



**CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY
EMPLOYMENT COMMITTEE**

Wednesday 14 November 2018

12pm

Membership (Quorum 4)

Mayor James Palmer	Mayor (Chair)
Councillor Charles Roberts	Deputy Mayor (Statutory) & Portfolio Holder for Economic Growth & Housing (Vice Chair)
Councillor John Holdich	Deputy Mayor (Constitutional) & Portfolio Holder for Skills
Councillor Lewis Herbert	
Councillor Bridget Smith	
Councillor Graham Bull	

AGENDA

Number	Agenda Item	Chief Officer	Papers	Pages
1	Apologies and Declarations of Interests	Chair	Oral	
2	Minutes – 25 th April 2018	Chair	Yes	3 - 5
3	Recruitment Process for the Chief Executive Officer	Chair	Yes	6 - 18
4	Exclusion of the Press and Public In accordance with Standing Orders, Members are asked to determine whether item 5 'Senior Management Restructuring' which contains exempt	Chair	No	

Number	Agenda Item	Chief Officer	Papers	Pages
	information relating to the employment status of individuals as defined by Paragraphs 1 of Schedule 12A of Part 1 of the Local Government Act 1972, should be exempt and the press and public excluded from the meeting when they are discussed, or whether the public interest in disclosing this information outweighs the public interest in maintaining the exemption.			
5	Senior Management Restructuring			

The Combined Authority is committed to open government and members of the public are welcome to attend Committee meetings. It supports the principle of transparency and encourages filming, recording and taking photographs at meetings that are open to the public. It also welcomes the use of social networking and micro-blogging websites (such as Twitter and Facebook) to communicate with people about what is happening, as it happens.

For more information about this meeting, please contact Anne Gardiner
anne.gardiner@cambridgeshirepeterborough-ca.gov.uk or 07961240442



CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY – EMPLOYMENT COMMITTEE

DRAFT MINUTES

Date: 25th April 2018

Time: 10:30am

Present

Mayor James Palmer	Mayor (Chair)
Councillor Charles Roberts	Deputy Mayor (Statutory) (Vice-Chair) & Portfolio Holder for Industrial Strategy
Councillor John Holdich	Deputy Mayor (Constitutional) & Portfolio Holder for Employment and Skills
Councillor Steve Count	Portfolio Holder for Fiscal Strategy
Councillor Chris Seaton	Portfolio Holder for Transport and Infrastructure

Officers:

Martin Whiteley	Chief Executive Officer
Rachel Musson	Interim Chief Finance Officer
Anne Gardiner	Scrutiny Officer

1. Apologies

1.1 Apologies received from Cllr Herbert and Cllr Topping.

2. Declaration of Interests

2.1 No declarations of interest were made.

3. Minutes of the Meeting held on 28th March 2018

3.1 The minutes of the meeting held on 28 March were approved as a correct record.

4. Recruitment of Senior Roles

4.1 The Committee received the report from the Chief Executive Officer which referred to the appointment of Assistant Directors.

4.2 The following points were raised during the discussion:

- The process would be similar to that adopted for the director roles; a search selection approach would be adopted which would identify specific people who would have a style and behaviour as well as experience that the Combined Authority wanted. The process would involve the committee at various points of the process. The process should be completed by the end of July.
- The organisation structure would have three key levels; the corporate team, the assistant directors and the programme developers.
- Members raised the point that the structure should not be too top heavy.
- The Chief Executive advised that the staffing structure reflected the requirement needed for each programme; for example, within the Business and Skills, four Assistant Directors were required as there were large projects such as the Peterborough University which would occupy a full time manager, Adult Education and Apprenticeships would also require a manager to support them.
- The Mayor advised that the Combined Authority currently did not have the staff to enable the delivery of all the projects and while the aim was still to have the leanest staff structure possible there had been an underestimation of the amount of work and the ability of officers at constituent councils to consider the whole area rather than their own areas and this needed to be rectified with new staff – there would still be as few layers as possible to the staffing structure.
- It was not anticipated that there would be suitable internal candidates for the senior level roles in the skills function, however there were staff within a lower level who could be repurposed, and with the right leadership and support would likely excel.
- Former LEP staff had been through a TUPE process to transfer into CPCA, and the appropriate process for filling roles in the new structure needed to be determined to ensure appropriate fit of all staff into roles. In total 27 members of staff had transferred over from the LEP and the entire staffing structure for the new Business Board and the Combined Authority would be near to 60 members of staff.
- Members raised concern over the internal applications and queried whether there should be a level playing field for all applicants for each role in the open market. The Chief Executive agreed to look into this.
- Committee members noted that it was important to get the best people to deliver on the significant projects of the Combined Authority and that this might come at a higher cost but to enable the progression of schemes that would be necessary.

