

Cambridgeshire & Peterborough Combined Authority
Pathfinder House
St Marys Street, Huntingdon
PE29 3TN

23 June 2025

[REDACTED]

[REDACTED]

Dear [REDACTED]

Re: Freedom of Information Request ref: CA437

Thank you for your request received which was received on 5th June 2023

Request 1:

- High-level organisational chart for the Cambridgeshire & Peterborough Combined Authority (Chief Officers and their direct reports).

Response 1:

Please see the organisational chart below.

Request 2:

- Total number of employees employed by the Combined Authority (not including Fire and Rescue Service employees).

Response 2:

Total number of employees employed by the Combined Authority is 174.

Request 3:

- Role profiles that you hold for the Executive team would be gratefully received.

Response 3:

Please see the role profiles below.

I hope this information is helpful but if you are unhappy with the service you have received in relation to your request and wish to make a complaint or request a review, you should write to us via our contact us email address: democratic.services@cambridgeshirepeterborough-ca.gov.uk or write a letter to Complaints, Cambridgeshire and Peterborough Combined Authority, 2nd Floor, Pathfinder House, St Mary's Street, Huntingdon, Cambs PE29 3TN within 40 days of the date of this letter.

If you are not content with the outcome of the internal review, you have the right to apply directly to the Information Commissioner for a decision. The Information Commissioner can be contacted via their complaints portal [FOI and EIR complaints | ICO](#) or writing to the

Information Commissioner's Office, Wycliffe House, Water Lane, Wilmslow, Cheshire,
SK9 5AF

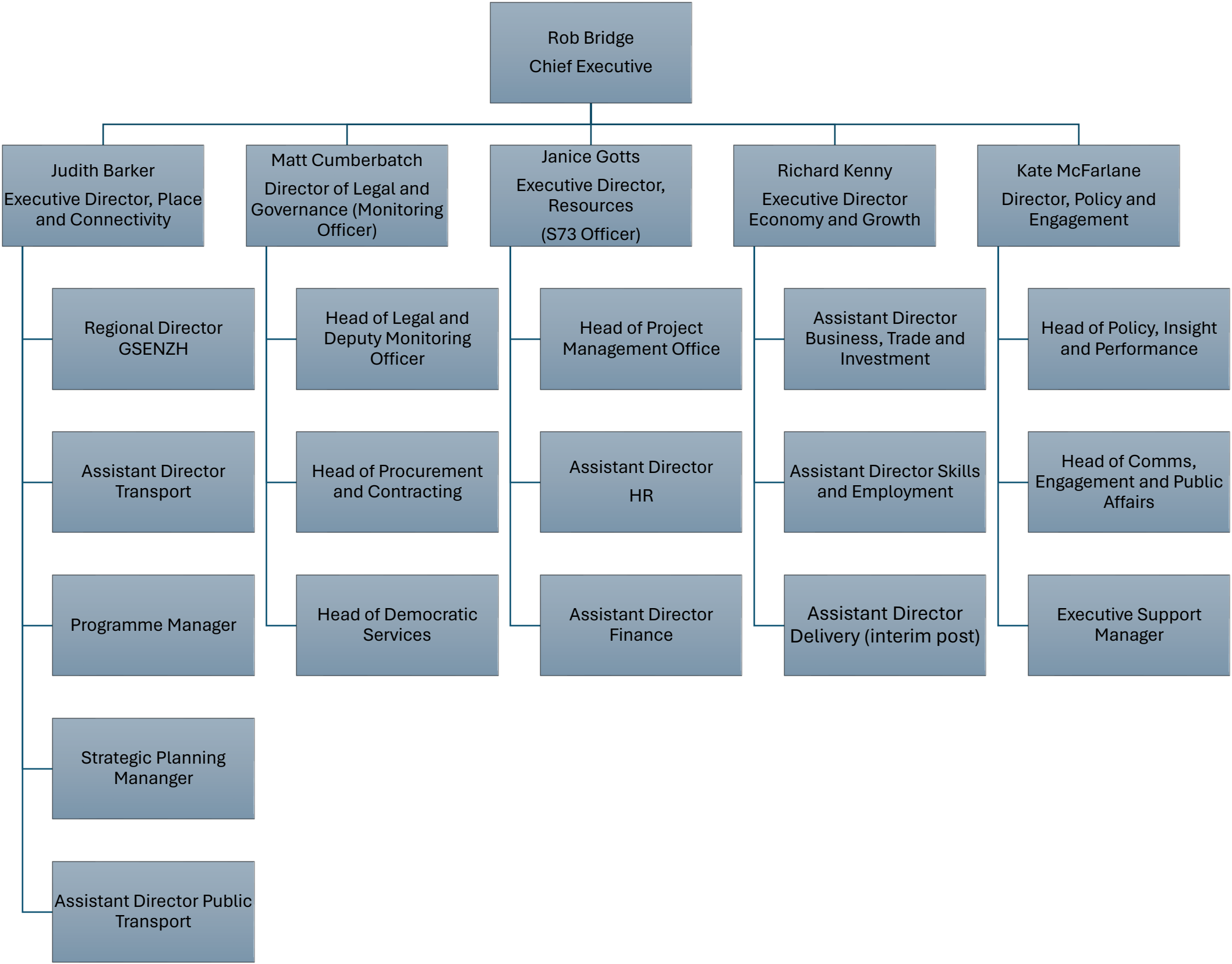
Generally, the ICO will not undertake a review or make a decision on a request until the
internal review process has been completed.

Yours sincerely,



Susan Hall
Data Protection Officer

Corporate Management Team /Senior Leadership Team



JOB DESCRIPTION

Chief Executive Cambridgeshire and Peterborough Combined Authority
Reporting to Elected Mayor and Combined Authority Board

Working for our Organisation

The Combined Authority was established in 2017 with a vision to make Cambridgeshire & Peterborough the leading place in the world to learn, live and work. The Councils which make up the Combined Authority are Cambridge City Council, Cambridgeshire County Council, East Cambridgeshire District Council, Fenland District Council, Huntingdonshire District Council, Peterborough City Council and South Cambridgeshire District Council.

