

**Report to:** West Yorkshire Combined Authority

**Date:** 8 December 2022

**Subject:** **Director Roles and Appointments**

**Director:** Ben Still, Chief Executive

**Author:** Business Improvement Manager-

|   |   |
|---|---|
| Is this a key decision?   | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| Is the decision eligible for call-in by Scrutiny?                                       | <input type="checkbox"/> Yes <input checked="" 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 type="checkbox"/> Yes <input checked="" type="checkbox"/> No |

## 1. Purpose of this Report

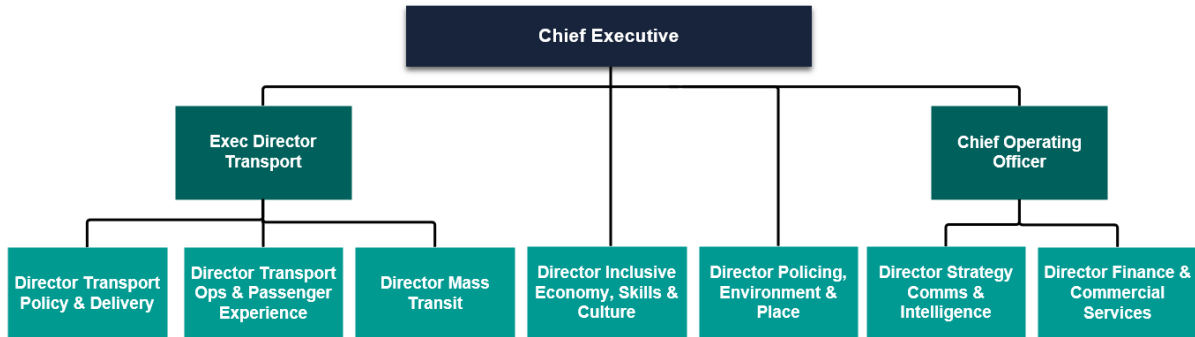
- 1.1 To update the Combined Authority on Director changes, following endorsement to update the organisation's senior structure and operating model in June 2022.
- 1.2 To ratify appointment of existing Directors into new roles in the revised senior structure following an internal Management of Change process, and to approve the creation of two Executive Director level roles – Chief Operating Officer and Executive Director Transport.
- 1.3 To approve the appointment of an interim Director of Inclusive Economy, Skills and Culture.
- 1.4 To approve the appointment of an interim Chief Operating Officer from 1 January 2023.
- 1.5 To note the changes to lead Directors for the Combined Authority's committees.

## 2. Information

- 2.1 At its meeting on 23 June 2022, the Combined Authority endorsed changes to the organisation's operating model and directorate structure. At the meeting on 22 July, the Combined Authority noted the content of revised Director role

profiles and endorsed the intention to fill these posts. This structure is set out in Figure 1 below for final approval by the Combined Authority.

**Figure 1: Senior Structure**



- 2.2 Following endorsement of the high-level structure, all Director roles in the new structure were subject to an independent pay and grading process. This resulted in the seven Director level positions remaining at the current grade R and the two Executive Director level positions (Chief Operating Officer / Executive Director Transport) being graded at S to reflect the increased remit and accountabilities of these roles.
- 2.3 Initial progress has now been made to move existing Directors into revised roles in the senior structure. This has involved an internal Management of Change process. The appointments for ratification by the Combined Authority are set out in Table 1 below.

