



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

## **EMPLOYMENT COMMITTEE**

**Date: Wednesday, 08 February 2023**

**Democratic Services**

Edwina Adefehinti  
Interim Chief Officer Legal and Governance  
Monitoring Officer

**08:30 AM**

72 Market Street  
Ely  
Cambridgeshire  
CB7 4LS

**Civic Suite, Pathfinder House, St Mary's Street,  
Huntingdon PE29-3TN**

## **AGENDA**

**Open to Public and Press**

- |            |  |               |
|------------|--|---------------|
| <b>1.1</b> | <b>Announcements, Apologies for Absence and Declarations of Interest</b> |               |
| <b>1.2</b> | <b>Minutes of the meeting on 25 January 2023</b>                         | <b>5 - 6</b>  |
| <b>1.3</b> | <b>Recruitment of Chief Executive Officer</b>                            | <b>7 - 16</b> |
| <b>1.4</b> | <b>Exclusion of the Press and Public</b>                                 |               |
- To resolve that the press and public should be excluded from the meeting on the grounds that the following report contains exempt information under Part 1 of Schedule 12A of the Local Government Act*

*1972, as amended, and that it would not be in the public interest for this information to be disclosed: information relating to an individual; information which is likely to reveal the identity of an individual and the financial or business affairs of any particular person (including the authority holding that information). The public interest in maintaining the exemption must be deemed to outweigh the public interest in its publication.*

**1.5 Interviews for the roles of Executive Director Economy and Growth and Executive Director of Resource and Performance (S73 Officer)**

*A confidential report pack will be circulated separately (to follow) and should be treated as confidential by those members and officers entitled to receive this pack. This means that the contents should not be discussed with others, and no copies should be made.*

**COVID-19**

The legal provision for virtual meetings no longer exists and meetings of the Combined Authority therefore take place physically and are open to the public. Public access to meetings is managed in accordance with current COVID-19 regulations and therefore if you wish to attend a meeting of the Combined Authority, please contact the Committee Clerk who will be able to advise you further.

The Employment Committee comprises the following members:

*For more information about this meeting, including access arrangements and facilities for people with disabilities, please contact*

Mayor Dr Nik Johnson

Councillor Anna Bailey

Councillor Sarah Conboy

Councillor Kim French

Councillor Lucy Nethsingha

Councillor Oliver Sainsbury

Councillor Anna Smith

Councillor Bridget Smith

Clerk Name:	Nick Mills
Clerk Telephone:	01223 699763
Clerk Email:	<a href="mailto:nicholas.mills@cambridgeshire.gov.uk">nicholas.mills@cambridgeshire.gov.uk</a>





**CAMBRIDGESHIRE  
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Agenda Item No: 1.2

## Employment Committee Minutes

Meeting: Wednesday 25 January 2023

Time: 9.00 am – 10.00 am

Venue: Civic Suite, Pathfinder House, St Mary's Street, Huntingdon PE29 3TN

Present: Statutory Deputy Mayor Anna Smith (Chair), Councillors Anna Bailey, Sarah Conboy, Wayne Fitzgerald, Lucy Nethsingha and Bridget Smith.

Apologies: Mayor Dr Nik Johnson and Councillor Kim French

### 1. Apologies for Absence and Declarations of Interest

Apologies received from Mayor Dr Nik Johnson and Councillor Kim French.

No declarations of interest were received.

### 2. Minutes – 30 November 2023

The minutes of the meeting of 30 November 2022 were agreed as a correct record and signed by the Statutory Deputy Mayor.

### 3. Chief Executive – Role Profile

This item was removed from the agenda.

### 4. Exclusion of the Press and Public

It was resolved unanimously to:

Exclude the press and public from the discussion of Item 5: 'Shortlisting for roles of Executive Director of Economy and Growth and Executive Director of Resource and Performance (S73 Officer)', on the basis that this would involve the discussion of exempt information relating to the employment status of

individuals as defined by Paragraph 1 of Schedule 12A of Part 1 of the Local Government Act 1972.