We have six keys to deliver sustainable growth which underpin our [overall work programme](#) which are anchored in the Devolution Deal and a refreshed operating model which will deliver against the following principles:

- Relentless focus on performance, accountability and transparency
- Evidence based and value driven
- Future facing, enabling us to shape and harness opportunity
- Recognises corporate skills and expert specialisms
- Whole system approach to delivery
- Culture which enables our people to aspire, thrive and flourish
- Consistent, visible leadership
- Proactive, collaborative approach to partnership working

This role leads the executive team and through authentic, strong and visible leadership will deliver against the above.

Our overall work programme is ambitious and focused on the future to deliver tangible, sustainable, and lasting change for our communities.

The Combined Authority is different to the Councils it supports. Therefore a key element of this role will be to develop and strengthen the distinctive role of the CPCA, ensuring it adds value to the Councils, other public sector bodies and agencies across the sub-region.

This role operates within what can only be described as a complex network of partners. Therefore key for the new CX will be an ability to not only quickly build meaningful relationships, but ensuring that these add value to wider business remit of the CPCA. This will include working directly with the elected Mayor, CPCA Board, other Council CX's, businesses and a multitude of stakeholders across the region.

Key Accountabilities

Specific

- Principal strategic advisor to the Mayor and Combined Authority to deliver the key corporate priorities
- Responsible for the consistent and viable leadership across the whole organisation, creating an environment and culture where teams can aspire, flourish, thrive and perform.

- Working through the Executive Director Resources and Performance (s73) ensure the Combined Authority's legal, policy, financial, people and systems functions are fit for purpose, meet all statutory requirements, and enable the Combined Authority to operate effectively and efficiently. This includes effective governance and health and safety obligations.
- Take the lead role in shaping the future vision for the region, with a strong focus on economic growth, and work with stakeholders across public and private sectors.
- Align the vision within the wider strategic context and develop and implement business plans including making robust case for funding and investment

Corporate

- Oversee the Combined Authority Business Plan and financial planning, ensuring priorities are translated into delivery and that organisational values/behaviours across all levels of the organisation are imbedded in all we do.
- Engage, persuade, and negotiate with any partners on behalf of Combined Authority locally, regionally, nationally, and internationally to further the priorities of the Combined Authority.
- Ensure leverage of external investment to secure the future vision and economic growth of the region.
- Maximise opportunities to generate revenues; continually reviewing organizational performance ensuring we deliver an effective and efficiency service to our partners and communities.
- Encourage and sustain a culture of innovation and entrepreneurship across the Combined Authority.
- To work in partnership with the Executive Director of Performance and Resources (S73 officer) to ensure a sustainable budget to meet Combined Authority priorities.
- Ensure equality and diversity and cohesion principles are embedded across all services. Provide leadership around diversity and inclusion, ensuring that the policies and services of the Combined Authority reflect the changing needs of all our communities and workforce and that equality of opportunity is ensure and diversity is celebrated.
- Leading the Corporate Management Team, act as a role model for driving continuous improvement across the organisation. Provide strategic leadership for transformation and positive change, embedding a learning culture underpinned by our values and behaviours.

Stakeholder and Relationship Management

- Ensure responsive and genuine engagement with the CPCA Board, Government, Local MPs, Council Leaders/CX's, communities, businesses, and a multitude of associated partners/stakeholders.
- Ensure active engagement of the Combined Authority and the Business Board. Working with partners/stakeholders to enable the Business Board to transition with a new purpose/vision.
- Promote effective communications, ensuring that potential investors are aware of the opportunities and encourage to invest in the region.
- That the objectives and actions of the Combined Authority, Business Board and other Councils are compatible and complementary enabling a regional approach to development.
- Promote a positive view of the Combined Authority with the community and media; enhancing its reputation nationally and internationally.
- To be accountable to the Combined Authority/Mayor for the performance of the organisation and delivery of the long term vision.

Leading people

- Provide organisational leadership and direction within a challenging context, developing and empowering high performing teams.
- Promote an understanding of the established vision and values by modelling appropriate behaviours and creating a collaborative and supportive environment that encourages and recognises those values.
- Ensure that business strategy is translated into achievable plans with clearly defined accountability in terms of outcomes, deadlines, and quality standards.
- Embed a culture that places the customer and community at the heart of service delivery and encourages inclusivity and collaboration.
- Act as an ambassador for the Combined Authority as may be required.

PERSON SPECIFICATION

We are looking for someone who is knowledgeable and passionate about delivering real economic growth, increasing skills and associated employment opportunities, through increasing connectivity and enabling resilient communities to flourish. All this to be delivered within a complex and challenging environment.

Knowledge, qualifications, and experience

- Relevant degree or equivalent qualification in a relevant professional/leadership discipline with full membership of a professional body.
- An excellent record of achievement and innovation at board/senior executive level in a significant organisation in the public or private sector.
- Acutely politically aware – sensitivity combined with experience of providing direct advice to officers or board members on a range of complex issues both verbally and in writing. This is a highly political environment within which the candidate will be expected to operate.
- Experience of working successfully in a leadership role in a complex organization where relationship building is key to successful organizational and regional delivery.
- Current knowledge of relevant legislation, regulations, national policies, funding sources and professional best practice that is relevant to this role.
- Experience and success in leading and managing people and organisational development and setting the strategic vision.
- Proven ability, at the strategic level, to manage and deliver projects and programmes of work to defined, agreed targets and priorities.
- Ability to operate successfully and influence a complex and diverse stakeholder mix, including local and global businesses, and to attract investment.
- Relationship management experience across political and partner organisation boundaries.
- Knowledge and understanding of the scrutiny and visibility of managing a high profile organization.
- An appreciation of how to work effectively at the public/private interface.

- Financially astute, with experience of budgets and financial planning, corporate governance, and decision-making.
- Commercially minded with proven experience of structuring and negotiating multifaceted transactions.

Skills and abilities

- Highly developed and proven leadership skills required to drive consensus and empower individuals and teams to deliver and fulfill their potential.
- Ability to think and act strategically and to respond to changing complex circumstances.
- Able to delegate effectively in exercising appropriate judgement and to make informed, pragmatic, and timely decisions within a pressurised environment.
- Strong interpersonal skills with the ability to influence decision makers and stakeholders at the highest level across sectors.
- Excellent and confident communication and presentation skills with the ability to promote and articulate complex issues using appropriate skills such as engagement, influencing, shaping, persuasion, and negotiating.
- High degree of probity and integrity

Special requirements

- Ability to work flexibly to fulfil the requirements of the role.
- This post is a politically restricted post for the purposes of Part 1 of the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990.