- The Committee requested that the Chief Executive consider the points and concerns that the committee had raised.

4.3 The Employment Committee approved the proposed recruitment process and timetable to specifically include:

(i) The process for engaging with search consultants to source quality candidates and;

(ii) to use the relevant sub-committees for each Assistant Director role;

(iii) delegation of the long and short listing of applicants to the Chief Executive in consultation with the Mayor, Portfolio Holder and Director responsible for the work areas being recruited to;

(iv) the job scope as detailed in Appendix 2 of the report.

Meeting Closed: 11:20am.



EMPLOYMENT COMMITTEE	AGENDA ITEM: 3
NOVEMBER 2018	PUBLIC REPORT

RECRUITMENT OF CHIEF EXECUTIVE, CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY

1.0 PURPOSE

- 1.1 To outline the timetable and the process for the recruitment of a permanent full time Chief Executive of the CPCA.

<u>DECISION REQUIRED</u>	
Lead Member	
Lead Officer and Author	John Hill, Interim Chief Executive
Forward Plan Ref: N/A	Key Decision: Yes/No
The Employment Committee are requested to:- (i) approve the revised job description and job profile of the Chief Executive as detailed in Appendix 1; (ii) note the timetable and proposal as detailed in Appendix 2.	Voting arrangements Simple majority

2.0 BACKGROUND

- 2.1 The post of Chief Executive of the Cambridgeshire and Peterborough Combined Authority (CPCA) is currently vacant. Interim arrangements have been agreed by the Combined Authority Board (ref: 28 September 2018) until 31 March 2019 or earlier if the new Chief Executive is in post.
- 2.2 The Board wish to proceed with the recruitment of a new permanent full-time Chief Executive as soon as practicably possible. The outline timetable for the search and recruitment process is attached as Appendix 2. The start date of the new Chief Executive will be dependent on the outcome of the recruitment process and the duration (if any) of the notice period of the successful candidate.

2.3 In order to progress matters, the interim Chief Executive (JH) has appointed Green Park Interim and Executive Search to assist the CPCA in this process. Their detailed proposal is attached as Appendix 3.

3.0 **PROPOSALS/CONCLUSIONS**

3.1 The process and timetable detailed in the appendices to this report, offer the best opportunity to recruit the very best candidates to this post. The revised job profile and person specification is attached as Appendix 1, all members of the Cambridgeshire and Peterborough Public Services Board have had the opportunity to input into this document.

4.0 **FINANCIAL IMPLICATIONS**

4.1 The Chief Executive role was evaluated using the HAY methodology and was agreed by the Employment Committee (ref: 14 February 2018 Agenda Item No. 4 (Exempt)). The revised job profile has been subject to a revaluation and recommended grade and salary points are detailed below.

Grade	Points	Minimum	Point 2	Median	Point 4	Maximum
1	1801 - 2140	£159197	£167157	£176885	£185730	£194574

As previously agreed, the post will be advertised from the median to the maximum. Dependent on the salary point agreed, there will be an opportunity for incremental advancement subject to performance. A proposal to introduce performance related increments will be presented to a future Committee (subject to consultation).

4.2 The costs of the search and recruitment by Green Park are outlined in Appendix 3 (ref: p6-7). This will be funded from revenue.

5.0 **APPENDICES**

Appendix 1 - Chief Executive CPCA - Job Profile and Specification

Appendix 2 - Timetable - Search and Recruitment

Appendix 3 - Proposal - Green Park Interim and Executive Search



JOB DESCRIPTION

Role Chief Executive
Reports to Elected Mayor and Combined Authority Board

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. It works in conjunction with the Business Board (local enterprise partnership) to deliver ambitious growth for the area.

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

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

This role is a key strategic appointment.

Job Purpose

To be the Head of Paid Service to ensure the effective strategic leadership of the Combined Authority's Leadership Team.

To be the Combined Authority's principal policy advisor to deliver the Mayor and Combined Authority's key corporate priorities.

Core Focus

Mayor and CPCA priorities
Enabling Delivery
Effective Partnership
Head of the Organisation

Key Responsibilities

1. Principal advisor to CPCA and the Mayor; working productively with both them and the scrutiny and audit committee and members to ensure successful delivery of the agreed



strategy and the achievement of the stated vision, priorities, aims and ambitions of the Council.

