

15 October 2021

REPORT SUMMARY SHEET

PROPOSED FUTURE LEADERSHIP STRUCTURE

Purpose

To propose a future leadership structure for the Combined Authority.

Recommendations

1. It is recommended that the West of England Combined Authority Committee endorse the proposed structure and work collaboratively with the Combined Authority on the implementation of this new structure.
2. There are one-off implementation costs associated with the staffing reductions, which would range from £230k to £253k. It is recommended that the Committee approve the implementation costs, of between £230k and £253k, to be funded from the Combined Authority General Reserve (should these costs be approved then the figure will be added to the budget monitoring report at item 15 on this agenda).

Contact officer: Patricia Greer

Position: Chief Executive

**REPORT TO: WEST OF ENGLAND COMBINED AUTHORITY
COMMITTEE**

DATE: 15 October 2021

REPORT TITLE: PROPOSED FUTURE LEADERSHIP STRUCTURE

DIRECTOR: CHIEF EXECUTIVE

AUTHOR: PATRICIA GREER

1. Purpose of Report

1.1 Following the Metro Mayor elections in May 2021, Dan Norris was elected as Mayor of the West of England. This has naturally resulted in a change of leadership and direction for the Combined Authority. The Mayor was elected with a clear manifesto, that has been translated into five clear priorities that set out the focus of the organisation over the next 4 years and beyond:

- Create West of England Transport
- Tackle the climate and ecological emergency
- Secure decent jobs and training
- Affordable places to call home
- Put the West of England on the map for national and global success

1.2 Further, the impact of Covid-19 on the region has been significant, and the Combined Authority has been at the forefront of leading the regional economic recovery, with the support of our Council partners and other key stakeholders, bringing people together to ensure our region remains a thriving, successful and innovative place to live and work.

1.3 It is incumbent on the Mayor and the Chief Executive to equip the Combined Authority to deliver against this ambitious agenda. This means making sure that the leadership roles are aligned to the Mayor's priorities and have the requisite skills, knowledge and experience. The Combined Authority also recognises the importance of the need for leadership in the Environment space following the discussion at the previous Committee meeting and has positively reflected on this to seek efficiencies in the leadership structure to enable this to be funded while making an overall saving to the Authority's staffing budget. The purpose of this paper is therefore to present a proposed new leadership structure for the Combined Authority for Committee approval.

2 Summary of proposed changes

2.1 In summary, this paper proposes the following changes:

- The recruitment and appointment of a permanent Strategic Director of Environment (set out separately in a further paper to this Committee but included here for completeness).
 - The recruitment and appointment of a permanent Strategic Director of Transport and Delivery, to replace the Director of Infrastructure
 - The creation of a permanent Director of Strategy and Innovation, replacing the existing Head of Policy and Strategy
 - The deletion of the Director of Legal Services (Monitoring Officer), and the creation of a Head of Legal and Compliance (Monitoring Officer) reporting to the Director of Investment and Corporate Services
 - The deletion of the Head of Capital Delivery and the creation of a Director of Delivery and Housing, with the Housing and Planning service moving into this new Directorate
- 2.2 As a result of these changes, there will be some further realignment of staff at lower levels of the organisation into the new leadership structure, however these are not set out in detail in this paper.

3. Organisational restructure and realignment - The case for change

- 3.1 The Mayor's priorities set the Authority on a new path when compared with the previous four years. In particular, the Mayor has a clear focus on sustainability, climate change and the environment, as well as the creation West of England Transport.
- 3.2 The focus on climate change, and the Combined Authority's clear role in leading the Climate Emergency Action Plan as we seek to achieve net zero by 2030, has necessitated the creation of a Director of Environment. The case for this role is set out in greater detail in the further paper being presented to this Committee. Following the feedback at the previous Committee when this role was discussed, the Authority has reflected on its structure and is proposing changes to enable this to be funded while making an overall saving.
- 3.3 Similarly, the Mayor's focus on the creation of West of England Transport, coupled with the Combined Authority's recent bid for CRSTS funding of up to £850m and upcoming BSIP bid, underscores the need for a Director focusing entirely on the region's ambitious plans for Transport strategy and delivery. It is also proposed that the Head of Capital Delivery role is replaced by a Director, which will also have responsibility for Housing and Planning. This will ensure that there is strategic focus on the delivery of the Authority's Capital Programme on behalf of the region.
- 3.4 The Legal Services directorate, which also focuses on the delivery of Democratic Services, also requires review, as set out in the structure proposed in this paper. It is proposed that this function is led by a Head of Service reporting into the Corporate Services Directorate but retains the Monitoring Officer responsibility.
- 3.5 The work of the Strategy and Policy function has grown considerably over recent times, and it is proposed that this work, alongside the innovation work currently within the Business and Skills area, is headed up by a Director.
- 3.6 In addition, the Combined Authority has grown at pace over the last 18 months, with headcount increasing from 132 employees in April 2020 to 250 employees in September 2021. This growth shows little sign of abating as the Combined Authority continues to be successful in securing Government funding to deliver against its