ROLE PROFILE

Role title: Director of Legal and Governance (Monitoring Officer)
Reports to: Chief Executive & Executive Director Resources
Accountable for: Legal, Governance, Democratic Service and Monitoring Officer

Working for our organisation

The Combined Authority was established in 2017 with a vision to make Cambridge & Peterborough the leading place in the world to learn, live and work. We are committed to our values of leading with **compassion**, working **cooperatively**, and serving our **community**.

We have six keys to deliver sustainable growth which underpin our [overall work programme](#) which are anchored in the Devolution Deal and a refreshed operating model which will deliver against the following principles:

- Relentless focus on performance, accountability and transparency
- Evidence based and value driven
- Future facing, enabling us to shape and harness opportunity
- Recognises corporate skills and expert specialisms
- Whole system approach to delivery
- Culture which enables our people to aspire, thrive and flourish
- Consistent, visible leadership
- Proactive, collaborative approach to partnership working

This role is an integral part of the organisation and through authentic, strong and visible leadership will deliver against the above.

The key areas of responsibility will include Legal, Democratic Services and Governance and Procurement. The postholder will work closely with the Chief Executive Officer in relation to organisations governance arrangements and compliance with legislation.

Our overall work programme is ambitious and focused on the future to deliver tangible, sustainable and lasting change for our communities within a robust governance framework.

Main accountabilities of the role

Specific

- Provide leadership and direction overseeing the full range of legal, governance and compliance core functions including regulatory, property and contract law, compliance oversight, external and internal governance and information governance.
- Act as the most senior legal advisor to support the Combined Authority, the Mayor and the Deputy Mayors and Head of Paid Service and S73 officer. Identifying areas of risk and liability and advising on solution focussed strategies in order to deliver the Combined Authorities priorities.

- Lead on the procurement framework, constitution, advice and best practice as part of improvement plans on governance, supported by the Executive Director Resources.
- Ensure the effective administration of member level decision making processes and ensure that members are appropriately supported in fulfilling their responsibilities, supported by the Executive Director Resources.
- To support the Chief Executive and other Executive Directors to deliver the aspirations and outcomes contained within the CA corporate plan and associated strategies.
- Develop the legal model, ensuring the timely provision of high quality legal and governance services to facilitate the delivery of projects and programmes in accordance with all legal and regulatory requirements.
- Discharge the statutory duties of the Monitoring Officer functions via the leadership and delivery of all functions associated with the role, ensuring the Combined Authority fulfils its lawful obligations and statutory duties in accordance with the Combined Authorities constitution.
- Discharge the functions delegated to the Asst Chief Executive Officer Legal Governance and Monitoring Officer in the Constitution including the institution, conduct or defence of any legal proceedings or disputes.
- Shape and deliver the objectives of the service to support the Combined Authority in achieving its vision.
- Take a proactive corporate role in the leadership of the organisation, including participation and delivery as part of the Resource and Performance Management Team and the Corporate Management Team.
- Promote partnership working across the organisation and demonstrate the CIVIL (Collaboration, Integrity, Visionary, Innovation and Leadership) values and behaviours at all times.
- Influence, develop and motivate your team, taking a positive approach to their development at all times.
- Ensure the processes around data protection and GDPR meet statutory requirements and are embedded across the organisation.
- Ensure procurement advice, solutions and guidance to members/officers in accordance with the Constitution, procurement framework and relevant legislation/best practice.

Corporate

- Provide strategic and timely advice and support to the Mayor and the Combined Authority Board (including the Deputy Mayor).
- Responsible as a member of the senior leadership team for consistent and visible leadership across the organisation, creating an environment where teams can aspire, flourish, thrive and perform.

- Ensure the Combined Authority's legal, policy, people, financial and systems functions are fit for purpose and meet all statutory requirements and enabling the Combined Authority to operate effectively and efficiently. Including adherence to the Combined Authority's Assurance Framework across all activities and programmes.
- To facilitate the identification and compliance with EDI improvements/changes across all services and service delivery, giving due regard to the requirements of the Public Sector Equality Duty when carrying out duties and functions/activities.
- Ensure delivery of quality, consistent, compliant and value for money services.
- As a member of the Corporate Management Team, act as a role model for driving continuous improvement across the organisation. Provide strategic leadership for transformation and positive change, embedding a learning culture underpinned by our values and behaviours.

Leading people

- Provide visible leadership to the legal, Governance and Procurement Teams.
- Create a positive and supportive learning and working environment through delegation, mentoring, and coaching of staff and promote a culture of collaboration by sharing knowledge and resources within the organisation.
- Support the development of individuals and teams to develop career pathways, ensuring a talent pipeline for the organisation.
- Create the right working environment for your team with a solid work ethic of working towards achievement of our vision.
- Develop and demonstrate a strong performance management culture, ensuring that people are accountable for the delivery of results.
- Promote an understanding of and adherence to the Combined Authority's values by modelling appropriate behaviours and creating a corporate, collaborative and supportive environment that encourages and recognises those values.
- Ensure appropriate communication channels are in place and effective between you and your direct reports.

Portfolio of services

- Member services
- Governance
- Procurement
- Legal

This is not a complete statement of all duties and responsibilities of this post. The postholder may be required to carry out other duties as directed by the Chief Executive that are commensurate with the level of the post. This document will also be supplemented by annual key objectives which will be set through the performance review process.