5. Shortlisting for roles of Executive Director of Economy and Growth and Executive Director of Resource and Performance (S73 Officer)

The committee considered a report that outlined the shortlisting for the roles of Executive Director of Economy and Growth and Executive Director of Resource and Performance (S73 Officer).

It was resolved to:

Recommend the shortlisting of:

- two candidates to go forward to interview for the role of Executive Director of Resource and Performance (S73 Officer) and;
- five candidates to go forward to interview for the role of Executive Director of Economy and Growth.

(Deputy Mayor)



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Agenda Item No: 1.3

## Recruitment of Chief Executive Officer

To:	Employment Committee
Meeting Date:	8 <sup>th</sup> February 2023
Public report:	Yes
Lead Member:	Statutory Deputy Mayor Councillor Anna Smith
From:	Gordon Mitchell, Chief Executive
Key decision:	No
Forward Plan ref:	n/a
Recommendations:	<p>The Employment Committee is recommended to:</p> <ul style="list-style-type: none"><li>a) Approve the new Chief Executive Job Description/Person Specification contained at Appendix 1 of this report.</li><li>b) Approve that the Job Description/Person Specification at Appendix 1, meets the requirement in Chapter 18, paragraph 3.1 of the Authority's Constitution.</li></ul>
Voting arrangements:	<p>A simple majority of Members present and voting.</p> <p>To be carried, the vote must include the vote of the Mayor, or the Deputy Mayor when acting in place of the Mayor.</p>

## 1. Purpose

- 1.1 The purpose of the paper is to ask the Employment Committee to agree the attached Job Description/Person Specification and approve their inclusion as meeting the requirement of Chapter 18, paragraph 3.1 of the Constitution.

## 2. Background

- 2.1 The Interim Chief Executive's proposed senior structure was approved by the CA Board in September 2022. The CA Board approved the commencement of a recruitment campaign leading to the appointment of a permanent Chief Executive and Executive Directors into the new structure. The recruitment process and timetable was annexed to that report to Board in October, which was approved. As a consequence of this approval, work now needs to progress in recruiting to the various roles. To provide some support in progressing the recruitment we have instructed Penna, an executive recruitment agency, to assist in the process.
- 2.2 Although the Board approved the recruitment process and timetable, the interim CEO now approaches this Committee to draw up a statement in line with Chapter 18 rule 3.1. That is under Chapter 18, rule 3.1 it states that "where the combined authority proposes to recruit to a Chief Officer role the Employment Committee will draw up a statement specifying:
  - (a) the duties of the Officer concerned; and
  - (b) any qualifications or qualities to be sought in the person to be appointed."
- 2.3 To assist Employment Committee members in addressing the above requirement, Job Description/Personal Specifications have been drafted for member consideration. The aim of the document is to hopefully meet the specific Constitutional requirements identified above.
- 2.4 Discussions have been held with the Authority's Monitoring Officer who has confirmed that this requirement can be discharged if the Committee confirms that the duties, qualifications, and qualities sought in the Chief Executive role, has been met within the Job Description/Person Specification, alternatively this Committee may choose to delegate this responsibility to officers.

## Significant Implications

### 3. Financial Implications

- 3.1 The financial implications of proceeding with the recruitment to the new structure, which this request is part of, was covered at the October 2022 Combined Authority Board. In summary it assumed a saving of approximately £130,000 p.a., with recruitment costs of £60,000 to £70,000.

### 4. Legal Implications

- 4.1 The relevant parts of the Constitution relating to the appointment of chief officers are set out in the body of the report. Recruitment will take place in accordance with the Combined Authority's Human Resources policies.



## 5. Public Health Implications

5.1 Not applicable.

## 6. Environmental and Climate Change Implications

6.1 Not applicable.

## 7. Other Significant Implications

7.1 Not applicable.

## 8. Appendices

8.1 Appendix 1 – Chief Executive Officer Job Descriptions/Person Specifications

## 9. Background Papers

9.1 [CPCA Board Oct 2022](#)



## JOB DESCRIPTION

<b>Chief Executive</b> Cambridgeshire and Peterborough Combined Authority
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<b>Reporting to</b> Elected Mayor and Combined Authority Board
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### 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.

### **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.

