

Report to: West Yorkshire Combined Authority

Date: 10 May 2018

Subject: Strategy, Policy and Communications Director: Review and approach

Director: Ben Still, Managing Director

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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 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:	

1 Purpose of this report

- 1.1 To advise the Combined Authority on the proposal to move to recruit to the post of Director, Policy, Strategy and Communications which is currently vacant.

2 Information

Current situation

- 2.1 The organisational structure was amended in December 2017 following the departure of the Director of Policy, Strategy and Communications. An interim P&S Director was appointed on a temporary basis, with the Communications and Marketing function split out to make the interim post more manageable. The interim role was focused on internal leadership, completing the organisational change programme within the Directorate, business planning and progress key policy priorities.
- 2.2 The period of time without a Director in post caused substantial pressures within the Combined Authority. It is also clear that the role of integrated strategy Director is a challenging one particularly in terms of giving equal

emphasis to both the transport and economic development elements of the Directorate.

Options considered

2.3 It is now appropriate to consider moving towards a more permanent solution with regards to the recruitment to this position. The options available have been considered and have been discussed in principle with the local authority Chief Executives. The options that have been considered are:

- Restructure internally and do without the Strategy Director role;
- Recruit to a substantive position with its current limited remit (e.g. not including the communications team)
- Recruit to the original position on a substantive basis.

Preferred option

2.4 These options have been assessed against cost and delivery of the Combined Authority objectives. The option preferred by the Managing Director, supported by the Chief Executives is to move to recruit to the original role as established on the structure. This option provides for a senior figure who can represent the City Region externally, and make the linkages across policy agendas. It provides the leadership to give direction to teams working on the evidence base and data analysis for policy development, through to the strategies for delivery, developing projects and business cases and the external communication of the work.

2.5 The role profile for the role has been updated to ensure it reflects current requirements, in particular a stronger focus on leading work and championing inclusive growth.

Route to recruitment

2.6 A number of options have also been considered in the most suitable way of recruiting to the position and ensuring the best field of candidates is identified and considered. The route that would seem to meet the needs would be to:

- Establish a member appointment panel for the recruitment with representatives from the Combined Authority to constitute the recruitment panel.
- Procure support to carry out the “search” aspects of the process to allow for the best possible field of applicants.
- Carry out the shortlisting, assessment and selection process in house within the Combined Authority’s current HR resource

3 Inclusive Growth Implications

3.1 The recruitment to this post and ensuring a suitably qualified and experienced post holder in place will be critical in the inclusive growth priorities being met across the organisation. The post holder will be expected to be the officer

'champion' of Inclusive Growth within the Combined Authority and to external technical audiences.

4 Financial Implications

- 4.1 The substantive role of Director (and associated support costs) is already part of the Combined Authority 2018/19 and forward budgets. The post is graded at R (£92- 106k). Small savings could have been generated by a post with a smaller remit, but this was not assessed as offering value for money.

5 Legal Implications

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

6 Staffing Implications

- 6.1 There are currently interim arrangements in place to cover the position on a temporary basis. Depending on the outcome of the recruitment process, consideration would need to be given to the ending of these arrangements and any knock on implications.

7 External Consultees

- 7.1 No external consultations have been undertaken beyond local partner authorities.

8 Recommendations

- 8.1 That the Combined Authority endorses that the vacant Director of Policy, Strategy and Communications position be recruited to on a substantive basis.
- 8.2 That the Combined Authority endorses the proposed approach to recruiting to this position and establishes a member appointment panel to be involved in the recruitment process.

9 Background Documents

Appendix 1: Report to the Combined Authority in September 2016 setting up the new structure

Appendix 2: Report to the Combined Authority in December 2017 on interim arrangements