

ROLE PROFILE

Role title:	Executive Director – Resources and Performance (S73 Officer)
Reports to:	Chief Executive
Accountable for:	Corporate Services 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**.

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 leadership team and through authentic, strong and visible leadership will deliver against the above.

The Combined Authority is different to the Councils its 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 S73 officer, will include Legal, Democratic Services (including the Monitoring Officer), Finance, Procurement, Information Technology, Human Resources (People), and the Programme Management Office (PMO). The PMO will assist the Executive Director in establishing a meaningful and appropriate Performance Management approach that reflects the organisation's current strategic priorities.

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

APPENDIX 1

- Provide leadership and direction to the service areas within the Resources and Performance 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 and other Executive Directors in the creating of a 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 corporate services 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 Chief Accountant to ensure that appropriate budgets and a balanced Medium Term Financial Strategy (MTFS) exists 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.
- Lead on identifying and driving technological 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 Monitoring Officer in the delivery of their specific statutory function, as well as ensuring appropriate legal advice is provided to the Authority.

APPENDIX 1

- Lead on procurement advice, solutions and guidance to members/officers in accordance with the Constitution, procurement framework and relevant legislation/best practice.
- 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.

Corporate

- Oversee key parts of the Combined Authority Business Plan and 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, Combined Authority Board and Business Board Directors
- 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
- Work with other Executive Directors 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

APPENDIX 1

- 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.

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

- Member services
- Governance (including the Monitoring Officer)

APPENDIX 1

- PMO
- Finance
- Procurement
- Legal
- Digital services (ICT)
- HR & OD

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 business or leadership 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

APPENDIX 1

- 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
 - work collaboratively as part of a cohesive leadership team ensuring open and effective communication

APPENDIX 1

- 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 – 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**.

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 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 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

APPENDIX 1

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

APPENDIX 1

- 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.

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

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PERSON SPECIFICATION

Part one

Knowledge, experience and qualifications

APPENDIX 1

- 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

APPENDIX 1

- 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
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