



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

**CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY  
EMPLOYMENT COMMITTEE**

**Wednesday 25 April 2018**

**Swansley Room A, South Cambridgeshire District Council, South,  
Cambridgeshire Hall, Cambourne Business Park, Cambourne, Cambridge,  
CB23 6EA**

**10:30am**

**Membership (Quorum 4)**

Mayor James Palmer  
Councillor Charles Roberts

Mayor (Chair)  
Deputy Mayor (Statutory) (Vice-Chair)

Councillor John Holdich  
Councillor Lewis Herbert

Deputy Mayor (Constitutional)

In addition any two members from the below list:

Councillor Graham Bull  
Councillor Steve Count  
Councillor Chris Seaton  
Councillor Peter Topping

**AGENDA**

<b>Number</b>	<b>Agenda Item</b>	<b>Chief Officer</b>	<b>Papers</b>	<b>Pages</b>
1	Apologies and Declarations of Interests	Chair	Oral	No
2	Minutes – 28 March 2018	Chair	Yes	Page 3

Number	Agenda Item	Chief Officer	Papers	Pages
3	Recruitment of Senior Roles	Chair	Yes	Pages 7- 13

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For more information about this meeting, please contact Anne Gardiner  
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**CAMBRIDGESHIRE & PETERBOROUGH COMBINED**  
**AUTHORITY – EMPLOYMENT COMMITTEE**  
**DRAFT MINUTES**

**Date: 28th March 2018**

**Time: 13:15pm**

**Present**

Mayor James Palmer  
Councillor Charles Roberts

Councillor John Holdich

Councillor Lewis Herbert  
Councillor Steve Count

Mayor (Chair)  
Deputy Mayor (Statutory) (Vice-Chair) &  
Portfolio Holder for Industrial Strategy  
Deputy Mayor (Constitutional) & Portfolio  
Holder for Employment and Skills  
Portfolio Holder for Strategic Planning  
Portfolio Holder for Fiscal Strategy

**Officers:**

Martin Whiteley	Chief Executive Officer
Kim Sawyer	Legal Counsel and Monitoring Officer
Anne Gardiner	Scrutiny Officer
Pearl Roberts	Housing Lead

**1. Apologies**

1.1 No Apologies were received.

**2. Declaration of Interests**

2.1 No declarations of interest were made.

**3. Minutes of the Meeting held on 14<sup>th</sup> February 2018**

3.1 The minutes of the meeting held on 14 February were approved as a correct record.

**4. Recruitment of Senior Roles**

- 4.1 The Committee received the report from the Chief Executive Officer which outlined the job descriptions, salary grades for the posts and the proposed recruitment process for the Directors.
- 4.2 The following points were raised:
- The Chief Executive advised the committee that a full organisation structure would be brought to the committee in April.
  - The pay bandings were an interesting point for discussion and the market analysis carried out showed that pay was an important factor for most people although other factors such as location were also considered.
  - When considering appropriate candidates, the type of person would be an important factor; someone with behaviors that would drive and challenge the existing way of doing things.
  - Members observed that although the remuneration for each position was the same, the roles would call for different levels of responsibility and workload. The Chief Executive advised that the remuneration would be re-evaluated to reflect the level of responsibility that each role entailed.
  - The Legal and Monitoring Officer advised that it would be for the Employment Committee to set the final salary amount for each position.
  - The Mayor advised that the goal would be to commission staff out where possible with a core team employed by the Combined Authority to keep the focus.
- 4.3 The Employment Committee approved the proposed recruitment process and timetable to specifically include:
- (i) The process for engaging with search consultants to source quality candidates and;
  - (ii) to establish sub-committees for each Director role;
  - (iii) Membership of each sub-committee would include the Mayor, the Chief Executive Officer
  - (iv) delegation of the long and short listing of applicants to the Chief Executive in consultation with the Mayor and Portfolio Holder responsible for the work areas being recruited to

(v) the job descriptions as detailed in Appendix 2 of the report.

(vi) independent review of salary grades to be carried out by Hays.

## **5. Recruitment of Director of Housing and Development**

5.1 The Committee received the report which asked the Committee to consider the role of Director of Housing and Development ahead of the April paper which will also propose all other Deputy Chief Officer roles.

5.2 The Committee debated the need to provide a market supplement with the following points being raised:-

- The proposed remuneration level offered was more than sector AD roles. When considering appropriate candidates, the type of person and their skill set (e.g. commerciality, innovation, delivery, drive and challenge to traditional ways of delivering housing) the would be more important than appointing a candidate from the housing sector.
- The proposed remuneration level allowed flexibility. The Legal and Monitoring Officer advised that it would be for the Employment Committee to set the final salary.
- The proposed market supplement recognised that the Cambridgeshire and Peterborough Combined Authority is the only Combined Authority outside of London with responsibility for housing and that the role will play a key role in attracting additional investment, stimulating the market and leading high value, large scale commercial deals and opportunities;
- The current market for similar comparator roles is highly competitive, it includes both public and private sector organisations. The recruitment consultant had benchmarked the role against similar roles and remuneration levels. It was also noted that the costs of living in the Cambridgeshire area are significantly higher than other areas outside of London due to both the proximity to London and also general property prices.
- The Committee concluded they would like to explore an outcomes based performance related element within the remuneration package.