PERSON SPECIFICATION

Part one

Knowledge, experience and qualifications

- Educated or experienced to master degree/post graduate professional qualification level with supporting management training or equivalent experience
- Qualified Solicitor or Barrister
- Extensive experience of successful performing in a similar role including the provision of legal and governance services in a high profile political environment
- Significant experience of applying the law in a Local Authority setting
- Demonstrates a commitment to equality, diversity and inclusion at all times
- Substantial experience of operating in a senior leadership role responsible for a portfolio of services/teams
- Proven leadership and people management experience of developing high performance teams and adapting leadership style required in order for the individual and team to thrive and flourish
- Sound understanding of the corporate decision making, constitutional and legal/governance environment in which the Combined Authority operates
- Experience of making compelling presentations and written reports for a range of audiences
- Strong political awareness and sensitivity combined with experience of providing direct advice to officers and members of a board on a range of complex issues both verbally and in writing
- Evidence of commitment to continuous professional and personal development

Part two

Skills, abilities and behaviours

- Confident communicator, able to discuss broad and complex issues with a wide range of partners/stakeholders using appropriate skills such as engagement, influencing, shaping, persuasion and negotiating
- Able to develop effective working relationships and partnerships and drive consensus in a respectful and consistent way that builds trust and values the contributions of others

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- Well-developed strategic and critical thinking combined with sound and timely decision making and leadership judgement
- Agile, resilient with the ability to prioritise competing demands/deadlines and the determination to deliver
- Ability to:
 - work collaboratively as part of a cohesive leadership team ensuring open and effective communication
 - interpret, analyse, monitor and track information and progress and use judgement and evidence based decision making to create solutions and opportunities
 - able to communicate insights derived from the analyse of data/information to a range of audiences
 - Competent in all areas of the law and the democratic process and to be able to provide clear professional advice where legal and professional standards are not met

Part three

Special requirements

- Able to work flexibly to fulfil the requirements of the role
- Able to attend meetings inside and outside of the region
- This is a politically restricted post as designated under the LGHA and any subsequent amendments

JOB DESCRIPTION

Role	Director of Strategy & Planning
Reports to	Chief Executive

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 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.

To bring these plans to life we are making a number of key strategic appointments.

Job Purpose

Act as custodian for the Combined Authority's 2030 future ambitions; devise and manage the 4-year plan and develop spatial strategy to secure and sustain the alignment of the Combined Authority's' major strategies to those ambitions.

Core Focus



Key Responsibilities

- Lead strategic and spatial planning, facilitating the Combined Authority's 2030 future ambitions, working with leaders and members of constituent authorities and CA directors.
- Lead on devolution for the Combined Authority, identifying further deals to create greater, local autonomy for the region and further funding from central government.
- Drive assurance for the delivery of strategic programmes, working closely with other strategic directors in terms of projects, programmes and the CA's devolution commitments.
- Deliver data and insight resourcing for all Combined Authority activity to inform policy and strategy development.
- Lead on performance reporting across all programmes and activity to the Combined Authority Board and Central Government at checkpoints and gateways.
- Ensure the CA's corporate requirements are consistently met, including business planning, performance management and budget monitoring

Core Director Responsibilities

- Strategy, policy and plans in across the entire portfolio
- Oversight of delivery of the CA Implementation Plan – undertaking delivery directly, commissioning activity or working with lead partners.
- Development of effective working relationships with key stakeholders / local organisations.
- Adherence to Combined Authority's assurance framework in all programmes and activity
- Leading high performing team
- Regular and accurate performance reporting
- Represent the Combined Authority on appropriate internal and external bodies and at relevant committees and meetings
- Direct support to the Mayor, and Board Directors
- Support for the development and approval of business cases and the monitoring of outputs
- As a member of the Corporate Management Team, act as a role model for driving continuous improvement across the organisation. Provide strategic leadership for transformation and positive change, embedding a learning culture underpinned by our values and behaviours.

Person Specification

Leadership Behaviours

- 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
- Acutely political aware – able to assimilate and navigate political contexts with skill
- Highly adaptable - to changing circumstances and demands
- Collaborative – works productively with peers, team and others
- Motivated – driven by personal and organisational achievement

Qualifications and Knowledge

- Significant knowledge and understanding of UK public services – policy, funding streams, structures also Central Government, public service reform and the devolution agenda
- Successful track record of leading and managing strategic programmes which cross agency and service boundaries
- Effective business planning acumen
- Expertise in effective, outcome-based performance reporting at a strategic level
- High level of proficiency in local government assurance standards
- Degree level or equivalent standard of general education

Experience

- Successful track record at senior management level within an organisation of comparable scope and complexity
- Demonstrable understanding of key local government politics, political structures and culture
- Proven track record in the formulation and delivery of strategies and policies in an organisation of comparable scope and complexity
- Proven track record and demonstrable credibility in developing strong, productive partnerships and relationships
- Significant 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



ROLE PROFILE

Role title:	Executive Director – Economy and Growth
Reports to:	Chief Executive
Accountable for:	Economy and Growth Portfolio

Working for our organisation

The Combined Authority was established in 2017 with a vision to make Cambridgeshire & Peterborough the leading place in the world to learn, live and work. The Councils which make up the Combined Authority are Cambridge City Council, Cambridgeshire County Council, East Cambridgeshire District Council, Fenland District Council, Huntingdonshire District Council, Peterborough City Council and South Cambridgeshire District Council. We are committed to our values of leading with **compassion**, working **cooperatively**, and serving our **community**.

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- Evidence based and value driven
- Future facing, enabling us to shape and harness opportunity
- Recognises corporate skills and expert specialisms
- Whole system approach to delivery
- Culture which enables our people to aspire, thrive and flourish
- Consistent, visible leadership
- Proactive, collaborative approach to partnership working

This role is an integral part of the leadership team and through authentic, strong and visible leadership will deliver against the above.

The Combined Authority is different to the Councils it supports. Therefore a key element of this role will be to develop and strengthen the distinctive role of the CPCA, ensuring it adds value to the Councils, other public sector bodies and agencies across the sub-region.

Specific areas of work will include businesses engagement/networking, innovation and growth, skills, supporting the University of Peterborough and working to support the Business Board in developing its future vision against a context of what looks likely to be a challenging period economically for the UK.

For clarity, the Business Board (BB) is currently a unique arrangement where the functions of the LEP are managed inside the CPCA. The future operation of LEPs is under consideration, reflecting government policy reviews. In Cambridgeshire and Peterborough the role and focus of the BB is also currently under review, with the expectation that engagement with business will be strengthened alongside a stronger focus on economic policy, working with the CPCA Board as a whole. The aim is to both harness the perspectives of business in informing the strategies of the CPCA and in playing a more active role in promoting implementation of the aspirations and strategies of the CPCA, both to business and in seeking investment in C&P from government, and helping to ensure that each of the functional economic geographies



within the CPCA geography can maximise its potential. The postholder will be expected to play a key role in these developments.

Our overall work programme is ambitious and focused on the future to deliver tangible, sustainable and lasting change for our community.

