadership driving customer focused service delivery, embedding a culture of change, continuous improvement, common professional standards and excellent people engagement and management and ensuring that the Authority meets its statutory obligations.

To promote managerial responsibility for cross-organisational team working, and across boundaries with other agencies and partners, to improve services and solve problems in a coherent and integrated manner.

To specifically develop and maintain strong, effective and meaningful relationships with all councils and partners across Cambridgeshire and Peterborough in pursuit of the overall objectives for the post.

To seek opportunities with and between all councils in Cambridgeshire and Peterborough for collaboration and alignment where there is recognised benefit and added value, and/or where such arrangements support devolution.

To ensure that relevant and best financial advice, guidance and information is available in an intelligible and timely fashion to the Mayor, the Authority, its Committees, Scrutiny, all elected Members, as well as to other stakeholders.

To sustain and improve the overall reputation of Combined Authority and act in the best interests of Cambridgeshire and Peterborough through effective representation locally,

regionally and nationally.

To provide leadership within the organisations and across the wider partnerships, embedding a performance culture that inspires a sense of purpose and celebrates the strength of the cultural diversity of Cambridgeshire and Peterborough and that challenges discriminatory behaviours.

The postholder will deputise for the Chief Executive as required.

### **Financial Responsibilities and Accountabilities**

To be responsible for commissioned service budgets.

To continually review and reshape service delivery to achieve financial efficiencies and maximise opportunities for income generation, whilst maintaining the highest standards of service delivery.

To ensure the effective management and deployment of all appropriate budgets in line with agreed financial processes, envelopes and savings, including contract budgets where appropriate.

### **Job Knowledge, Skills & Experience**

#### **Knowledge**

- Qualified with extensive post qualification experience including 3 years PQE at a senior level in a commercial environment

#### **Experience**

- Project management coordination and delivery.
- A demonstrable track record in leading and managing programmes for a large organisation.
- A track record of establishing successful working relationships, both internal and with partner Authorities in order to manage and deliver effective programme management
- Demonstrable knowledge of finance, policies and strategies
- Organisational Development and Change Management Familiarity with and the ability to use information technology to improve processes.
- Experience of leading diverse teams across a multifunctional organisation
- Experience of leading teams dispersed over a wide geographical area
- Experience of developing strategies and policies in relating to housing
- Experience of leading complex commercial negotiations, and project financial structure
- Proven track record of strategic policy formulation, decision making and resource allocation and of problem solving and meeting objectives at a directorate level.

- Evidence of successful partnership development or delivery through partnerships including an ability to work with local partners to develop joint strategies for implementing government requirements and local service.
- Experience of working effectively in a complex environment and of winning the confidence of elected members or board members.
- Experience of driving performance management using appropriate quality and management methods and models to deliver efficient and effective services through collaborative working.
- A track record of innovative and different delivery mechanisms.

