

**MINUTES OF THE MEETING OF THE  
WEST YORKSHIRE COMBINED AUTHORITY  
HELD ON THURSDAY, 23 JUNE 2022 AT MEETING ROOM 1 -  
WELLINGTON HOUSE, LEEDS**

---

**Present:**

Mayor Tracy Brabin (Chair)	West Yorkshire Combined Authority
Councillor Susan Hinchcliffe	Bradford Council
Councillor Matthew Morley (Substitute)	Wakefield Council
Councillor Stewart Golton (Substitute)	Leeds City Council
Councillor James Lewis	Leeds City Council
Mark Roberts	Leeds City Region Local Enterprise Partnership
Councillor Shabir Pandor	Kirklees Council
Councillor Rebecca Poulsen	Bradford Council
Councillor Matthew Robinson	Leeds City Council
Councillor Andrew Waller	City of York Council

**In attendance:**

Ben Still	West Yorkshire Combined Authority
Caroline Allen	West Yorkshire Combined Authority
Brian Archer	West Yorkshire Combined Authority
Melanie Corcoran	West Yorkshire Combined Authority
Liz Hunter	West Yorkshire Combined Authority
Dave Pearson	West Yorkshire Combined Authority
Alan Reiss	West Yorkshire Combined Authority
Angela Taylor	West Yorkshire Combined Authority
Ian Parr	West Yorkshire Combined Authority

**1. Membership of the West Yorkshire Combined Authority**

The Mayor summarised the appointments of members to the Combined Authority, consisting of five West Yorkshire constituent council members, three political balance members, one member appointed by the non-constituent council, and their substitutes. The Mayor also noted the continued appointment of Cllr James Lewis as Deputy Mayor.

The Mayor noted the proposed appointment of Mark Roberts as the LEP Member of the Combined Authority and Mandy Ridyard as the substitute LEP Member.

**Resolved:**

(a) that the following be noted:

- the position of Mayor as Chair of the Combined Authority by virtue of that office,
- the ongoing appointment of the Deputy Mayor by the Mayor,
- the appointment of Constituent Combined Authority Members and their Substitutes by the Constituent Councils, and
- the appointment of the Non-Constituent Council Member and Substitute by York City Council, as set out in Appendix 1 to the report.

(b) that Mark Roberts be appointed as the LEP Member of the Combined Authority, and Mandy Ridyard as the Substitute LEP Member.

(c) that the Non-Constituent Council Combined Authority Member may exercise one vote as follows:

- on the Leeds City Region Partnership Committee (an advisory committee), and
- at any other Combined Authority meeting (including any decision-making committee or sub-committee to which the Non-Constituent Council Combined Authority Member is appointed) only in respect of any decision which gives rise to a direct and significant financial liability for the Non-Constituent Council.

(d) that the Substitute Non-Constituent Council Combined Authority Member may exercise the voting rights granted to the Non-Constituent Council Combined Authority Member, when acting in the absence of the Non-Constituent Council Member.

(e) that the LEP Member may vote at any meeting of the Combined Authority (including any committee or sub-committee to which the LEP Member is appointed) on any decision, subject to the following exceptions:

- decision-making in relation to budget and levy setting; and
- the adoption of any implementation plans appended to the Local Transport Plan which relate specifically to the Combined Authority's area (that is, West Yorkshire).

(f) that the Substitute LEP Member may exercise the voting rights granted to the LEP Member, when acting in the absence of the LEP Member.

## **2. Apologies for Absence**

Apologies for absence were received from Cllr Holdsworth, Cllr Jeffery, and Cllr Swift

## **3. Declarations of Disclosable Pecuniary Interests**

There were no declarations of disclosable pecuniary interests.

## **4. Exempt Information - Possible Exclusion of the Press and Public**

**Resolved:** That in accordance with paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972, the public be excluded from the meeting

during consideration of Appendix 3 to Agenda Item 17 and Appendix 1 to Agenda Item 19 on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information and for the reasons set out in the report that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

**5. Minutes of the Meeting of the Combined Authority held on 17 March 2022**

**Resolved:** That the minutes of the meeting of the West Yorkshire Combined Authority held on 17 March 2022 be approved and signed by the Chair.