2. Provide leadership, direction and management of CPCA's Leadership Team and be accountable for leading and delivering the council's transformation agenda, both within the organisation and regionally in order to deliver a world class, customer-focused service experience.
3. Ensuring a positive working relationship between CPCA and its partners in the public and private sector.
4. Represent and negotiate on behalf of the CPCA at local, regional, national and internationally to further the strategic priorities of the organisation.
5. Provide strong and visible leadership and direction to the CA organisation and be accountable for the successful delivery of the organisation's agreed objectives.
6. To work in partnership with the Finance Director to ensure a sustainable budget to meet the CPCA priorities.
7. Ensure that CA has appropriate governance and regulatory processes to ensure open and effective decision making.
8. To work in partnership with Director, Business and Skills to ensure an effective Business Board.
9. Promote a positive view of the CPCA with the community and media and enhance its reputation.
10. Through continuous improvement, to inspire, empower and develop the council's workforce, ensuring the staff have a sense of ownership of the council's vision and priorities.
11. All duties and responsibilities should be carried out in accordance with the CA constitution, policies and procedures.

Core Responsibilities

- Strategy, policy and plans, of particular note the Mayor/CPCA priorities
- Be accountable for the successful delivery of these priorities
- Effective and open governance
- Development of effective working relationships with key stakeholders/local organisations
- Adherence to Combined Authority's assurance framework in all programmes and activity
- Leading an effective 'can do' organisation

Person Specification



Leadership Behaviours

- Inspirational leadership focused on delivery
- Acutely political aware – able to assimilate and navigate political contexts with skill
- Motivated – driven by personal and organisational achievement
- Highly adaptable - to changing circumstances and demands
- Expansive, creative business thinker – thinks outside ‘tried and tested’ models or approaches
- Exceptional communicator and relationship-builder that generates confidence in colleagues, members and senior business stakeholders
- Collaborative – works productively with partners
- ‘Can do’, self-awareness, openness and honesty, resilience, integrity and confidence.
- Understand and promote an appropriate approach to risk and reward.

Qualifications and Knowledge

- Degree or relevant professional or managerial qualification.

Experience

- Track record of outstanding leadership at board level (or equivalent) within a complex organisation (either public or private) evidence of leadership in developing and leading partnership working across all sectors.
- Demonstrate experience in the development and execution of strategy and the proven ability, where necessary, to set up innovative, new organisational and delivery mechanisms from scratch.
- Has a high level of understanding and proven commitment to diversity issues.
- Can lead major change in an inspirational way.
- Evidence of significant and measurable achievement and success in a leadership role.
- Strong track record of delivery with respect to one or more of the following; economic development, transport, housing.
- Proven ability of procuring, commissioning and delivering large, complex infrastructure projects with good knowledge of the legal/government frameworks and financial models underpinning these programmes
- Leading and developing an organisation which is agile ‘can do’ and ‘open for business’.
- Working in a politically sensitive environment in the local and national context.
- Successful partnership working across the public, private and community sectors.
- Involvement and understanding of effective and open governance, financial and performance management.
- Able to communicate clearly and persuasively to a range of audiences and has proven ability in dealing confidently with the media through multiple delivery channels.



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

This post is politically restricted under the Local Government and Housing Act 1989.



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Chief Executive

October 2018

Prepared by:

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The acceptance of CVs, interviewing or engagement by your organisation of a candidate introduced by Green Park Interim & Executive Search shall be deemed to be an acceptance of our standard Terms of Business.



Context

Established in March 2017, as a result of the devolution deal, the Combined Authority has a vision to make Cambridgeshire and Peterborough the place to learn, live and work.

It is made up of representatives from eight organisations; namely Cambridge City Council, Cambridgeshire County Council, East Cambridgeshire District Council, Fenland District Council, Huntingdonshire District Council, Peterborough City Council, South Cambridgeshire District Council and The Business Board.

The Combined Authority is held to account by several committees made up of representatives from partner local authorities. The organisation is focused on the delivery of the Mayor's key ambitions which centre on economic development, housing and transport/infrastructure.

