



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

CPCA

Senior Management Restructure



Overview

- The journey so far
- Structure - key design principles
- Current structure
- New proposed structure
- Consultation Responses
- Financial Impacts
- Recruitment Scheduling
- Recommendations



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The journey so far

- New purpose statement developed late 2021
- ‘Even Better’ Transformation programme identified and agreed operating model design principles – spring 2021
- Pressures on workforce budget – supply and demand challenges for key roles
- E&Y letter identifies risk of capacity and capability issues arising from senior management vacancies, absence and disruption
- Focus on improvement work allows us to refresh work done on operating model and incorporate support to the Mayor’s office
- Updated CEX delegations enables us to move at pace
- Need to start with Tier 2 structure and then the rest of the organisation



Key design principles of a refreshed operating model*

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

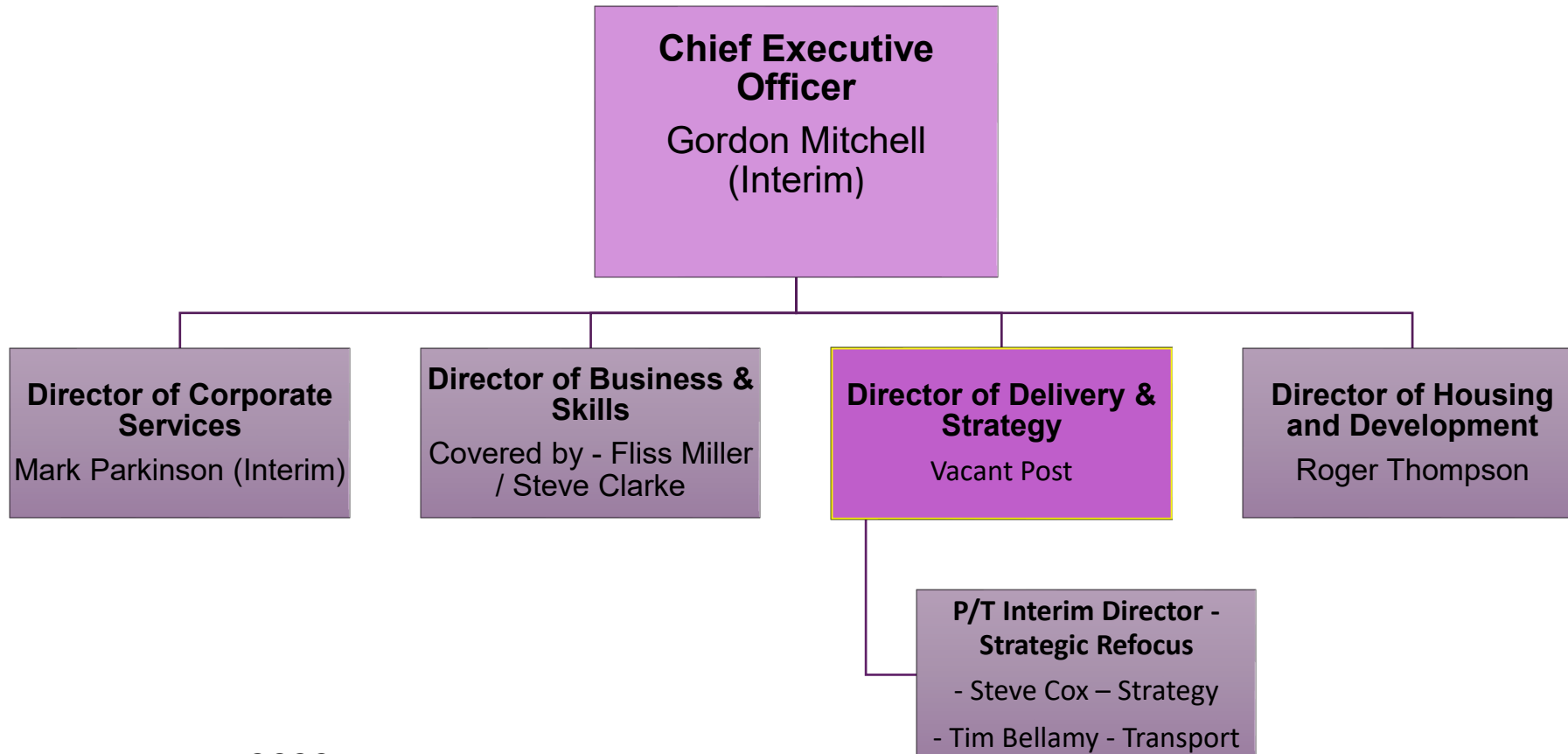
Proactive, collaborative approach to partnership working