**6. Mayor's Announcement**

The Mayor provided an overview of the work undertaken in her first full year as the Mayor of West Yorkshire, working with councillors and West Yorkshire Combined Authority staff on key issues including pandemic recovery, improving the transport network, tackling the climate emergency, improving the safety of women and girls, and promoting culture and creative industries.

The Mayor highlighted efforts to introduce a maximum single bus fare of £2 and a maximum day fare of £4.50. New lower emission buses, bus routes, and the Big Bus Conversations with communities will target the return of passengers after a difficult post-pandemic recovery.

The Mayor noted that ongoing Arriva bus strikes have severely impacted areas across Wakefield, Dewsbury, Heckmondwike, Rothwell, Kippax and other parts of South Leeds, and expressed frustration that a deal had not yet been reached. The Mayor informed members she had maintained dialogue with both sides and urged them to reach an agreement with a fair outcome for drivers.

The Mayor acknowledged the ongoing rail strike which had affected travellers across the country, noting the need for the Government to do their part in reaching a resolution.

Significant progress has been made regarding the Climate with initiatives undertaken including installing solar panels and living roofs on Combined Authority assets; engaging over two-hundred businesses to find greener solutions; and piloting retrofitting programmes in some of the most in-need social housing in the region.

The first Climate and Environment Plan was launched in Autumn 2021, setting out actions for delivery over the next 3 years. The carbon impact of schemes will be assessed as a part of the Assurance Process to ensure that carbon impacts are measured, understood and form part of the decision-making process.

Other schemes will be delivered in the coming years including the addition of zero-emission buses to the fleet, and a number of support programmes for businesses. The Mayor noted that there is still a large amount to be done to achieve the Combined Authority's ambitions, however it is a start to build upon towards that goal.

## **7. Committee Arrangements and Appointments**

The Combined Authority considered a report of the Director of Corporate and Commercial Services in respect of committee arrangements and appointments:

- To appoint committees of the West Yorkshire Combined Authority (the Combined Authority).
- To appoint or co-opt members onto the Combined Authority's committees.
- To grant voting rights to some members of the Combined Authority's committees.
- To appoint the Chairs and Deputy Chairs of the Combined Authority's committees.
- To confirm the continuing appointment of Independent Persons.

It was reported that since publication of the agenda papers, the following changes to nominations had been advised:

- Councillor Caroline Firth to replace Councillor Ruth Wood as the Bradford nominee to the Transport and Infrastructure Scrutiny Committee.
- Councillor Sinead Engel to replace Councillor Suhail Choudry as a Bradford member of the Transport Committee.
- Councillor Rachel Melly is nominated as the York nominee to the Corporate Scrutiny Committee.
- Professor Simon Pringle to step down from the Transport Committee, and a new private sector LEP Board representative to be notified in due course.

In addition, a request was made that authority be given to the Head of Legal and Governance Services to make any changes to committee membership as required in accordance with any nominations from councils during the municipal year to enable membership changes to be made without delay.

### **Resolved:**

(a) That, in relation to appointment of committees –

(i) That the following statutory committees be appointed on the terms of reference set out in the relevant Appendix attached to the submitted report:

- Governance and Audit Committee (Appendix 1)
- Corporate Scrutiny Committee (Appendix 2)
- Economy Scrutiny Committee (Appendix 3)
- Transport/Infrastructure Scrutiny Committee (Appendix 4)

(ii) That the following decision-making committees be appointed, on the terms of reference set out in the relevant Appendix attached to the submitted report:

- Business, Economy and Innovation Committee (**Appendix 5**)
- Climate, Energy and Environment Committee (**Appendix 6**)
- Culture, Heritage, and Sport Committee (**Appendix 7**)
- Employment and Skills Committee (**Appendix 8**)
- Finance, Resources and Corporate Committee (**Appendix 9**)
- Place, Regeneration and Housing Committee (**Appendix 10**)
- Transport Committee (**Appendix 11**)

(b) That in relation to the appointment of committee members the Combined Authority -

(i) appoints its members to the Governance and Audit Committee, as set out in Appendix 12 to the submitted report, together with Joanna Wardman and Debbie Simpson as independent members of the Governance and Audit Committee for this municipal year.