Main accountabilities of the role

Specific

- Develop and stimulate place-based sustainable economic growth, linked to the six keys. Deliver strategies/plans that maximise the potential of each functional economic geography within the region for the benefit of the whole region.
- Create, develop and maintain effective working relations with senior staff in the constituent local authorities and the Greater Cambridge Partnership in all areas of work.
- Key interlocutor with the Business Board Chair and Business Board Members, helping to drive the implementation of the Economic Growth Strategy and make the most of the capacity of the Business Board to support sustainable economic growth
- Target priority sectors ensuring we build strategic relationships that will achieve sustainable growth, developing products and services to market to enable growth.
- Lead and drive inward investment to the region and act as a key ambassador for investment promotional activity with prospective investors.
- Ensure that projects identified under our Employment and Skills Strategy are delivered and the required outcomes impact positively on local residents.
- Continually nurture innovation through delivery of our Local Industrial Strategy bringing together key stakeholders and partners to deliver growth in the regional economy.
- Work with our partners in the University of Peterborough to help develop both skills and knowledge that help drive forward the innovation sector of the economy. The University has the potential to be a game changer in the region; supporting it achieve these aims is key in delivering the wider Combined Authority objectives.
- Work in partnership with other universities, business, stakeholders, private and public sector to deliver the region's ambitions and sustainable, integrated and proactive whole system change.
- Optimise all income/funding streams into the organisation and horizon scan for commercial opportunities and efficiency savings.



Corporate

- Oversee key parts of the Combined Authority Business Plan and lead on key areas of strategy, policy and planning, ensuring priorities are translated into delivery and that organisational values are embedded across all levels in the organisation
- Provide strategic and timely advice and support to the Mayor, Combined Authority Board and Business Board
- Responsible as a member of the senior leadership team for consistent and visible leadership across the organisation and leadership of a portfolio of teams which includes creating an environment where teams can aspire, flourish, thrive and perform
- Ensure the Combined Authority's legal, policy, people and systems functions are fit for purpose and meet all statutory requirements, enabling the Combined Authority to operate effectively and efficiently. This will also include adherence to the Combined Authority's Assurance Framework across all activities and programmes
- Ensure appropriate management arrangements are in place for health and safety in accordance with the organisations policy, allowing it to meet legal obligations and demonstrate effective governance
- Ensure identification and compliance with EDI improvements/changes across all services and service delivery and give due regard to the requirements of the Public Sector Equality Duty when carrying out duties and functions/activities
- Deliver quality, consistent and value for money services through effective policy development, service, financial and business planning and robust performance management
- Assure new developments/interventions are based on high quality management information that is timely, accurate and meaningful
- Lead on cross cutting corporate issues and use matrix management to engage organisational talent and break down service boundaries to deliver integrated services
- Engage positively with a variety of internal CPCA created companies; this may also include being appointed as a Director to the various Boards
- Empower teams to work within a risk management and governance framework that sets out evidence based decision making parameters (including financial) and the organisations appetite for risk
- Ensure effective deployment of resources to drive strategic initiatives and encourage innovation of service delivery methods and improvements



- Ensure equality, diversity and cohesion principles are embedded across all services. Provide leadership around diversity and inclusion, ensuring that the policies and services of the Combined Authority reflect the changing needs of all our communities and workforce and that equality of opportunity is ensured and diversity celebrated.
- As a member of the Corporate Management Team, act as a role model for driving continuous improvement across the organisation. Provide strategic leadership for transformation and positive change, embedding a learning culture underpinned by our values and behaviours.

Leading people

- Lead, develop and empower high performing teams within and beyond the CPCA and shape the development of services/teams to harness opportunities and integrate with and deliver the Business Plan
- Create a positive and supportive learning and working environment through delegation, mentoring, and coaching of staff and promote a culture of collaboration by sharing knowledge and resources within the organisation
- Support the development of individuals and teams to develop career pathways, ensuring a talent pipeline for the organisation
- Promote an understanding of, and adherence to the Combined Authority's values by modelling appropriate behaviours and creating a corporate, collaborative and supportive environment that encourages and recognises those values
- Embed a culture that places the customer and community at the heart of service delivery and encourages inclusivity and collaboration
- Act as an ambassador the Combined Authority

Portfolio of services

- Business Board
- Business Engagement
- Innovation
- Growth
- Skills and Human Capital (Health and Wellbeing Agenda)
- University of Peterborough

This is not a complete statement of all duties and responsibilities of this post. The postholder may be required to carry out other duties as directed by the Chief Executive that are commensurate with the level of the post. This document will also be supplemented by annual key objectives which will be set through the performance review process.



PERSON SPECIFICATION

Part one

Knowledge, experience and qualifications

- Relevant degree or equivalent qualification in a relevant professional/leadership discipline with full membership of a relevant professional body or substantial equivalent experience and evidence of continuing professional development.
- Significant related and relevant professional experience at a senior level combined with demonstrable commercial and financial acumen
- Knowledge of relevant legislation, regulations, national policies, funding sources and professional best practice
- Excellent track record of achievement, innovation and evidence based decision making at a senior level within a large, complex and ideally political environment
- Substantial experience of operating in a senior leadership role responsible for a portfolio of services/teams
- Proven leadership and people management experience of developing high performance teams and adapting leadership style required in order for the individual and team to thrive and flourish
- Strong and recent experience of enabling effective working relationships with partners/stakeholders and working in collaboration to lead, influence and integrate outcomes
- Sound understanding of the corporate decision making, constitutional and legal/governance environment in which the Combined Authority operates
- Demonstrable experience of negotiating, delivery, management and oversight of complex commercial contracts and projects
- Strong political awareness and sensitivity combined with experience of providing direct advice to officers or members of a board on a range of complex issues both verbally and in writing
- Experience of working in uncertain environments, where innovation and change is key to ensuring delivery
- Demonstrable experience of developing strategy and policy at a senior level in a relevant area
- Evidence of commitment to continuous professional and personal development