Following the recent exit of Martin Whitely, you are now looking to go to market for a new Chief Executive. As Head of Paid Service, they will ensure the effective strategic leadership of the Combined Authority's Leadership team whilst acting as principal policy advisor in the delivery of the Mayor and the Combined Authority's key priorities. As such you are looking for a strong and accomplished leader and whilst you are (to some extent) sector agnostic, it will be imperative that the individual possesses both the commercial and political acumen required to deliver. They will need to give confidence in their understanding of 'the politics' and their ability to successfully navigate a complex political hinterland and they will have the intellect and communication skills that means they can make the complex, simple. Whilst we are looking for a strategic thinker, it will be important that they are able to readily demonstrate their track record of delivery on the ground. Given the visibility of the role and the complexity of the stakeholder landscape in which it operates, the individual will have the experience and gravitas that will ensure that they readily gain the credibility and trust of the Mayor, staff, stakeholders and other partners.

Given the need for a robust process where key stakeholders rightly feel that they have had the opportunity to 'have their say', we would propose to undertake a stakeholder consultation exercise during the early phases of the search. We would also strongly recommend that a stakeholder panel is incorporated into the final stage of the appointment process and we would be happy to provide further advice as to the structure of this panel and how the information/feedback flowing from it is best utilised with respect to the decision-making process.

Further detail on our process is outlined later in this proposal.

Methodology

During the process, open communication is vital at each point to ensure we are fully sighted on your requirements and can operate a “no surprises” approach. We are ready to begin recruitment immediately. The timetable below is designed to take 12-14 weeks.

Briefing & Planning (Weeks 1-2)

- Consult key internal and external stakeholders to discuss your priorities for this role so we have a rounded understanding of what matters to you;
- Work with you to clarify requirements and how to approach the candidate market most effectively with a compelling proposition and identify each stakeholder’s particular requirements;
- Critique your requirements, job description and person specification based on our experience of other similar roles, as well as ensuring an absence of bias and that the material is welcoming to all candidates;
- Build a free-of-charge, fully accessible microsite as part of the attraction proposition linked to our website and yours, as well as any advertising and social media activity;
- Design a robust interview process which avoids unconscious bias while giving you multiple-data points to inform your appointment;
- Develop a candidate attraction strategy specifically for the required appointment, considering strength of brand, scale of challenge, reality of impact, calibre of networks, etc. including advertising where required;
- Create a ‘target map’ of potential sources and candidates for the role based on your requirements, of which you have full sight.

Mapping & Attraction (Weeks 3 – 8)

- Approach individuals from the list with the targeted proposition, providing them with insight into your organisation and the specifics of the role;
- Qualify the credentials of candidates wishing to proceed, helping them better understand the reason they have been contacted and the strength of fit and potential within the role; helping to overcome possible blockers or barriers by reviewing their expressions of interest. This allows them to present themselves in the strongest possible light to you and enables us to comment intelligently on them with you at longlist against an agreed matrix of key criteria;
- Obtain recommendations from candidates not proceeding with the role, and follow these up;
- Hold fortnightly update calls to review progress against benchmarks, allowing us to adapt the search accordingly.

Testing (Weeks 9 – 11)

- We will develop a graded longlist (first pass “sift”) for the role. Circa 8-10 individuals will proceed to face-to-face discussion with myself and John Hill to explore relevant areas of motivation, fit, professional expertise and relevant track record;
- Following this conversation, we provide reports on each individual;
- From this activity, we will arrive at a shortlist, where you will be able to choose 3-5 candidates for final panel meetings. At each stage, all paperwork will be emailed to you in advance of any meetings.

Candidate Presentation, Handover & Integration (Weeks 12 – 14)

- Ensure that those candidates not selected are stood down with comprehensive and constructive feedback which can be applied in future processes;
- Ensure those being taken forward to final Panel interview are fully briefed and understand how the nuances of their particular experience are most relevant to the opportunity; recognising that different candidates have different advantages, therefore working hard to ensure equity of conditions;
- Manage the process through final stages, which may include a combination of stakeholder engagement sessions and formal interview (with presentation). This can include advice on how to construct service user/beneficiary/client panels where necessary;
- Undertake reference checks and manage the process towards offer and negotiation;
- Provide the support of an observer for the final panel to ensure all candidates are treated equally and that all panel members are helped to recognise and avoid unconscious bias;
- Maintain liaison with the appointee(s) and you following successful outcome via our regular aftercare meetings. We maintain contact with candidates so that they can perform to the highest level for your organisation ensuring they can both get into your organisation and then on within it.