(ii) appoints its members to each of the decision-making committees, as set out in Appendix 12 to the submitted report.

(iii) appoints members to the overview and scrutiny committees, as set out in Appendix 12 to the submitted report subject to the following revisions:-

- Councillor Caroline Firth to replace Councillor Ruth Wood as the Bradford appointment on the Transport and Infrastructure Scrutiny Committee.
- Councillor Rachel Melly to replace Councillor Fiona Fitzpatrick as the York appointment to the Corporate Scrutiny Committee.

(iv) co-opts members to each of its committees, as set out in Appendix 12 to the submitted report subject to the following revisions:-

- Councillor Sinead Engel to replace Councillor Suhail Choudhry as the Bradford appointment on Transport Committee
- Professor Simon Pringle to step down from the Transport Committee

(c) That, in relation to voting rights for committee members, (in addition to any member of the Combined Authority on the committee exercising one vote) -

(i) That any Independent Member of the Governance and Audit Committee shall be a voting member of that committee.

(ii) It be noted that any member of a constituent council appointed to an overview and scrutiny committee has one vote and that this may be exercised in their absence by their substitute.

(iii) That any Co-optee from a Constituent Council on any ordinary decision-making committee shall be a voting member of that committee (and of any sub-committee to which they may be appointed by that committee).

(iv) That any Co-optee who is Deputy Chair of a committee shall be a voting member of that committee (and of any sub-committee to which they may be appointed by that committee)

(d) That, the Combined Authority:

(i) appoints the Chairs and Deputy Chairs to committees as set out in Appendix 12 to the submitted report.

(ii) asks each decision-making committee to designate an Inclusivity Lead for the municipal year.

(e) That Ian Brown and Carolyn Lord continue as Independent Persons in relation to complaints concerning allegations of a breach of the Combined Authority's Members' Code of Conduct on the existing terms for remuneration, until the Combined Authority's annual meeting in 2023.

(f) That the Head of Legal and Governance Services be authorised to make any changes to committee membership required in accordance with any nominations from councils during the municipal year.

## **8. Representation on Outside Bodies**

The Combined Authority considered a report of the Director of Corporate and Commercial Services regarding Combined Authority representation on outside bodies.

**Resolved:** That the appointments to the outside bodies for the municipal year 2022/23 as detailed in Appendix 1 to the submitted report be approved.

## **9. Officer Arrangements**

The Combined Authority considered a report of the Director of Corporate and Commercial Services in respect of the Combined Authority's Officer Delegation Scheme for Non-Mayoral Functions.

**Resolved:** That the Officer Delegation Scheme in relation to Non-Mayoral Functions, attached as Appendix 1 to the submitted report be approved.

## **10. Constitutional Arrangements**

The Combined Authority considered a report of the Director of Corporate and Commercial Services in relation to the Authority's constitutional arrangements in so far as they were not addressed elsewhere on the agenda.

**Resolved:**

(a) That the Combined Authority approves:

- The minor amendments to Constitution documents as set out at Appendix 1,

- The amendments to the Contracts Standing Orders, as attached at Appendix 2,
- The amendments to the Conflicts of Interest Policy, as attached at Appendix 3, and,
- The amended Conflicts of Interest Protocol – loans or grants to businesses, as attached as Appendix 4.
- The remaining, unamended Constitution documents for the next municipal year

## **11. Corporate Governance Code and Framework**

The Combined Authority considered a report of the Director of Corporate and Commercial Services seeking approval of the Corporate Governance Code and Framework.