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* developed & agreed through 'Even Better' programme

Current Structure



As at August 2022



Current location of activities and teams

Corporate Services

Legal
Procurement
Governance
Finance
Comms
HR
Executive Assistants (though embedded in directorate teams)
Dem Services (SLA CCC)
ICT (SLA)

Business and Skills

Higher education
Workforce and Skills
Adult Education
Market Insight and Evaluation
Business Growth
Net Zero Hub

Strategy

PMO
Analysis and Evaluation
Strategic Planning (Incl Climate Change)

Transport

Programme team
Public transport team

Housing

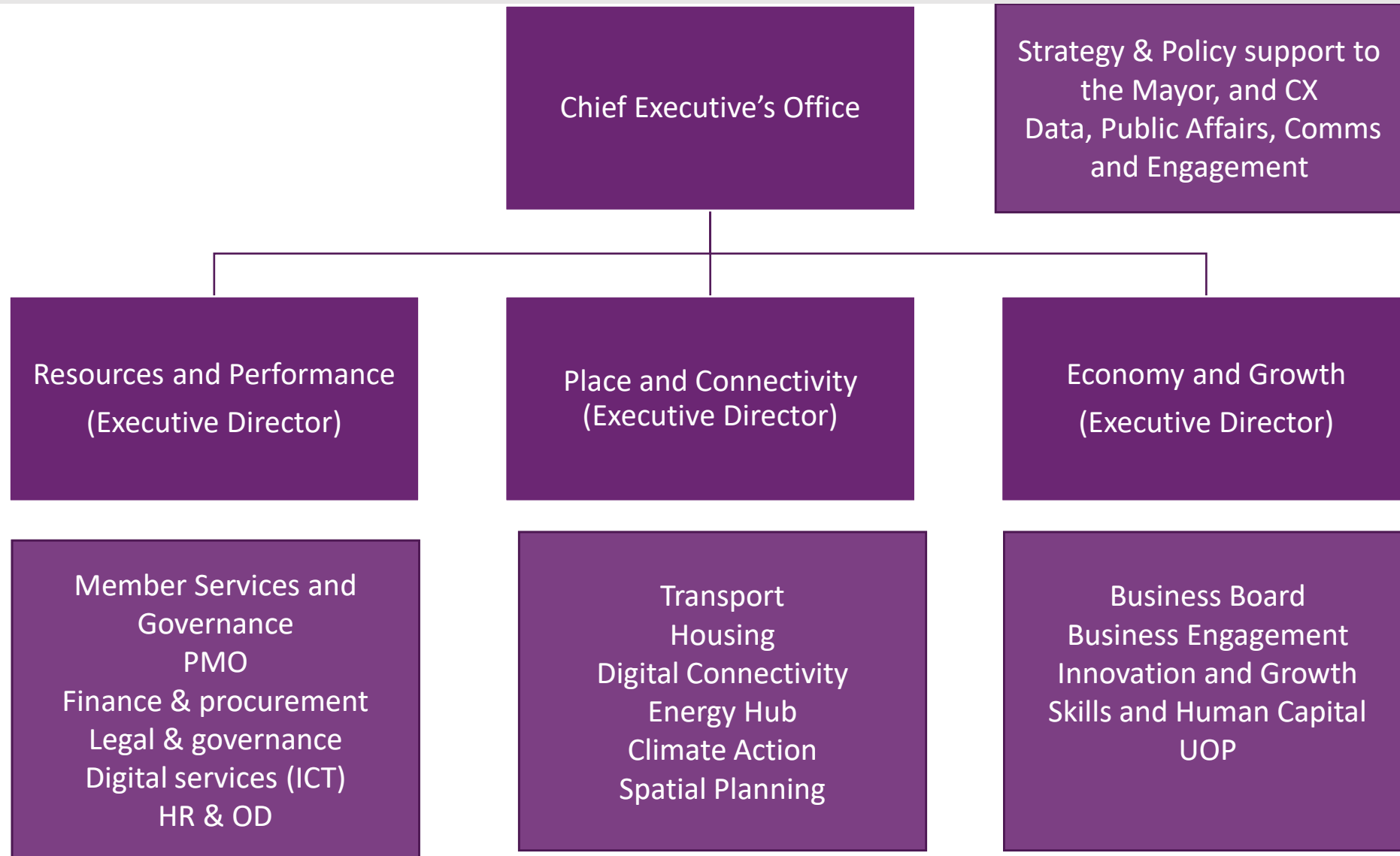
Development and Programme Management

Where we are now: pertinent issues

Drivers:

- Housing delivery is at the end of the identified development programme
 - Tackling fragmented focus for Place
 - Having a sustainable and effective model for Corporate Services
 - Creating corporate capacity for future 'one CPCA' strategy development
 - Support to Mayor within a 'one CPCA' approach, and reset officer/member responsibilities
- Support a shift from fragmented strategy and practices to a more 'joined up' CPCA approach
 - Senior roles are required to work with and within the local system and should be appointed with that explicit role
 - Senior roles need to be flexible to accommodate political change and further devo developments

Proposed Structure at tier 2



Consultation on the new structure has been conducted with staff with the following themes identified:

- Must not create new silos
- Large spans of control; reliance at Tier 3 and below
- Marshalling of services appear more logical
- Exhibited behaviours of new Executive Directors will be key – personal leadership, corporate attitude, political skills
- Many of the observations related to the Tiers below level 2 and not part of the specific consultation exercise.



Financial impact

Current Senior Management Structure

4 x Directors - £640k (with on costs)

Revised Senior Management Structure

3 x Executive Directors (estimated at current salary levels – plus approximately £10k uplift) – approx. £510k with on cost

(Subject to Job Evaluation)

Any subsequent redundancies as a consequence of the restructure would incur additional costs.



Executive Director Recruitment Process and possible Timeline

Detailed below is the process and draft timelines of recruitment of the Executive Director posts. This may need to flex in light of other developments within the Combined Authority. Therefore this should be perceived as indicative.

Date	Activity	Comments
October	<p>Briefing meeting: agree search strategy & process, candidate brief, remuneration, advertising & microsite, MI, and reporting arrangements, discuss & agree final project plan.</p> <p>Development and sign-off of candidate materials.</p> <p>Development and sign-off on microsite</p> <p>Initial research mapping commences.</p>	<p>Development of advertising materials and microsite, rich with information for candidates for the EXECUTIVE DIRECTOR ROLES the background to the CA and update on current context.</p>
November	<p>Go live with adverts for EXECUTIVE DIRECTORS</p> <p>Launch microsite, search, candidate engagement and securing applications, responding to candidate queries, receipt of applications and acknowledgement.</p>	<p>Adverts to supplement the search led process</p> <p>Direct candidates to microsite for information, progress, good news stories.</p> <p>Offer informal calls with Interim CX</p>
9 December	Closing Date for EXECUTIVE DIRECTORS	Sifting and grading of candidates begin following this date
W/C 12 th December	<p>Longlist meeting for EXECUTIVE DIRECTORS – determine which candidates to take forward for longlist interview stage Chosen Date</p> <p>Communication to all candidates on outcome</p>	Longlist report prepared



Executive Director recruitment process and possible timeline

Detailed below is the process and draft timelines of recruitment of the Executive Director post.

Date	Activity	Comments
W/C 2 nd or 9 th January	Initial Interviews for EXECUTIVE DIRECTORS Longlist Interviews: In-depth interview of candidates Production of reports on outcomes of interviews, recommendations, and areas to probe at final stages.	Conducted with support external agency and external objective Technical Assessor All candidates assessed on merit and technical capability
W/C 9 th or 16 th January	Shortlist meeting for EXECUTIVE DIRECTORS Shortlist meeting to agree candidates to progress to final interview stages.	Decision making panel authorized to agree shortlist or shortlist can be agreed at the end of initial interviews if all parties engaged. Produce personality profile reports.
W/C 23 rd and/or 30 th January 2023	Assessment/Engagement and Final Interviews for EXECUTIVE DIRECTORS Shortlisted candidates meet range of stakeholders as appropriate for the role. Shortlisted candidates meet with Employment Committee Panel for final interview	Each candidate will meet with appropriate stakeholders internal and external. These panels are non-decision making but will feedback their views on strengths and areas of consideration to inform the Employment Committee Panel. Final decision on successful candidate.
March/April	CANDIDATES TAKE UP POST	Assuming 3 months notice

Chief Executive recruitment will commence during the ED recruitment exercise. As yet to be defined.



The Combined Authority is recommended to:

- a) Note the new senior management structure,
- b) Agree the commencement of a recruitment campaign leading to the appointment of a permanent Chief Executive and Executive Directors into the new structure.
- c) Approve that the CEO is authorised to make financial settlement in cases of redundancy.

