
Report to: West Yorkshire Combined Authority

Date: 17 March 2022

Subject: Capacity – Transport and the Economy

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| Is this a key decision? | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| Is the decision eligible for call-in by Scrutiny? | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| Does the report contain confidential or exempt information or appendices? | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| If relevant, state paragraph number of Schedule 12A, Local Government Act 1972, Part 1: | |
| Are there implications for equality and diversity? | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |

1. Purpose of this report

- 1.1 In the context of increased workloads facing the Combined Authority, to propose the splitting of the existing Policy and Development Directorate into two separate Directorates in order to increase capacity, including of senior officers. This will help enable appropriate and influential engagement with stakeholders at a senior level.

2. Information

Update on Mass Transit Programme Director

- 2.1 At the last meeting of the Combined Authority on 3 February approval was given to recruit and appoint a Mass Transit Programme Director. A recruitment campaign will begin shortly, but as an interim step a secondee will be sought. A further update will be given at the meeting.

The need for Additional Capacity

- 2.2 The securing of the 2021 West Yorkshire Devolution Deal, and the election of the West Yorkshire Mayor, has led to a large number of new workstreams for the Combined Authority:

- Influencing of strategic rail initiatives and their interface with economic opportunity and inclusive growth outcomes.
- Implementation of an Enhanced Partnership with bus operators, and to explore the case for bus franchising. This arises at a time with the bus industry facing a challenging post-covid commercial environment.
- The development of a mass transit system for West Yorkshire.
- The creation of Active Travel England, Government 'Levelling up Directors', engagement with Departments such as Culture Media and Sport, and the forming of GB Rail has created the need for additional capacity in order to engage with Government institutions at a senior level.
- The need for work on new and additional project and programme pipelines arising from the opportunities from the Investment Strategy programmes (covered in the 3 February Combined Authority meeting) – for example on housing, culture, creative industries and health.
- Engagement with the Government on next steps for devolution alongside other MCAs, and on related initiatives emerging from the Levelling Up White Paper.
- Additional policy development required on skills and training in the context of devolution of the Adult Education Budget alongside opportunities presented by Shared Prosperity Fund to deliver a step change in adult education and training provision.
- The objective to focus business support in the context of the post-covid recovery (and associated sector support), improving Equality, Diversity and Inclusion outcomes and the move away from grant based incentives.
- Supporting the Inclusive Growth champion (when appointed), and support to the new LEP chair (see Agenda Item 12).
- Delivery of the Mayor's Police and Crime Commissioner functions and support to the Deputy Mayor for Policing and Crime.

2.3 It should be stressed that this is a period of exceptional change for the Combined Authority organisation. Not only has the arrival of the Mayor brought new areas of work, but with this has come a change to the way the Combined Authority develops programmes – with more projects stemming from the Mayoral priorities and more projects being developed 'in house' alongside those resulting from wider calls for projects. This has brought considerable new responsibilities for the Combined Authority.

Work with partner authorities to consider these issues

2.4 Throughout 2020, a working group of Directors and officers from the Combined Authority and the West Yorkshire Local Authorities has been

reviewing ways of working across the partnership in anticipation of the Combined Authority becoming an MCA. As part of this work, the group looked across authorities to identify existing capacity challenges faced in the region and explored potential solutions to these. The group was proactive in anticipating further challenges which might emerge as the remit of the Combined Authority expanded and the Mayor brought new powers and functions (as set out in 2.2 above). The work of the group has iterated and continues to meet, focussed on a number of emerging issues.

- 2.5 The following challenges in relation to capacity were identified:
- Skills shortages exist in certain areas/professions across Authorities;
 - Delivery capacity varies across Authorities;
 - The MCA has a key role in coordinating and making best regional use of finite resources across the region, and therefore having the right capacity at the right level in the MCA is key to enable coordination, empowered leadership and decision making;
 - Areas of specific resource challenge which were highlighted include the following: transport strategy, planning and modelling; policy, research and coordination; delivery capacity and project management; corporate support services.
- 2.6 Some of these challenges have been addressed through the allocation of gainshare capacity funding to authorities and through previous changes to the structure of the Combined Authority, as agreed in the 3 February Combined Authority. However, further steps are required as set out in this paper.

Proposed next steps

- 2.7 In the light of these pressures and the identification of challenges from the partnership group, it is proposed to undertake a two step process.
- 2.8 The first step, recognising the need to make rapid progress, is to split the current post of 'Policy and Development Director' (and the associated directorate) into two – one for Transport and the other for Economy. The draft role profiles are attached for information (Annex A). These contain the same generic skillsets and competencies, but seek experience (or equivalent) in the relevant subject areas. A summary of the other options considered is summarised in Annex B. This builds the capacity needed and an approval for this is sought from this paper. The approval will allow the formal 'management of change' process for staff impacted within the authority to be undertaken.
- 2.9 The second step is then to look at the structure of the top of the organisation and assess whether changes are needed in terms of the line management structure and reporting lines. This is needed as the current 'flat' structure (see Annex C) has too many direct reports to the Managing Director and needs to evolve. Independent advisors (Deloitte) have been appointed to undertake a study to look at structures in other MCAs and partner authorities and then make recommendations. Any further proposals emerging from this will be brought to the 23 June Combined Authority meeting, including any impacts on the director roles.

- 2.10 These posts, but especially the Economic Policy Director, will also have significant responsibilities for supporting the future arrangements for the LEP and its role in developing economic strategic and advice, in line with Agenda item 12.

3. Tackling the Climate Emergency Implications

- 3.1 There are no climate emergency implications directly arising from this report, but the Economic Policy Directorate will lead on the energy, environment and buildings related aspects of the climate emergency, and the Transport Policy Directorate will lead on reducing the capital and operational costs of carbon from transport (and other environmental externalities).

4. Inclusive Growth Implications

- 4.1 There are no inclusive growth implications directly arising from this report, but both Director roles will have explicit objectives around ensuring inclusive growth outcomes, and that initiatives are integrated across policies.

5. Equality and Diversity Implications

- 5.1 The Combined Authority has an action plan in place to improve equality and diversity outcomes and to be an Inclusive Employer. As with all recruitments, there is an opportunity to improve diversity across the organisation. EDI issues will be considered at every stage of the recruitment and will be a topic on which candidates will be assessed.

6. Financial Implications

- 6.1 The additional costs of the posts are estimated at a maximum of £149k at top of grade, subject to job evaluation. The post will be part funded from the City Regional Sustainable Transport Settlement alongside core budgets and gainshare approved for bus franchising. Additional programme budgets (such as Shared Prosperity Fund) will be factored in as appropriate.

7. Legal Implications

- 7.1 There are no legal implications directly arising from this report.

8. Staffing Implications

- 8.1 As set out in the report. Consultation with affected staff will be undertaken in line with the Management of Change process.

9. External Consultees

- 9.1 No external consultations have been undertaken at this stage, although the Deloitte work will engage with a number of partner authorities.

10. Recommendations

10.1 That the Combined Authority approves:

- The removal of the 'Director of Policy and Development' post
- The creation of two new Director posts – initially titled 'Director of Transport Policy and Development', and 'Director of Economic Policy and Development'.
- Delegating the recruitment and appointment to the Managing Director in consultation with the Mayor and a panel of Leaders and LEP Board private sector members.

10.2 That the Combined Authority notes the further steps set out under 'Proposed next steps' above.

11. Background Documents

There are no background documents referenced in this report.

12. Appendices

Appendix A – Draft Role Profiles

Appendix B – Summary of Alternative Options Considered

Appendix C – Current Structure of the Combined Authority