**Resolved:** That the Corporate Governance Code and Framework be approved

## **12. Members' Allowances Scheme**

The Combined Authority considered a report of the Director of Corporate and Commercial Services in respect of the Members' Allowances Scheme.

**Resolved:** That the Members' Allowances Scheme attached as Appendix 1 to the submitted report, as amended including the revisions highlighted in yellow at paragraphs 3 and 4 of the Scheme be adopted for the municipal year 2022 – 2023.

## **13. Scrutiny Annual Report 2021/2022**

The Combined Authority considered a report of the Director of Corporate and Commercial Services on the scrutiny annual report 2021/22.

The Mayor expressed thanks to the members of the Scrutiny Committees for their work holding the Combined Authority and herself to account, with processes that are well ahead of other Mayoral Combined Authorities.

**Resolved:** That the annual report summarising the work undertaken by the overview and scrutiny committees in 2021/22 be noted.

## **14. Calendar of Meetings 2022/2023**

The Combined Authority considered a report of the Director of Corporate and Commercial Services setting out a proposed calendar of meetings for 2022/2023.

Resolved:

(a) That the dates of meetings for the LEP Board as agreed by the LEP Board at its annual meeting be noted, and

(b) That the calendar of meetings of the Combined Authority and its committees for 2022-23 as detailed in Appendix 1 to the submitted report, be approved.

## **15. Capital Spending and Project Approvals**

The Combined Authority considered a report of the Director of Delivery on the progression of, and funding for a number of schemes.

Officers summarised four key schemes for progression through the assurance process and approval of funding.

### West Yorkshire zero emission bus programme

This scheme sets out to introduce between 179 and 245 zero-emission buses across West Yorkshire, increasing the percentage of zero emission vehicles from 2% to 19%. The project will be undertaken in stages for the different West Yorkshire regions, and will include the associated infrastructure for zero emission vehicles.

Members welcomed the addition of zero-emission vehicles, but questioned the vision for beyond 2025 for the remainder of the current fleet. Questions were also raised regarding the use of buses cross-boundary, and how it will be assured that buses are utilised on routes and would not be sitting idle for extended periods. Officers responded that further Government funding would be sought before 2025 and beyond which would allow for further development of the fleet. Agreements have been made with operators to ensure continuous use of the buses in the case of disruption to regular routes or future strike action. Agreements have also been made with neighbouring authorities that buses can be utilised across boundaries wherever necessary to minimise disruption.

It was questioned how the bus funding will be managed, and what the overall benefit will be for the passengers and also the Combined Authority. Officers explained that the funding scheme is operated by the Government, and will make up the difference between the cost of a diesel bus and a zero-emission bus. Operators will buy the buses and there are conditions attached to determine how the buses are used. There are still some issues to resolve to identify outcomes, though the initial benefit will be the reduction of carbon emissions across the network.

Members commented on the wide gap in support for London compared to other authority areas, and the need to continue to lobby for more equitable transport policies. Particular issues included the suitability of the geography outside of London to support electric vehicles, and the relative lack of existing infrastructure to meet the growing demand for electric vehicles.

Members requested further information regarding the Carbon Impact Assessment Tool Kit referenced in the report. Officers noted that the Tool Kit



has been published and considered by the members of the Climate, Energy and Environment Committee, and will be brought to the next meeting of the Combined Authority. Workshops will be held with members and officers regarding how the Tool Kit will be implemented within the decision-making process.

#### Kirklees year of music 2023

Officers outlined the project, which aims to deliver a one-year programme of musical events, and a further three-year programme of community projects. The events will promote regional music and artists to a wider audience, aiming for the widest possible community participation. The aim is to engage 400,000 individuals across all events, and a further 40,000 online. The Chair noted the project will help to develop the skills pipeline leading towards Bradford City of Culture 2025.

#### A641 Bradford to Huddersfield

Officers summarised the outline of the scheme to improve bus and active travel provisions for an eight-mile stretch between Huddersfield and Bradford. Travel times for bus users will be reduced, and access to Brighouse rail station will be improved.