**Table 1: Director Appointments**

| Ref | Director Role   | Appointment  |
|-----|---|--|
| 1   | Director Strategy, Communications & Intelligence      | <b>Alan Reiss</b>  |
| 2   | Director, Finance & Commercial Services               | <b>Angela Taylor</b>   |
| 3   | Director, Transport Operations & Passenger Experience | <b>Dave Pearson</b>  |
| 4   | Director, Transport Policy & Delivery                 | <b>Melanie Corcoran</b>  |
| 5   | Director, Policing Environment & Place                | <b>Liz Hunter</b>  |
| 6   | Director, Inclusive Economy, Skills & Culture         | <b>Phil Witcherley</b> appointed on an interim basis (see below) |
| 7   | Director, Mass Transit                                | <b>Kevin Murray</b> (contractor) appointed on an interim basis   |

**Director, Inclusive Economy, Skills & Culture**

- 2.4 The Director of Economic Services left his post in early November 2022, leaving the post vacant. In order to provide continuity and leadership for teams

and senior capacity in this area, it is proposed to appoint an interim Director until a permanent recruitment process has taken place.

- 2.5 As such, an internal competitive process was held for existing Heads of Service within the Combined Authority, and Phil Witcherley (substantively the Head of Service for Business, Innovation, Skills and Culture Policy) has been provisionally appointed on an interim basis, until such time as a permanent Director is in post. Approval is sought from the Combined Authority on this interim appointment.

### **Chief Operating Officer**

- 2.6 Previous papers set out the rationale for the creation of a Chief Operating Officer role, to provide strategic leadership to the corporate centre and integrate and strengthen the corporate functions. This paper seeks approval to formally create and commence permanent recruitment for this post.
- 2.7 There is a significant change programme underway within the Combined Authority to implement the outcome focussed operating model, including the structures, processes, ways of working and cultures and behaviours which are required to make this a success. A priority part of this work is redesigning the 'corporate centre' of the organisation to make it fit for purpose to support the delivery of better outcomes for communities across West Yorkshire.
- 2.8 In order to drive forward the change programme, in particular the design of the corporate centre, it is proposed to appoint a Chief Operating Officer on an interim basis, while a substantive recruitment gets underway.
- 2.9 Following an internal process for existing Directors, Melanie Corcoran (new substantive role Director, Transport Policy & Delivery) has been provisionally appointed to the role of Chief Operating Officer on an interim basis. Subject to approval from the Combined Authority, the proposal is to commence this appointment from 1 January 2023 until such time as a permanent appointment is made. Backfill arrangements would be put in place internally for the Director Transport Policy and Delivery, and this will be brought forward to the February Combined Authority meeting for ratification.

### **Executive Director Transport**

- 2.10 Previous papers set out the rationale for creating an Executive Director Transport role which will create a single appoint of senior accountability for delivering transport outcomes across West Yorkshire.
- 2.11 This paper seeks approval to create this role and proceed with recruitment.

### **Committees – Lead Officers**

- 2.12 In line with the above changes, the lead Directors responsible for each committee needs to be revised. A proposal is set out in Table 2 below.

**Table 2: Lead Directors for Combined Authority Committees**

| <b>Committee</b>  | <b>Lead Director</b>                | <b>Deputy</b>                               |
|---|-------------------------------------|---|
| <b>Combined Authority</b>                                     | Chief Executive                     | Strategy, Communications & Intelligence     |
| <b>LEP Board</b>  | Chief Executive                     | Strategy, Communications & Intelligence     |
| <b>Finance Resources &amp; Corporate Committee</b>            | Chief Operating Officer             | Finance & Commercial Services               |
| <b>Governance &amp; Audit</b>                                 | Chief Operating Officer             | Finance & Commercial Services               |
| <b>Business Economy &amp; Innovation</b>                      | Inclusive Economy, Skills & Culture | Strategy, Communications & Intelligence     |
| <b>Climate, Energy &amp; Environment</b>                      | Policing, Environment & Place       | Strategy, Communications & Intelligence     |
| <b>Culture, Heritage &amp; Sport</b>                          | Inclusive Economy, Skills & Culture | Strategy, Communications & Intelligence     |
| <b>Employment &amp; Skills</b>                                | Inclusive Economy, Skills & Culture | Strategy, Communications & Intelligence     |
| <b>Place, Regeneration &amp; Housing</b>                      | Policing, Environment & Place       | Strategy, Communications & Intelligence     |
| <b>Transport</b>  | Transport Policy & Delivery         | Transport Operations & Passenger Experience |
| <b>Corporate Scrutiny</b>                                     | Chief Operating Officer             | Finance & Commercial Services               |
| <b>Economy Scrutiny</b>                                       | Inclusive Economy, Skills & Culture | Strategy, Communications & Intelligence     |
| <b>Transport/Infrastructure Scrutiny</b>                      | Transport Policy & Delivery         | Transport Operations & Passenger Experience |
| <b>Police &amp; Crime Panel<sup>1</sup></b>                   | Policing, Environment & Place       | Strategy, Communications & Intelligence     |
| <b>Joint Independent Audit Committee (Police)<sup>2</sup></b> | Finance & Commercial Services       | Policing, Environment & Place               |

