

JOB DESCRIPTION

Role	Chief of Staff
Reports to	Mayor

Context

The Combined Authority is a new organisation, established in March 2017, with a vision to make Cambridgeshire & Peterborough the leading **place in the world to learn, live and work**.

A lean, agile and effective organisation, we focus on delivering key ambitions for the Mayoral Combined Authority which include:

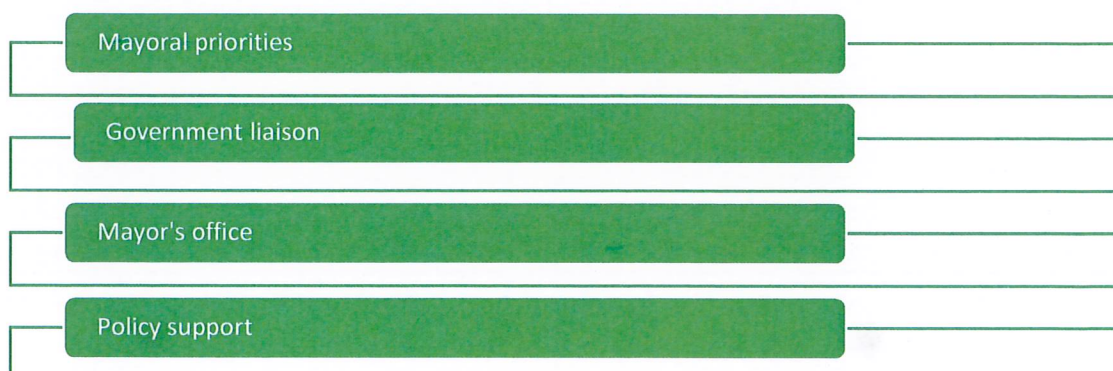
- doubling the size of the local economy
- accelerating house building rates to meet local and UK need
- delivering outstanding and much needed connectivity in terms of transport and digital links
- providing the UK's most technically skilled workforce
- transforming public service delivery to be much more seamless and responsive to local need
- growing international recognition for our knowledge-based economy
- improving the quality of life by tackling areas suffering from deprivation.

This role is a key strategic appointment.

Job Purpose

To act as Chief of Staff of Mayor's office. To build and expand the profile of the Mayor's office with Government, regionally and with local constituent councils. To communicate the Mayor's priorities and articulate these through a communications strategy.

Core Focus





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Key Responsibilities

1. Advise on key strategic areas
2. Develop a communications strategy to raise the profile of the Mayor and his priorities, goals and vision.
3. Identify and create the means to liaise with Government to further the Mayor's priorities and raise the profile of the Combined Authority area
4. Generate opportunities for the Mayor to promote the Combined Authority and the area through targeted regional events and with local MP's.
5. Build alignment between the Mayor's priorities and its relationships with the constituent councils.
6. Research and prepare reports and briefing papers on a wide range of issues as required, including on emerging significant issues for the region
7. Facilitate the work of the Mayor by leading an effective support team

Core Responsibilities

- Strategy, policy and plans, of particular note the Mayor's communications strategy
- Oversight of delivery of the Mayor's priorities
- Development of effective working relationships with key stakeholders / local organisations.
- Adherence to Combined Authority's assurance framework in all programmes and activity
- Leading a high performing team
- Represent the Mayor on appropriate internal and external bodies



Person Specification

Leadership Behaviours

- Acutely political aware – able to assimilate and navigate political contexts with skill
- Motivated – driven by personal and organisational achievement
- Highly adaptable - to changing circumstances and demands
- Expansive, creative business thinker – thinks outside ‘tried and tested’ models or approaches
- Exceptional communicator and relationship-builder that generates confidence in colleagues, members and senior business stakeholders
- Collaborative – works productively with peers, team and others
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Qualifications and Knowledge

- Skill in diplomacy
- Representational gravitas
- Detailed knowledge of Government and regional political figures
- Thorough understanding of national and local development ambitions, targets and measures
- Broad appreciation of the agendas of organisations working in the same or related space
- Degree level or equivalent standard of general education/equivalent business experience

Experience

- Successful track record of political relations
- Senior management level within an organisation of comparable scope and complexity
- Demonstrable understanding of key international and local government politics, political structures and culture
- Proven track record and demonstrable credibility in developing strong, productive partnerships
- Experience and demonstrable success in managing change
- A successful track record of engaging effectively with others at a senior level and building productive partnerships with key stakeholders.
- Extensive experience of working in a complex partnership environment

Political Restriction

This post is exempt from the political restrictions under the Local Government and Housing Act 1989. The contract of the postholder has specific political restrictions which are similar to those of a special advisor to Government and are outlined in the attached Code of Conduct.



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CODE OF CONDUCT FOR CHIEF OF STAFF

Political Code

1. The Chief of Staff is the lead officer for the Mayor's office. Similar to the role of special advisor to a Minister, the role adds a political dimension to the advice and assistance available to the Mayor from within a politically restricted post. Given the unique status of this role, this Code of Conduct provides guidance on the political restrictions of this post and should be read in conjunction with the job description and the statutory provisions which apply to the post. This Code of Conduct mirrors the Code of Conduct for special advisors to Ministers.
2. The primary purpose of the role is to help Mayor on matters where the work of the Mayor and the Combined Authority overlap and where it would be inappropriate for officers to become involved.