5.3 The Committee agreed that a revised package should be produced to incorporate a performance related reward and the package would be brought back at a future date for members to agree.

- 5.4 The Committee agreed that the membership for the sub committee for the recruitment of the Housing Director would be made up of the:

Mayor (James Palmer)

Chief Executive Officer, Martin Whiteley,

Cllr Charles Roberts

Cllr Lewis Herbert

Meeting Closed: 15:50pm.



<b>CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY EMPLOYMENT COMMITTEE</b>	<b>AGENDA ITEM No: 3</b>
<b>25 APRIL 2018</b>	<b>PUBLIC REPORT</b>

## **RECRUITMENT OF SENIOR ROLES**

### **1.0 PURPOSE**

- 1.1. At its meeting on 28<sup>th</sup> February 2018 the Board resolved to implement a senior management structure comprised of Legal Counsel and Directors for Infrastructure, Business and Skills, Strategy and Planning and Finance.
- 1.2. At the meeting on 28<sup>th</sup> March, the Employment Committee then agreed the recruitment process for Directors, job descriptions and salary grades.
- 1.3. It was agreed on 28<sup>th</sup> March 2018, to set up an April Employment Committee to consider the proposals for Deputy Directors and any other direct reports to the Directors, including the job descriptions and recruitment processes. This report will refer to Assistant Directors meaning both Deputies and direct reports. The Employment Committee will, of course be the appointing body.

<b><u>DECISION REQUIRED</u></b>	
<b>Lead Member:</b>	<b>James Palmer, Mayor Combined Authority</b>
<b>Lead Officer:</b>	<b>Martin Whiteley, Chief Executive Officer</b>
The Employment Committee is requested to approve the proposed recruitment process and timetable to specifically include:  (i) The process for engaging with search consultants to source quality candidates and;  (ii) to use the relevant sub-committees for each Assistant Director role;	<b>Voting arrangements</b>  Simple majority of committee members

<p>(iii) delegation of the long and short listing of applicants to the Chief Executive in consultation with the Mayor, Portfolio Holder and Director responsible for the work areas being recruited to;</p> <p>(iv) the job scope as detailed in Appendix 2</p> <p>(v) the salary grades level as detailed in the report.</p>	
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## 2.0 BACKGROUND

- 2.1. On 28th February 2018 the Board approved a senior staffing structure designed to provide a framework for delivering the objectives of the Combined Authority and the Local Enterprise Partnership.
- 2.2. The Board noted that an Employment Committee would be called to approve the job descriptions and salary grades for the roles, to recruit into the roles where there are vacancies and to agree the full staffing structure. The Employment Committee has powers to determine the terms and conditions of employment.
- 2.3. The Employment Committee is responsible for appointing Directors and their direct report roles under its terms of reference. Employment Committee agreed the Recruitment Procedure for the Directors on 28<sup>th</sup> March 2018, and it is proposed to use the same process for the Assistant Directors, as detailed in this report along with an indicative timetable. These proposals are consistent with the Combined Authority's Constitution, Officer Employment Procedure Rules and employment law.

### Recruitment

- 2.4. Recruiting into these roles could be challenging, apart from those which may be filled through redeployment of former LEP staff. The market for roles in Combined Authority senior managers is far from mature and the nature of the roles will mean that a blended approach of recruiting high calibre people from both public and private sectors will be necessary. Traditionally, it has proven difficult to recruit candidates to public sector roles from the private sector and many of these appointments have been less than successful because of culture and organisation priority issues. It will therefore be crucial that a strong and effective induction programme is in place.
- 2.5. In view of this, it is intended to engage specialist recruitment consultants for each role and where appropriate the consultants used for Director roles, will be utilised. This will ensure that the maximum coverage of the market is achieved for each role. As is normal for senior recruitment a microsite will also be produced giving candidates information about the Authority, the role and also



the programmes and priorities. This is particularly important as many potential applicants will need to understand the unique role of the Combined Authority and the fact that this is not a traditional local authority.

### **Indicative Timeline**

- 2.6. The following table identifies the indicative timeline which allows recruitment as quickly as possible whilst fulfilling the appropriate steps. This timeline enables the newly appointed Directors to be involved in the selection process for their own teams.