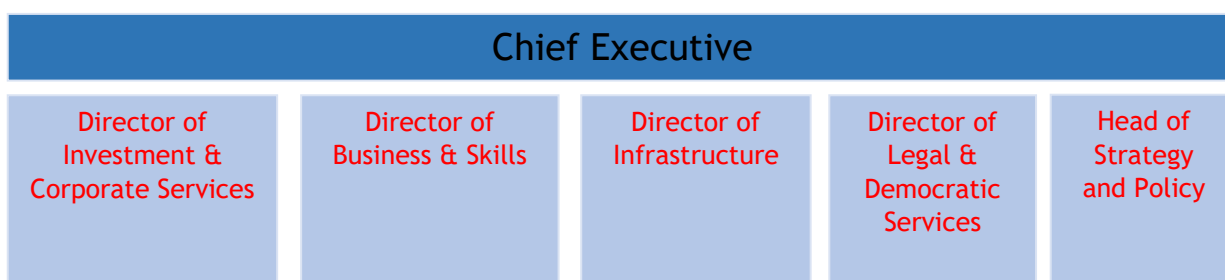
ambitious agenda. Some areas of the organisation have grown more quickly than others and priorities have changed, so there is a need to ensure our structure allows for expertise to be aligned efficiently and effectively in order to deliver our organisational and political agenda.

3.7 The organisational structure has not been reviewed since the Combined Authority formed in 2017, and while the structure has served its purpose well, there is a need to review the structure in light of the new mayoral priorities and on account of the rapid expansion of growth within the organisation to ensure resources are utilised in the most cost-effective and efficient way.

3.8 The objectives for the proposed restructure and re-alignment of SMT are:

- To align the organisational leadership structure with the Mayor's priorities and needs of the organisation
- To ensure that the services (taking into account technical expertise and requirements of the services) which fall under the directorates meet the mission and purpose of The Combined Authority's political and organisational agenda
- To ensure, as far as possible, that the span of control of each of the Directorates is comparable within the Combined Authority
- To ensure that all directorates have consistent strategic leadership
- To ensure that the current services are aligned to the most appropriate directorate
- To enable strategic commissioning opportunities across the organisation
- To encourage and re-enforce a culture of strong leadership
- To allow for internal processes and communication lines to be more streamlined and efficient
- To enact a new structure while creating overall efficiency savings

4. Organisational restructure and realignment – Current Leadership Structure

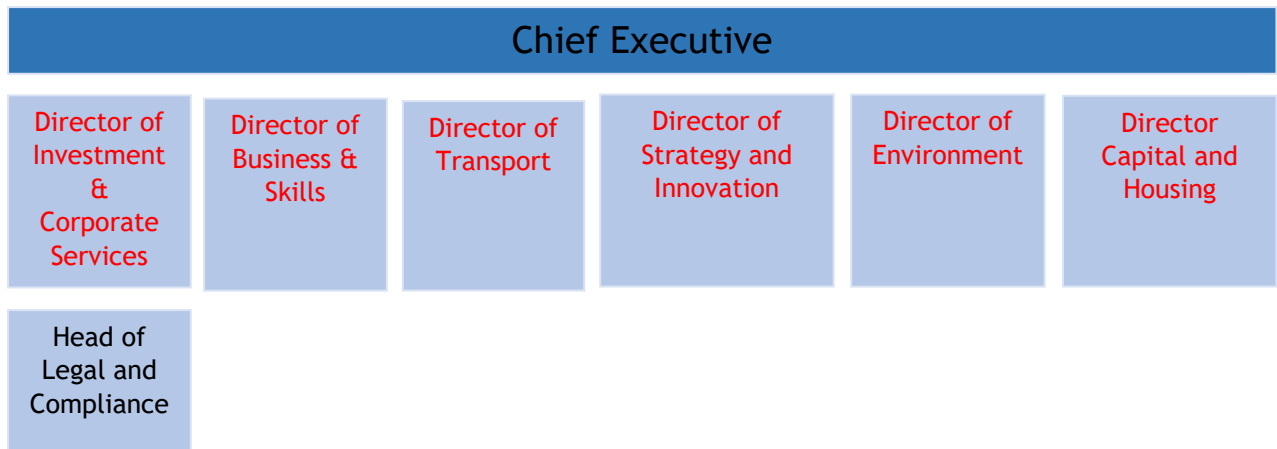


4.1 The Statutory Monitoring Officer role is currently incorporated within the Director of Legal & Democratic Services role.