Part two

Skills, abilities and behaviours

- Confident communicator, able to discuss broad and complex issues with a wide range of partners/stakeholders using appropriate skills such as engagement, influencing, shaping, persuasion and negotiating
- Able to develop effective working relationships and partnerships and drive consensus in a respectful and consistent way that builds trust and values the contributions of others
- Well developed strategic and critical thinking combined with sound and timely decision making and leadership judgement
- Agile, confident and resilient with the ability to prioritise competing demands/deadlines and the determination to deliver
- Ability to:
 - build, empower, motivate and develop teams/individuals to fulfil their potential, developing a talent pipeline for the Authority
 - promote and enable matrix working within the CPCA and with its constituent local authorities
 - role model appropriate behaviours that underpin the values of the Combined Authority (3 Cs)
 - lead and embed organisational change to deliver continuous improvement and innovation
 - leverage resources and transform service delivery to deliver improved value for money, efficiencies and outcomes
 - work collaboratively as part of a cohesive leadership team ensuring open and effective communication
 - interpret, analyse, monitor and track information and progress and use judgement and evidence based decision making to create solutions and opportunities
 - harness technology to deliver smarter working and drive business transformation



Part three

Special requirements

- Able to work flexibly to fulfil the requirements of the role
- Able to attend meetings inside and outside of the region
- This is a politically restricted post as designated under the LGHA and any subsequent amendments



ROLE PROFILE

Role title:	Executive Director – Resources (S73 Officer)
Reports to:	Chief Executive
Accountable for:	Corporate Services Portfolio

Working for our organisation

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- Whole system approach to delivery
- Culture which enables our people to aspire, thrive and flourish
- Consistent, visible leadership
- Proactive, collaborative approach to partnership working

This role is an integral part of the leadership team and through authentic, strong and visible leadership will deliver against the above.

The Combined Authority is different to the Councils it supports. Therefore, a key element of this role will be to develop and strengthen the distinctive role of the CPCA, ensuring it adds value to the Councils, other public sector bodies and agencies across the sub-region. The key areas of responsibility, in addition to being the Combined Authority's Section 73 Officer, will include Finance, Information Technology, Human Resources (People), and the Programme Management Office (PMO).

Our overall work programme is ambitious and focused on the future to deliver tangible, sustainable and lasting change for our communities.

Main accountabilities of the role

Specific

- Provide leadership and direction to the service areas within the Resources directorate.
- Create, develop and maintain effective working relations with senior staff in the constituent local authorities in all areas of work.
- To support the Chief Executive, other Executive Directors and senior colleagues in regularly reviewing and refining the Combined Authority's Target Operating Model that is able to deliver the aspirations and outcomes contained within the CA corporate plan and associated strategies.
- Continue to develop the design and provision of support services, within the remit of the role, to ensure closer working with partners and to secure sufficient stability and resilience of service provision.
- Act as the Authority's Chief Finance Officer being responsible for the proper administration of the Combined Authority's financial affairs in accordance with Section 73 of the Local Government Act 1985.
- Lead on all aspects of financial management for the Combined Authority, working with other officers and partners to secure additional funding to deliver the wider Corporate objectives.
- Direct the deployment of financial resources in line with strategic plans, working with the Assistant Director (Finance) to ensure that appropriate budgets and a balanced Medium Term Financial Strategy (MTFS) exist for the organisation.
- Ensure that the organisation has a clear focus on driving forward performance and that individual officers are held responsible and accountable for the delivery of key outcomes across the Combined Authority.
- Support people management through the implementation of appropriate OD strategies, policies and interventions enabling delivery of the organisation's aspirations and values that help shape future delivery.
- Ensure effective assurance and governance arrangements frameworks are in place including programme and project management reporting mechanisms.
- Provide corporate leadership as part of CMT on devolution discussion, taking a lead role for those areas within the Executive Director's areas of responsibility.
- Lead on transformation and improvement, identifying and driving opportunities to improve services and enable employees to work flexibly and efficiently.
- Lead on digital transformation activities across the organisation by identifying viable digital solutions to enable services to optimise their own transformation activities.
- Ensure the processes around data protection and GDPR meet statutory requirements and are embedded across the organisation.

- Support the Director of Legal & Governance on the procurement framework, constitution, advice and best practice as part of improvement plans on governance.
- Support the Director of Legal and Governance to ensure the effective administration of member level decision making processes and ensure that members are appropriately supported in fulfilling their responsibilities.
- Work in partnership with business, stakeholders, private and public sector to deliver the region's ambitions and sustainable, integrated and proactive whole system change.
- Act as the key point of contact with the Combined Authority's External Auditor for all issues, including those related to Best Value, Value for Money and the Statement of Accounts.

Corporate

- Oversee key parts of the Combined Authority Corporate Strategy and the Directorate's Business Plan as well as taking the lead on financial planning, ensuring priorities are translated into delivery and that organisational values are embedded across all levels in the organisation.
- Provide strategic and timely advice and support to the Mayor and Combined Authority Board (including the Deputy Mayor).
- Responsible as a member of the senior leadership team for consistent and visible leadership across the organisation, creating an environment where teams can aspire, flourish, thrive and perform.
- Ensure the Combined Authority's, people, financial and systems functions are fit for purpose and meet all statutory requirements and enabling the Combined Authority to operate effectively and efficiently. Including adherence to the Combined Authority's Single Assurance Framework across all activities and programmes.
- Work with other Executive Directors and CMT members to ensure adequate management arrangements are in place in respect of Health and Safety in accordance with the organisational policy, allowing it to meet its legal obligations and demonstrate effective governance.
- To facilitate the identification and compliance with EDI improvements/changes across all services and service delivery, giving due regard to the requirements of the Public Sector Equality Duty when carrying out duties and functions/activities.
- Ensure delivery of quality, consistent and value for money services through effective policy development, service, financial and business planning and robust performance management.
- Engage positively with a variety of CPCA created companies; this may also include being appointed as a Director to the various Boards.

- Arranging and maintaining good governance of the CPCA's subsidiary companies and any other joint ventures.
- Develop systems for the provision and analysis of high quality management information that is timely, accurate and meaningful. Supporting the CA's drive for enhanced performance across the organisation.
- Lead on cross cutting corporate issues and use matrix management to engage organisational talent and break down service boundaries to deliver integrated services.
- Empower teams to work within a risk management and governance framework that sets out evidence based decision making parameters (including financial) and the organisations appetite for risk.
- Optimise all income/funding streams into the organisation and horizon scan for commercial opportunities and efficiency savings.
- Ensure effective deployment of resources to drive strategic initiatives and encourage innovation of service delivery methods and improvements.
- Ensure equality, diversity and cohesion principles are embedded across all services. Provide leadership around diversity and inclusion, ensuring that the policies and services of the Combined Authority reflect the changing needs of all our communities and workforce and that equality of opportunity is ensured and diversity celebrated.
- As a member of the Corporate Management Team, act as a role model for driving continuous improvement across the organisation. Provide strategic leadership for transformation and positive change, embedding a learning culture underpinned by our values and behaviours.