Role

3. In order to provide effective assistance to the Mayor, the Chief of Staff should work closely with the Chief Executive, Directors and other officers to establish mutual relationships of confidence and trust. Among other things, Chief of Staff may:
 - give assistance on any aspect of Mayoral business;
 - undertake long term policy thinking and contribute to policy planning within the Authority;
 - write speeches and undertake related research, including adding party political content on behalf of the Mayor to material prepared by officers;
 - liaise with the Party to brief them on issues relating to Mayoral policy;
 - represent the views of the Mayor to the media, where they have been authorised by the Mayor to do so; and
 - liaise with outside interest groups (including those with a political allegiance).
4. In working with other officers, the Chief of Staff can, on behalf of the Mayor:
 - convey to officials the Mayor's views, instructions and priorities, including on issues of presentation. In doing so, they must take account of any priorities Mayor have set;
 - request officials to prepare and provide information and data, including internal analyses and papers;
 - hold meetings with officials to discuss the advice being put to Mayor; and
 - review and comment on – but not suppress or supplant – advice being prepared for Mayor by officers.



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5. But the Chief of Staff must not:
 - ask officers to do anything which is inconsistent with their obligations under their contract of employment, in particular their political restrictions or behave in a way which would be inconsistent with standards set by their employing department;
 - authorise expenditure of public funds or have responsibility for budgets;
 - exercise any power in relation to the management of any part of the Combined Authority, except in relation to a political assistant or administrative support in the Mayor's office, or
 - otherwise exercise any statutory power.
6. In order to enable the Chief of Staff to work effectively, the Chief Executive should allocate administrative officers to provide support. The Chief of Staff is able to give direction to such officers in relation to their day-to-day work, and their views should be sought as an input to performance appraisals. However, the Chief of Staff should not be involved in the line management of Combined Authority officers or in matters affecting an officer's career, such as recruitment, promotion, reward and discipline, or have access to personnel files of officers.
7. The Chief of Staff is not entitled to have access to sensitive reports unless cleared by the Monitoring Officer. Subject to this exception and the one mentioned above in relation to personnel files, Chief of Staff may, at the discretion of the Mayor, have access to all papers submitted to the Mayor.

Status and conduct

8. The Chief of Staff is an officer appointed in accordance with the political restrictions set out in this contract. The Chief of Staff is bound by the standards of integrity and honesty required of all officers as set out in the Combined Authority's constitution. However, they are exempt from the general requirement that officers should be appointed on merit and behave with impartiality and objectivity.
9. The appointment of the Chief of Staff requires the approval of the Mayor. Their appointment ends at the end of the Mayoral term which appointed them or when the Mayor leaves office. The responsibility for the management and conduct of the Chief of Staff, including discipline, rests with the Mayor who made the appointment. It is also the Mayor's responsibility to ensure that their Chief of Staff adheres to this Code of Conduct. It is, of course, also open to the Mayor to terminate employment at any time.
10. The Chief of Staff should act in a way which upholds the political impartiality of other officers. They should not use official resources for party political activity. They are employed to serve the objectives of the Mayor for whom they work.
11. The Chief of Staff should not disclose official information which has been communicated in confidence or received in confidence from others. The preparation or dissemination of inappropriate material or personal attacks has no part to play in the job of being a Chief of



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Staff as it has no part to play in the conduct of public life. If the Chief of Staff is found to be disseminating inappropriate material they will be subject to a disciplinary process that may include dismissal.

Contacts with the media

12. The Chief of Staff, when authorised, are able to represent the Mayor's views on policy to the media with a degree of political commitment that would not be possible for other officers. However, briefing on purely party political matters must be handled by the Mayor or the political party.
13. All contacts with the media should be authorised by the Mayor and conducted in accordance with the Local Authority Recommended Code of Practice for Local Authority Publicity.
14. The Chief of Staff must not take public part in political controversy, through any form of statement whether in speeches or letters to the press, or in books, social media, articles or leaflets. They must observe discretion and express comment with moderation, avoiding personal attacks.

Transparency

15. The Chief of Staff is required to declare details of gifts and hospitality received in accordance with the rules set out in the constitution. The Combined Authority website includes information about gifts and hospitality received by members and officers. Information will be published annually in the accounts about the cost of the Chief of Staff.

Involvement in politics in a private capacity: national political activities

16. Where a Chief of Staff wishes to undertake work for a political party which does not arise out of Combined Authority business they may do this either in their own time, or outside office hours. They may not use annual or unpaid leave for this purpose.
17. The following sets out the application of the political restrictions to the Chief of Staff. In particular:
 - i. with the approval of the Mayor, the Chief of Staff may be publicly identified as prospective candidate for the United Kingdom Parliament. A Chief of Staff who becomes a prospective parliamentary candidate must carry out this new role in their own time, outside office hours, or work part-time with their salary reduced commensurately. The Chief of Staff may not use annual or unpaid leave to carry out this role. In addition, the Chief of Staff must also refrain in work from any involvement in matters concerning his/her prospective constituency, and they must resign as the Chief of Staff once their candidature is officially announced, which is at the start of the short campaign period ahead of the election. If the Chief of Staff resigns in these circumstances they are not entitled to receive a severance payment;



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- ii. if the Chief of Staff wishes to take part in an election or by-election or referendum campaign, he/she is able to do so in their own time and out of office hours. They may not use annual or unpaid leave for this purpose;
- iii. The Chief of Staff is able to attend party functions, for example the Party Conference.

The above provisions also apply in relation to candidature to the devolved Parliaments and Assemblies, and the European Parliament.

Involvement in politics in a private capacity: local political activities

- 19. With the approval of the Mayor, the Chief of Staff may undertake some local political activity. They must comply with any conditions laid down by the Mayor and must at all times observe discretion, take care to express comment with moderation and avoid personal attacks.

Leaving the Combined Authority

- 21. The Chief of Staff must continue to observe their duties of confidentiality after they have left their employment as a special adviser.