### **3. Tackling the Climate Emergency Implications**

3.1 Amendment of the senior level structure will bring greater senior capacity for the Combined Authority's work on tackling the climate emergency and a single senior point of accountability for achieving outcomes in this area. Tackling the Climate Emergency will be embedded into the outcomes we seek to deliver as an organisation.

### **4. Inclusive Growth Implications**

<sup>1</sup> The West Yorkshire Police and Crime Panel is a statutory Joint Committee, not a Combined Authority committee, but is shown here for completeness.

<sup>2</sup> Joint Independent Audit Committee is a joint committee with West Yorkshire Police which advises the Mayor and Deputy Mayor for Policing and Crime on matters in relation to audit and risk.

- 4.1 Amendment of the senior level structure will bring greater senior capacity for the Combined Authority's work on inclusive growth and a single senior point of accountability for achieving outcomes in this area. Achieving inclusive growth will be embedded into the outcomes we seek to deliver as an organisation.

## **5. Equality and Diversity Implications**

- 5.1 Amendment of the senior level structure will bring greater senior capacity for the Combined Authority's work on embedding Equality, Diversity and Inclusion into everything we do. Alan Reiss will remain as the Senior Equality, Diversity and Inclusion Champion.

## **6. Financial Implications**

- 6.1 The costs of the revised structure are included in the proposed budget for 2023/24, following the previous approvals to the structure considered in the summer. The changes that take effect during 2022/23 can be managed within the overall staffing budget and vacancy savings.

## **7. Legal Implications**

- 7.1 A separate item on this agenda sets out proposed changes to the officer scheme of delegation to reflect the changes to roles and responsibilities set out in this item.

## **8. Staffing Implications**

- 8.1 Changes to the organisation's senior structure have necessarily meant changes to existing Director's roles and responsibilities. New role profiles have been developed and independently evaluated. The process to move existing Directors into the revised roles in the structure has been conducted in line with the Combined Authority's Management of Change Policy.

## **9. External Consultees**

- 9.1 No external consultations have been undertaken.

## **10. Recommendations**

- 10.1 The Combined Authority is asked to:

- 10.1.1 Approve the amendment of the organisation's establishment to create the revised senior structure as set out in Figure 1.

- 10.1.2 Ratify the appointment of existing Directors into revised roles, shown in Table 1.

- 10.1.3 Approve progression to recruitment of all vacant Director posts in the structure.

10.1.4 Approve the appointment of Phil Witcherley into the post of Interim Director of Inclusive Economy, Skills and Culture, until such time as a substantive appointment is made.

10.1.5 Approve the appointment of Melanie Corcoran into the post of Chief Operating Officer from 1 January 2023 on an interim basis, until such time as a substantive appointment is made.

10.1.6 Note the update to the list of responsible Directors for Combined Authority committees set out in Table 2.

## **11. Background Documents**

23 June 2022 Combined Authority Report – Item 21 – [Organisational Evolution](#)

22 July 2022 Combined Authority Report – Item 9 – [Corporate Matters](#)

## **12. Appendices**

None