Leading people

- Lead, develop and empower high performing teams and shape the development of services/teams to harness opportunities and integrate with and deliver the Business Plan.
- Create a positive and supportive learning and working environment through delegation, mentoring, and coaching of staff and promote a culture of collaboration by sharing knowledge and resources within the organisation.
- Support the development of individuals and teams to develop career pathways, ensuring a talent pipeline for the organisation.
- Promote an understanding of and adherence to the Combined Authority's values by modelling appropriate behaviours and creating a corporate, collaborative and supportive environment that encourages and recognises those values.
- Embed a culture that places the customer and the community at the heart of service delivery and encourages inclusivity and collaboration.
- Act as an ambassador for the Combined Authority.

Portfolio of services

- PMO
- Finance
- Internal Audit
- Digital services (ICT)
- HR & OD
- Improvement and Transformation

This is not a complete statement of all duties and responsibilities of this post. The postholder may be required to carry out other duties as directed by the Chief Executive that are commensurate with the level of the post. This document will also be supplemented by annual key objectives which will be set through the performance review process.

PERSON SPECIFICATION

Part one

Knowledge, experience and qualifications

- A specific accountancy qualification which would enable the post holder to be the statutory S73 officer for the Combined Authority.
- Ideally an associated degree or equivalent qualification.
- Significant experience and knowledge of funding, income streams and financial planning, strategy, regulations, management and oversight and governance of public funds combined with demonstrable commercial and financial acumen.
- Knowledge of relevant legislation, regulations, national policies and professional best practice.
- Excellent track record of achievement, innovation and evidence based decision making at a senior level within a large, complex and ideally political environment.
- Substantial experience of operating in a senior leadership role responsible for a portfolio of services/teams.
- Proven leadership and people management experience of developing high performance teams and adapting leadership style required in order for the individual and team to thrive and flourish.
- Strong and recent experience of enabling effective working relationships with partners/stakeholders and working in collaboration to lead, influence and integrate outcomes.

- Sound understanding of the corporate decision making, constitutional and legal/governance environment in which the Combined Authority operates.
- Demonstrable experience of negotiating, delivery, management and oversight of complex commercial contracts and projects.
- Strong political awareness and sensitivity combined with experience of providing direct advice to officers and members of a board on a range of complex issues both verbally and in writing.
- Demonstrable experience of developing strategy and policy at a senior level in a relevant area.
- Evidence of commitment to continuous professional and personal development.

Part two

Skills, abilities and behaviours

- Confident communicator, able to discuss broad and complex issues with a wide range of partners/stakeholders using appropriate skills such as engagement, influencing, shaping, persuasion and negotiating.
- Able to develop effective working relationships and partnerships and drive consensus in a respectful and consistent way that builds trust and values the contributions of others.
- Well-developed strategic and critical thinking combined with sound and timely decision making and leadership judgement.
- Agile, resilient with the ability to prioritise competing demands/deadlines and the determination to deliver.
- Ability to:
 - build, empower, motivate and develop teams/individuals to fulfil their potential, developing a talent pipeline for the Authority.
 - promote and enable matrix working.
 - role model appropriate behaviours that underpin the values of the Combined Authority (3 Cs).
 - lead and embed organisational change to deliver continuous improvement and innovation.
 - leverage resources and transform service delivery to deliver improved value for money, efficiencies and outcomes.

ROLE PROFILE

Role title:	Executive Director Place and Connectivity
Reports to:	Chief Executive
Accountable for:	Place and Connectivity including Transport, Housing, Digital Connectivity and Strategic Planning

Working for our organisation

The Combined Authority was established in 2017 with a vision to make Cambridgeshire & Peterborough the leading place in the world to learn, live and work. We are committed to our values of leading with **compassion**, working **cooperatively**, and serving our **community**.

We have six keys to deliver sustainable growth which underpin our [overall work programme](#) which are anchored in the Devolution Deal and a refreshed operating model which will deliver against the following principles:

- Relentless focus on performance, accountability and transparency
- Evidence based and value driven
- Future facing, enabling us to shape and harness opportunity
- Recognises corporate skills and expert specialisms
- Whole system approach to delivery
- Culture which enables our people to aspire, thrive and flourish
- Consistent, visible leadership
- Proactive, collaborative approach to partnership working

This role is an integral part of the organisation and through authentic, strong and visible leadership will deliver against the above.

The key areas of responsibility will include transport, housing, digital connectivity, and strategic planning. The postholder will work closely with the Chief Executive Officer, Board and Thematic Committees in relation to key areas of responsibility.

Our overall work programme is ambitious and focused on the future to deliver tangible, sustainable and lasting change for our communities within a robust governance framework.

Main accountabilities of the role

Specific

- Ensures the customer is at the heart of all transport matters, working to ensure continuous performance improvement.
- Provides challenge and rigour to ensure that Cambridgeshire and Peterborough has a best in class, innovative transport system.
- Acts as the single point of accountability for all Transport related matters, delegating as appropriate to other officers as required, and deputising for the CEO as appropriate.