## **Skills**

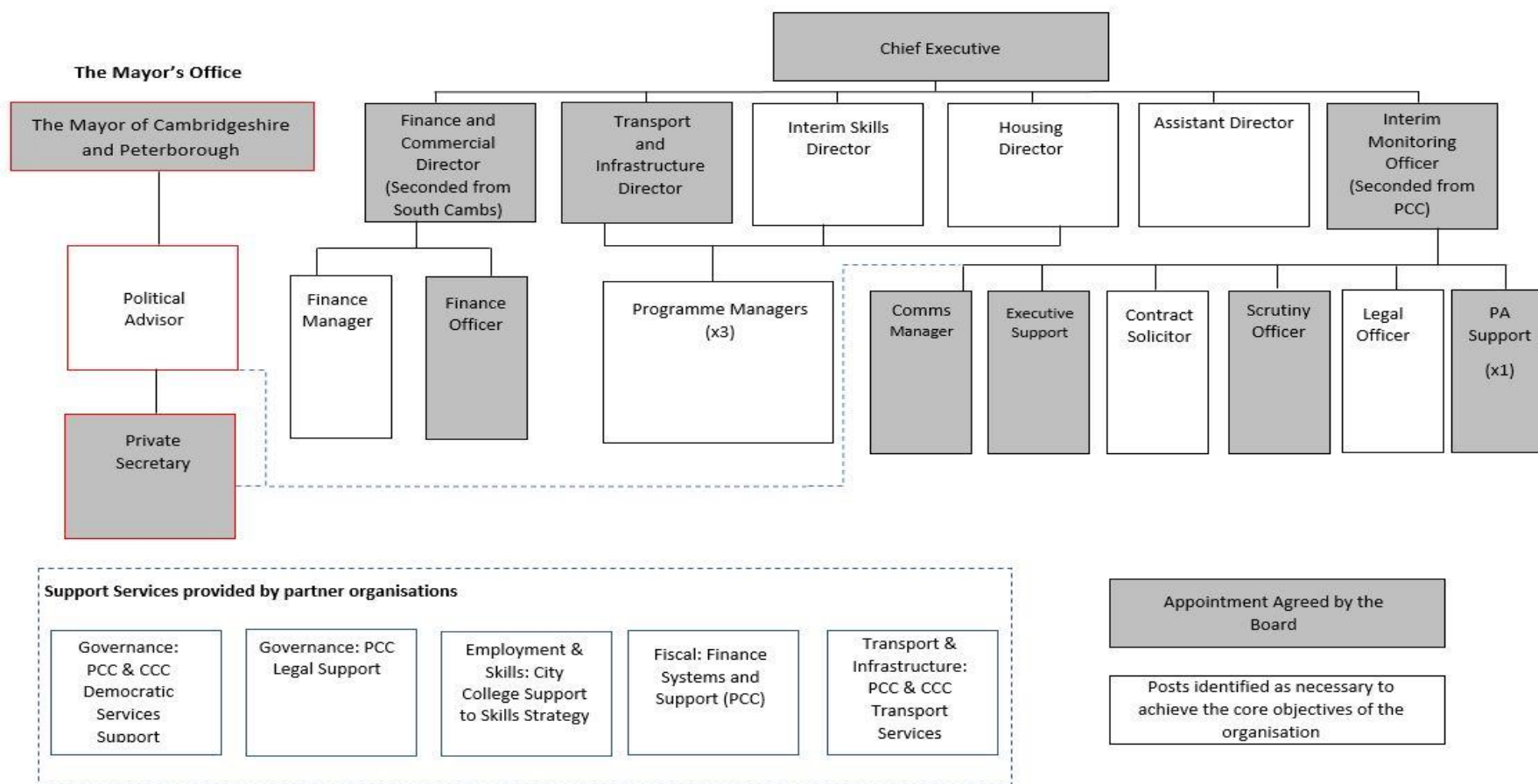
- Ability to interpret strategies and policies.
- An ability to relate to and win the confidence, trust and respect of Members, colleagues, partners and the wider community.
- Ability to propose, develop and implement effective strategies in pursuit of agreed goals and to make clear, informed appropriate and timely decisions.
- Ability to lead and effectively manage the finances with the political acumen and skills to develop productive working relationships with Combined Authority members and investors.
- Excellent management and leadership skills, which encourage commitment from others and promote a positive, motivated service culture.
- Excellent communication skills and the ability to communicate complex information both orally and in writing in a clear articulate and balanced way to a variety of audiences.
- Excellent negotiation skills and an ability to influence outcomes through reasoning, persuasion and tact.
- Strategic and logical thinker and decision-maker able to provide practical and creative solutions to the management of partnership and directorate issues.
- High intellectual and analytical abilities; able to assimilate and analyse information quickly, identifying issues, priorities and solutions and using effective models, techniques and resources to resolve issues.
- Strong financial and budgetary awareness with the ability to manage finance and wider resources within a strong performance management culture.
- Ability to use information technology to improve service delivery and reduce costs.
- Demonstrable continuous development and improvement of own leadership and professional practice.
- The ability to identify opportunities through multi-agency working that deliver improvements.
- Excellent grasp of National and local agenda for Local Government.

- Personal drive and tenacity to motivate, empower and support individuals and teams to achieve the Authorities objectives.
- Able to build and develop good relationship with a wide-range of partners and use excellent influencing skills.
- Confident and willing to challenge traditional assumptions and provide evidence to support change and drive forward improved ways of working.
- Enthusiastic, energetic and resilient with a high level of self-determination politically aware and sensitive, with an ability to make progress in complex policy areas.
- Committed to self-development and development of others.
- Able to adapt successfully to changing requirements, constraints and resources.

### **Political Restriction**

This post is politically restricted under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside work.

## Appendix 5





## **Appendix 6 – To follow**

### **Indicative Costs**