Members noted that national policies often favour motorists over buses and other greener methods of travel, which highlights the need for co-operative work to achieve positive outcomes. Members asked how the scheme would affect the levels of carbon emission compared to the present. Officers confirmed that with schemes such as this, the disruption to traffic can cause more congestion and slightly increase carbon emissions, however over the longer term the emissions are lowered through greater use of active travel and fewer vehicles on the road. Cheaper bus fares and greener buses will play a large role in reducing the carbon emissions.

Members suggested the need to use some of the gainshare funds to ensure previous schemes are completed fully, instead of being scaled back in favour of new schemes that may also not see full completion.

#### Skills connect

Officers summarised the aim of the scheme to deliver training courses for adults in employment to further their skills. The scheme supports businesses by allowing staff to meet their current and future needs. Courses are developed in partnership with businesses, and though they are unaccredited will be at level 3 and above standard. The subject matter of courses can be flexible and quickly implemented to respond to market needs. Training will be available for 4,500 learners, and by engaging with local authority partners to target under-represented groups the widest possible number and diversity of participants can be reached. The age of eligible learners will be extended to capture those who are returning to work after a career break or parental leave, and those who are earning the real living wage will also be eligible.

Members noted the positive aspects of improving workers' skillsets, and raised the need for employers to also invest in their staff to encourage their development. Members questioned the fields for which training would be delivered and requested that data is made available to show what training is being delivered and to how many people. Officers responded that there will be training programmes for green jobs, as well as jobs in new and developing technological fields that can provide long-term positive impacts to the workplace. The list of training is not prescriptive so it can meet the needs of employers whenever they arise.

**Resolved:**

(a) In respect of the West Yorkshire Zero Emission Bus Programme, the Combined Authority approves that:

(i) The West Yorkshire Zero Emission Bus (ZEB) programme proceeds through decision point 2 (strategic outline case) and work commences on activity 4 (full business case).

(ii) An indicative approval to the Combined Authority's contribution of £49,565,171 is given. The total programme cost is £81,161,738.

(iii) Future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report. This will be subject to the scheme remaining within the tolerances outlined in the report.

(b) In respect of the Kirklees Year of Music, the Combined Authority approves that:

(i) The Year of Music 2023 scheme proceeds through decision point 2 to 4 (business justification) and work commences on activity 5 (Delivery).

(ii) Approval to the Combined Authority's contribution of £850,000 is given. The total scheme value is £5,485,757.

(iii) The Combined Authority enters into a funding agreement with Kirklees Council for expenditure of up to £850,000.

(iv) Future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report and where required, any change requests are delegated to the Culture, Sports, Arts and Creative Industries Committee. This will be subject to the scheme remaining within the tolerances outlined in the report.

(c) In respect of the A641 Bradford to Huddersfield Corridor, the Combined Authority approves that:

(i) The A641 Bradford to Huddersfield Corridor scheme proceeds through decision point 3 (outline business case) and work commences on activity 4 (full business case).

(ii) Indicative approval to the Combined Authority's contribution of £75,540,000 is given. The total scheme value is £109,138,000.

(iii) Additional development costs of £8,072,441 are approved in order to progress the scheme to decision point 4 (full business case), taking the total scheme approval to £10,857,441

(iv) The Combined Authority enters into an addendum to the existing Funding Agreement with Calderdale Council for expenditure of up to £10,857,441 (v) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report. This will be subject to the scheme remaining within the tolerances outlined in this report.

(d) In respect of Skills Connect, the Combined Authority approves:

(i) The change request to the Skills Connect scheme to broaden the group of people that adult retraining is delivered to, and the sectors it supports, and to extend the delivery timeframe to March 2025.

(ii) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report and where required, any change requests are delegated to the Employment and Skills Committee. 211 This will be subject to the scheme remaining within the tolerances outlined in this report.