Proposed Timelines

Activity	Date
Go live & Stakeholder Consultation	w/c 19 th November
Search Commences	w/c 19 th November
Update calls	w/c 3 rd December & w/c 17 th December
Closing Date	31 st December
Longlist	w/c 7 th January
Longlist Interviews (Andrea and John)	w/c 14 th January & w/c 21 st January
Shortlist	w/c 28 th January
Assessment	w/c 4 th February
Informal meetings	w/c 4 th February
Final Panel & Stakeholder Exercise	w/c 11 th February

Risk Awareness

There are different types of risk to which you can be exposed throughout any recruitment process. These include process risks (failure to put in place a robust methodology; failure to communicate; failure to keep to timetable; failure to attract a diverse field; failure to reference), reputational risks (divergence between what you say and what you do, particularly with regard to diversity and inclusion; candidate approaches focused on diversity rather than the broader mandate, poor candidate experience), and outcome risks (failure to appoint).

Process Risks

An important element of our work is putting in place the checks and balances necessary to ensure our work is not only efficient but also effective in delivering a successful outcome.

We do not start our work in the market until a timetable has been agreed and dates placed in stakeholder diaries.

At briefing stage, we ask to speak to as wide a range of stakeholders as possible in order to triangulate views. Where there is divergence in perspective or prioritisation, we return to key stakeholders to minimise differences and establish a clear order of key criteria. At this stage we will also provide you, where possible, with the BAME or gender proportionality for each sector you wish to explore so that if the percentages are small (as they typically are in many sectors and industries) you know precisely what you need to do to disproportionately affect the talent pool in your favour.

At each stage (long list, short list, final panel) we ask key stakeholders to re-iterate their key criteria to ensure everyone is on the same page. We understand that as the field of candidates develops, thoughts may evolve. For that reason, we also ensure we put weekly “catch up” calls in place to discuss progress, and potential applications.

During the research phase we share with you our progress so that you can guide us on what you most and least like about what you are seeing. This in turn helps us tailor our messages to the market in general and individuals, meaning we can engage with people with a narrative that is specific to them, thereby increasing the chances of their becoming interested. We also ensure that those candidates with different experience can convey that experience in a positive light and can communicate their capacity to act and think differently (critical to a truly diverse and effective Executive Leadership team).

It is worth noting that young, BAME or female candidates are proportionately less likely to have gained “standard” seniority, prominence or experience due to imbalances of power within society (largely white, male-dominated structures including the Civil Service, NHS, FTSE 100 etc.). Our role is to articulate the reasons why you should widen the gate without lowering the bar and why these individuals are appropriate for your needs.

At interview stage, we explore not only their technical or functional experience, but their motivation, their preferred style, derailers, examples of where and how they have applied their judgement in tough situations, and how they have managed divergent points of view. We report back to you not only on them as an individual, but on how they will complement, add to or affect their colleagues at Executive team level.

At final interview we are happy to provide a representative to support the Interview Panel in its decision making, ensuring confidence around questions of diversity and ensuring no unconscious bias slips in. We also undertake comprehensive references carried out by phone by the assignment leaders.

An additional risk is undertaking an overly onerous, public-sector-type of process that would be likely to put off not only commercial candidates used to something far more rapid and responsive, but also (and more importantly given your specific requirements on this appointment) diverse candidates; many of whom may be less familiar with this kind of process and more of whom will question the inherent and unconscious bias such processes may unwittingly contain.

Reputation Risks

One of the main risks to your nascent reputation throughout a process of this kind lies in the candidate experience. We need to be able to speak with your voice in the market, which includes your stakeholders, supporters and potential Executive Director targets. We work hard to ensure that each interaction is professionally handled in an open, honest and transparent way. We believe in having robust conversations with our candidates about our clients; once again ensuring there are no unexpected surprises. When candidates leave the process at a given point, having been unsuccessful, they should leave as ambassadors for your organisation. Given the importance of diversity in this appointment, it is also critical (a) that the process, material and market engagement are all rigorously checked for bias or deficit language, (b) that you are able to speak authentically and openly about your interest in a diverse and inclusive process, and (c) that candidates from diverse backgrounds understand that they legitimately offer much more than their

Each candidate takes part in a telephone feedback conversation with an assessor, forming a verification process which enables further exploration of the candidate's individual style and approach by probing for examples and anecdotes. Subsequent executive reports summarise the findings of this process, highlighting some key strengths and suggesting areas for the panel to consider testing more fully at the final interview.

We look forward to working with you on this critical appointment



Andrea Trainer

Partner and Head of Public Sector