- Ensures successful delivery of Transport related initiatives, including:
 - The development of transformative evidence-based policies, strategies & interventions and securing of funding where needed, to create an efficient, sustainable and effective transport system.
 - Leadership of the Local Transport and Connectivity Plan, its preparation, implementation, evidence base and review.
 - Determining the overall strategic investment strategy for transport in the region.
 - Oversight of the delivery of transport investment projects which continue to meet the Combined Authority's strategic priorities.
 - Responsible for ensuring the public transport system meets the needs of Cambridgeshire and Peterborough.
 - Leads and delivers Bus Reform across Cambridgeshire and Peterborough.
 - Accountable for transport's role in carbon reduction and environmental sustainability and safety.
- Manages external relationships and supports partnership working at an Executive level for cross-cutting transport interests.
- Advises the Authority (and its Boards) on the effective discharge of its powers & responsibilities.
- Provide corporate leadership as part of CMT on devolution discussions, taking a lead role for those areas within the Executive Director's areas of responsibility.
- Strategic leadership for delivering net zero ambitions and targets for the Combined Authority, working with teams across the organisation, and as an enabler and convenor for addressing climate change priorities across the C&P.
- Responsibility for preparation of the Local Nature Recovery Strategy, working in partnership with Cambridgeshire County Council and Natural Cambridgeshire and reporting as necessary to the Board and to Government.
- Oversee the management of the affordable housing and housing loans programme to ensure delivery of spend and outcomes set by the Board, and as a strategic leader in overcoming obstacles to housing growth, in particular the delivery of affordable housing.
- To provide strategic leadership for the Combined Authority and partners on planning, property and infrastructure issues as they affect the achievement and delivery of the Combined Authority's growth ambitions, programmes and projects.
- Lead the work on the Infrastructure Delivery Framework and work with local authorities and infrastructure providers to overcome barriers to growth through innovative policy or funding initiatives.

- Strategic Lead for Connecting Cambridgeshire, ensuring that digital strategy delivers against the Combined Authority's corporate objectives.
- To support the Chief Executive and other Executive Directors to deliver the aspirations and outcomes contained within the Combined Authority corporate plan and associated strategies.
- Shape and deliver the objectives of the service to support the Combined Authority in achieving its vision.
- Take a proactive corporate role in the leadership of the organisation, including participation and delivery as part of the Corporate Management Team.
- Promote partnership working across the organisation and demonstrate the CIVIL (Collaboration, Integrity, Visionary, Innovation and Leadership) values and behaviours at all times.
- Influence, develop and motivate your team, taking a positive approach to their development at all times.

Corporate

- Provide strategic and timely advice and support to the Mayor, Combined Authority Board and Thematic Committees.
- Responsible as a member of the senior leadership team for consistent and visible leadership across the organisation, creating an environment where teams can aspire, flourish, thrive and perform.
- Ensure the Combined Authority's policy, people, financial and systems functions relevant to service areas are fit for purpose and meet all statutory requirements and enabling the Combined Authority to operate effectively and efficiently. Including adherence to the Combined Authority's Assurance Framework across all activities and programmes.
- To facilitate the identification and compliance with EDI improvements/changes across all services and service delivery, giving due regard to the requirements of the Public Sector Equality Duty when carrying out duties and functions/activities.
- Ensure delivery of quality, consistent, compliant and value for money services.
- As a member of the Corporate Management Team, act as a role model for driving continuous improvement across the organisation. Provide strategic leadership for transformation and positive change, embedding a learning culture underpinned by our values and behaviours.

Leading people

- Provide visible leadership to the Place and Connectivity team.
- Create a positive and supportive learning and working environment through delegation, mentoring, and coaching of staff and promote a culture of collaboration by sharing knowledge and resources within the organisation.
- Support the development of individuals and teams to develop career pathways, ensuring a talent pipeline for the organisation.
- Create the right working environment for your team with a solid work ethic of working towards achievement of our vision.
- Develop and demonstrate a strong performance management culture, ensuring that people are accountable for the delivery of results.
- Promote an understanding of and adherence to the Combined Authority's values by modelling appropriate behaviours and creating a corporate, collaborative and supportive environment that encourages and recognises those values.
- Ensure appropriate communication channels are in place and effective between you and your direct reports.

Portfolio of services

- Transport
- Housing
- Climate change
- Strategic Planning
- Digital strategy

This is not a complete statement of all duties and responsibilities of this post. The postholder may be required to carry out other duties as directed by the Chief Executive that are commensurate with the level of the post. This document will also be supplemented by annual key objectives which will be set through the performance review process.

PERSON SPECIFICATION

Part one

Knowledge, experience and qualifications

- Educated or experienced to master degree/post graduate professional qualification level with supporting management training or equivalent experience
- Extensive experience of successful performing in a similar role including the provision of Place and Connectivity services in a high profile political environment
- Significant experience of applying the law in a Local Authority setting
- Demonstrates a commitment to equality, diversity and inclusion at all times
- Substantial and proven experience of operating in a senior leadership role responsible for a portfolio of services/teams
- Proven leadership and people management experience of developing high performance teams and adapting leadership style required in order for the individual and team to thrive and flourish
- Sound understanding of the corporate decision making, transport, housing & property, climate change environment in which the Combined Authority operates
- Experience of making compelling presentations and written reports for a range of audiences
- Strong political awareness and sensitivity combined with experience of providing direct advice to officers and members of a board on a range of complex issues both verbally and in writing
- Evidence of commitment to continuous professional and personal development

Part two

Skills, abilities and behaviours

- Confident communicator, able to discuss broad and complex issues with a wide range of partners/stakeholders using appropriate skills such as engagement, influencing and shaping.
- Demonstrable experience of negotiating and influencing stakeholders and partners.

- Able to develop effective working senior relationships and partnerships and drive consensus in a respectful and consistent way that builds trust and values the contributions of others.
- Well-developed strategic and critical thinking combined with sound and timely decision making and leadership judgement.
- Agile, resilient with the ability to prioritise competing demands/deadlines and the determination to deliver.
- Demonstrable experience of successfully managing large scale budgets.
- Experience identifying and acquiring appropriate funding streams.
- Significant experience of commercial negotiation.
- Ability to:
 - work collaboratively as part of a cohesive leadership team ensuring open and effective communication
 - interpret, analyse, monitor and track information and progress and use judgement and evidence based decision making to create solutions and opportunities
 - able to communicate insights derived from the analyse of data/information to a range of audiences

Part three

Special requirements

- Able to work flexibly to fulfil the requirements of the role
- Able to attend meetings inside and outside of the region
- This is a politically restricted post as designated under the LGHA and any subsequent amendments

- work collaboratively as part of a cohesive leadership team ensuring open and effective communication.
- interpret, analyse, monitor and track information and progress and use judgement and evidence based decision making to create solutions and opportunities.
- harness technology to deliver smarter working and drive business transformation.

Part three

Special requirements

- Able to work flexibly to fulfil the requirements of the role.
- Able to attend meetings inside and outside of the region.
- This is a politically restricted post as designated under the LGHA and any subsequent amendments.