<b>Process</b>	<b>Target Date Completion</b>
Use the same recruitment process support established for the Director roles, to help define and run recruitment on behalf of CPCA	In place
Employment Committee to agree recruitment process	25/04/18
Engage headhunters using existing frameworks, and ensure any benefits from the Director process are maximised	13/05/18
Define scope of headhunter engagement and recruitment process	20/05/18
Bespoke headhunting search for all roles	18/06/18
Ability to allow direct candidates to CPCA roles	18/06/18
Seek expressions of interest from other constituent authorities	18/06/18
Applications, sifting	23/06/18
Long listing – with potential for Director involvement from this stage	25/06/18
Multi faceted candidate evaluation	01/07/18
Short listing	06/07/18
Appointment process, interviews - with results of testing and candidate brief	15/07/18
Selection and appointment, including securing contracts	22/07/18

### **Selection & Appointment**

- 2.7. Once the recruiting and sourcing of candidates is completed, then each agency will be asked to produce a summary of the profiles of each candidate against the selection criteria. This should include recommendations as to which candidate merits long listing.

- 2.8. Candidates will be evaluated on a multi-faceted approach, with the key factors including:
- a) fit with organisational values and behaviours
  - b) stakeholder management and political engagement skills
  - c) technical skill
  - d) overall fit of management team
- 2.9. Longlisted candidates will then be invited to undertake a number of assessments including a technical interview with a specialist recruiter and a specialist in the field of work for which they wish to be considered. There may also be additional tests as well as a one to one meeting with the Director, Chief Executive and the Mayor.
- 2.10. At the 28<sup>th</sup> March 2018 Employment Committee, it was agreed that member sub-committees would be established to interview and appoint candidates. The Chair of each sub Committee will be consulted in more depth on the progress of each specific role.
- 2.11. It was agreed that for Directors, decisions on long and short listing should be taken by the Chief Executive in consultation with the Mayor acting in his capacity as the Chair of the Employment Committee, and relevant portfolio holder for that Director appointment acting as the Chair of each sub Committee. It is proposed to follow the same process and to include the newly selected Directors wherever possible within the process.
- 2.12. Following longlisting, a shortlist will be drawn up of candidates to go forward to a final assessment and interview by the sub-committee.
- 2.13. Finally, each shortlisted candidate will be invited to attend an interview with the appropriate sub committee where a final decision will be made as to who the successful appointee should be.

### **Job Descriptions and Salary Grades**

- 2.14. The job descriptions for the following positions will be made available at a subsequent Employment Committee and will be prior to appointment of roles, along with the full organisational structure. The summary structure can be found at Appendix 1 for information.
- 2.15. At this stage, the job scope for each of the roles to be recruited, can be found at Appendix 2:

#### **Legal**

- a. Governance Manager
- b. AD Communications

#### **Finance**

- a. Deputy CFO/S151 AD Finance

#### **Strategy and Planning**

- a. AD Strategic Planning

#### Infrastructure

- a. AD Housing (already approved 28<sup>th</sup> March 2018)
- b. AD Transport
- c. AD Energy

#### Business and Skills roles

- a. AD Skills
- b. AD Place
- c. AD Sectors
- d. AD Trade and Investment

Note: Some of these roles may be filled by redeployment of former LEP staff.

The roles will vary in salary dependent on the nature of each role. This will be independently evaluated, discussed and agreed with the respective sub committee as necessary, the recruitment process can proceed on the basis that final salary does not have to be determined until the appointment of the candidate.

- 2.16. It should be noted that as some elements of the activities of the Combined Authority are developing, we cannot currently confirm the full scope of resourcing requirements. As this scope becomes clearer, we may need to revisit the resources available on either a permanent or temporary basis within the organisational structure, and adapt as necessary.

### **3.0 FINANCIAL IMPLICATIONS**

- 3.1. It is envisaged that costs will be met from a combination of funding made available to the Combined Authority through the “single pot” – as it is now. The core funding for the Local Enterprise Partnership will be used to fund the Business and Skills Director post and the other roles in this Directorate. The Mayoral Capacity Fund will be used to finance specific roles associated with the delivery of major programmes.

### **4.0 LEGAL IMPLICATIONS**

- 4.1. The proposals set out in this report are consistent with local government, employment and procurement law and practice.

### **5.0 SIGNIFICANT IMPLICATIONS**

- 5.1. None

### **6.0 APPENDICES**

- 6.1 Appendix 1 – Senior Officer Structure  
6.2 Appendix 2 – Job scopes for Assistant Director Posts

<b><u>Source Documents</u></b>	<b><u>Location</u></b>
<p>Board report entitled Senior Staffing Structure – Combined Authority and Local Enterprise Partnership – Agenda item 3.1 dated 28 February 2018</p>	<p><a href="http://cambridgeshirepeterborough-ca.gov.uk/meetings/combined-authority-board-28-february-2018/">http://cambridgeshirepeterborough-ca.gov.uk/meetings/combined-authority-board-28-february-2018/</a></p>
<p>Employment Committee Report entitled Recruitment to Senior Roles – Agenda item 3 dated 28 March 2018</p>	<p><a href="http://cambridgeshirepeterborough-ca.gov.uk/meetings/employment-committee-2/?date=2018-03-28">http://cambridgeshirepeterborough-ca.gov.uk/meetings/employment-committee-2/?date=2018-03-28</a></p>

Appendix 1