## **16. West Yorkshire Investment Strategy Revisions**

The Combined Authority considered a report of the Director of Strategy, Communications and Policing seeking approval to revisions to the West Yorkshire Investment Strategy.

Officers outlined the revisions made to the West Yorkshire Investment Strategy, which was agreed in June 2021 and informs how the Combined Authority spends money and the projects they are invested in. The revisions take into account new investment opportunities to maximise potential, and were made in consultation with key partners and local authorities. The revisions include a greater focus on the climate emergency, with all projects demonstrating how they meet the target of net zero carbon by 2038, as well as tackling inequalities wherever possible.

**Resolved:** That the Combined Authority approves the revisions to the West Yorkshire Investment Strategy.

## **17. UK Shared Prosperity Fund**

The Combined Authority considered a report of the Director of Strategy, Communications and Policing providing an update on the UK Shared Prosperity Fund and seeking a number of approvals.

Officers summarised the purpose and scope of the UK Shared Prosperity Fund, and the request for authorisation for the Managing Director to submit the bid on behalf of the Combined Authority. The bid is made up of two

parts, with £68million for the core fund, and a further £12million for the 'Multiply' programme to address low adult numeracy skills. Both bids will be submitted before the end of July 2022, and a further update will be presented at the July Combined Authority meeting.

Members discussed the report. To enable Members to discuss the contents of the exempt appendix 3 of the report, and in accordance with the resolution taken earlier in the meeting, press and public left the room and webcasting was paused whilst the discussion took place. Following this, the meeting returned to public session.

**Resolved:**

(a) That the purpose and scope of the UK Shared Prosperity Fund, and the responsibilities of the Combined Authority as the designated Lead Authority as defined by Government be noted.

(b) That the creation of the advisory West Yorkshire UKSPF Local Partnership Group be noted.

(c) That the Managing Director be authorised to finalise and submit the Local Investment Plan to Government for Multiply, part of the UKSPF, on behalf of the Combined Authority, in consultation with the Mayor and partner authority Leaders.

(d) That the Managing Director be authorised to finalise and submit the Levelling Up Fund Round 2 bid as set out in paragraphs 2.24-2.29 of the submitted report, on behalf of the Combined Authority, in consultation with the Mayor and partner authority Leaders, and that the use of up to £4m of gainshare to support the bid be approved.

**18. Future Arrangements for the Leeds City Region Local Enterprise Partnership**

The Combined Authority considered a report of the Managing Director which provided an update on the current position regarding LEP Integration and sought comments on the draft West Yorkshire Integration Plan.

The Mayor summarised the outcomes of the Levelling Up White Paper which clarified the future role of LEPs and how they are integrated within their local democratic institutions.

Officers noted that the Combined Authority already has a long and successful history of working with private sector businesses, and LEP has strong input into advice and decision-making. The Combined Authority is already close to the government approved model, and a strong private sector voice strengthens links between the Combined Authority and other private sector business. The future of LEP integration was discussed at the LEP annual meeting. Officers clarified that the LEP board is advisory and does not make decisions, however they can advise decision making and its members are represented on the other thematic committees.

Members welcomed the commitment between the public and private sectors and expressed a desire to further build on the partnership and encourage more diverse decision making. The importance of engaging LEP members was emphasised, and LEP members were encouraged to use their networks to seek new opportunities for funding and development for the region.

**Resolved:**

- (a) That the content of the paper and the proposed future arrangements for the LEP be noted.
- (b) That comments made by members be taken into account in finalising the Integration Plan.
- (c) That authority is delegated to the Managing Director of the Combined Authority to finalise the Integration Plan in line with comments received and to submit the Plan to government ahead of the deadline in July.

**19. Adult Education Budget Update and Flexibilities**

The Combined Authority considered a report of the Director of Economic Services updating Members on progress with the devolved Adult Education budget and seeking approval for two planned flexibilities which constitute a departure from the published West Yorkshire AEB Strategy.

The Mayor introduced the report and the aims of the Adult Education budget to support 55,000 learners through a range of educational programmes. Members welcomed the support provided by the Adult Education Budget, and highlighted the need for flexibility to address skills shortages across the region and particularly for bus drivers. Officers confirmed that support has been provided to training partners to deliver bus driver training, and that 100% of the participants in such training had been successful in entering a bus driving job.

Members questioned the availability of future funding and requested feedback from learners regarding their experience. Officers confirmed that future funding is available as the budget is devolved to the region, and that feedback is regularly obtained from learners.

**Resolved:**

- (a) That progress made so far in Year 1 with AEB delivery and plans to improve the efficacy of the funds in year 2 be noted.
- (b) That the two Funding rule amendments as set out at paragraph 2.17 of the submitted report be approved.

**20. Equality, Diversity, and Inclusion**

The Combined Authority considered a report of the Director of Strategy, Communications and Policing which provided an update on the work to embed equality, diversity and inclusion into the work of the Combined

Authority and sought approval to adopt definitions of Antisemitism and Islamophobia/Anti-Muslim prejudice.

Officers explained the aim of the Combined Authority to embed equality, diversity, and inclusion as key principles that inform work undertaken throughout the region. Adopting the definitions of islamophobia and antisemitism as set out in the report is one method by which the goals of equality, diversion, and inclusion can be progressed. Adopting the definitions is considered best practice, and they have already been adopted by several other authorities.

Officers acknowledged there is always more work to be done to meet EDI targets and to represent the region's diverse communities. The targets will be set out in strategy and action plan from early autumn.

**Resolved:**

(a) That the progress made to embed EDI through the work of the Combined Authority be noted.

(b) That the Combined Authority adopts the definitions of Islamophobia and Antisemitism as proposed in the submitted report.

## **21. Organisational Evolution**

The Combined Authority considered a report of the Managing Director setting out proposed next steps to revisions to the Authority's operating model and seeking agreement to changes to the Directorate configuration.

Officers summarised the report outlining the proposed next steps of the Combined Authority's operating model. The Combined Authority has grown to an organisation with over 700 staff, and has also become a Mayoral Combined Authority which has brought about significant changes. A review of officer capacity has been undertaken and has identified structural changes which will allow the Combined Authority to operate as effectively as possible, including an additional tier of directors and the introduction of a Chief Operating Officer role. The restructure will increase capacity and see the Combined Authority switch from a process-based model towards an outcome-based model. It will also make decision-making and accountability more transparent across the organisation.

Members raised that additional management is not always the answer, however the need to meet targets is important to ensure the effective delivery of business. It was questioned how the new roles would increase the staff budget. Officers responded that capital programmes have approximately doubled over previous five years to around £280million, but staff levels have not increased in parallel. The change to the staff structure would be relatively low, but update reports with more detail will be brought before the Combined Authority in future meetings.

**Resolved:**

- (a) That the proposal to move from a 'process' to an 'outcome/mission' based operating model be endorsed.
- (b) That the change of role title from the current 'Managing Director' to 'Chief Executive' be approved.
- (c) That the revised Director roles and new posts of Executive Director Transport and Chief Operating Officer (working title) as set out in Appendix Two to the submitted report be approved in principle, noting that the specific areas of responsibility for each role, particularly within the functions reporting to the proposed Chief Operating Officer, may be subject to change.
- (d) That the creation of one additional Director post, bringing the total number of senior management roles from eight to nine be approved noting that two of these roles will occupy an additional tier between the current director roles and the Chief Executive.
- (e) That the deletion of the current director posts in line with the Management of Change process and timeline, pending revision of the Role Profiles and key accountabilities to align to the new structure be approved.
- (f) That the next steps as set out in paragraph 2.44 of the submitted report be endorsed and that the approval of final director Role Profiles and gradings be delegated to the Finance, Resources and Corporate Committee.

## **22. Minutes for Information**

Combined Authority members were presented with a summary of published minutes to note.

**Resolved:** That the minutes and notes of the Combined Authority's committees and panels were noted.