4.2 The role of Statutory Chief Financial Officer held by the Director of Investment and Corporate Services.

5. Organisational restructure and realignment – Proposed Leadership Structure

SMT Members in red:



5.1 Further detail on proposed structure:

- I. All changes detailed in this paper will be subject to full consultation with affected individuals subject to Committee approval.
- II. All Director roles to be called Strategic Directors and are aligned to a Strategic Director job description. Appendix 1 highlights the proposed generic elements to the Strategic Director role which would be applicable to all Strategic Director post holders, with the intention that specifics relating to the Directorate focus are then specified in addition.
- III. The current Head of Strategy and Policy role becomes a permanent Strategic Director level role to reflect the expected level of the role compared to equivalent peers, as well as taking on the responsibility for Innovation. The suggested new role title is “Director of Strategy and Innovation”
- IV. A new Environment Directorate is created, led by a new permanent Strategic Director of Environment. This new directorate will allow the Combined Authority to take forward the Joint Green Infrastructure Strategy action plans in an effective and logical way where all the ‘green’ projects that are currently spread across the organisation can be brought together to achieve the green infrastructure requirements of the Government’s 25-year Environment plan and Environment Bill (2019/21)
- V. A new Transport Directorate is created to take forward the Authority’s ambitious transport plans for the region. This would replace the vacant Director of Infrastructure role.
- VI. The current Statutory Monitoring Officer role, which is pursuant to section 5 of the Local Government and Housing Act 1989, is currently incorporated within the Director of Legal & Democratic Services role. The Combined Authority proposes a ‘Head of Legal & Compliance’ (HoS 3 level) where the legal expertise of the post holder is maintained, but is line managed by the Strategic Director of Corporate Services. Appendix 2 highlights the proposed new Head of Legal & Compliance job description and the structure within which the role sits.

6. Recruitment of new Strategic Directors – proposed process

- 6.1 The Combined Authority recognises the importance of working collaboratively on external Director level recruitment, while acknowledging that the process needs to be lean to ensure a swift appointment.
- 6.2 It is proposed that the roles are advertised externally, with specialist support to ensure that the fields are strong. As per previous Director level roles, an initial shortlisting process will be completed, with those candidates who are potentially appointable participating in a final interview including political representation from WECA and the Councils, which would constitute the “Appointments Committee”. A joint decision would then be made by the Appointments Committee on appointment.
- 6.3 It is proposed that both ‘new’ roles (Director of Environment and Director of Transport) are advertised simultaneously.
- 6.4 The process is likely to take 7-8 weeks from the point of agreement, to allow for advertisement, shortlisting and interviews. In addition, there will likely be up to an additional 3 months once an offer is made to allow for the notice period of the successful candidate. A start date of March-April 2022 is therefore the earliest that can be reasonably anticipated.

7. Recommendation

- 7.1 It is recommended that the West of England Combined Authority Committee endorse the proposed structure and work collaboratively with the Combined Authority on the implementation of this new structure.
- 7.2 There are one-off implementation costs associated with the staffing reductions, which would range from £230k to £253k. It is recommended that the Committee approve the implementation costs, of between £230k and £253k, to be funded from the Combined Authority General Reserve (should these costs be approved then the figure will be added to the budget monitoring report at item 15 on this agenda).

8. Consultation

- 8.1 Informal discussions have been held with affected directors and heads of service.
- 8.2 Engagement of UNISON representatives both informally and via Joint Negotiating and Consultation Committee (JNCC)

9. Public Sector Equality Duties

- 9.1 The public sector equality duty created under the Equality Act 2010 means that public authorities must have due regard to the need to:
 - Eliminate unlawful discrimination, harassment and victimization and other conduct prohibited by the Act.
 - Advance equality of opportunity between people who share a protected characteristic and those who do not.
 - Foster good relations between people who share a protected characteristic and

those who do not.

9.2 The Act explains that having due regard for advancing equality involves:

- Removing or minimising disadvantages suffered by people due to their protected characteristics.
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

9.3 The general equality duty therefore requires organisations to consider how they could positively contribute to the advancement of equality and good relations. It requires equality considerations to be reflected in the design of policies and the delivery of services, including policies, and for these issues to be kept under review.

9.4 There are no equalities implications in relation to this report.

10. Finance Implications, including economic impact assessment where appropriate:

10.1 The changes proposed in this report are affordable within the base budget and will deliver ongoing savings of circa £48,500. There will be a one-off cost of circa £230K to £253K to implement the required changes which can be funded from the Combined Authority General reserve upon Committee approval.

Advice given by: Malcolm Coe, Director of Investment and Corporate Services

11 Legal Implications:

11.1 The constitution (Employment and Appeals Committee) oversees the appointment of Directors and all statutory requirements should be met.

Advice given by: Shahzia Daya, Director of Legal and Democratic Services

12 Climate Change Implications

12.1 On 19 July 2019, the West of England Combined Authority declared a climate emergency, recognizing the huge significance of climate change and its impact on the health, safety and wellbeing of the region's residents. The Combined Authority is committed to taking climate change considerations fully into account as an integral part of its governance and decision-making process.

Each report/proposal submitted for Combined Authority / Joint Committee approval is assessed in terms of the following:

Will the proposal impact positively or negatively on:

- * The emission of climate changing gases?
- * The region's resilience to the effects of climate change?
- * Consumption of non-renewable resources?

* Pollution to land, water or air?

Particular projects will also be subject to more detailed environmental assessment/consideration as necessary as part of their detailed project-specific management arrangements

12.2 Not applicable to this specific report

13 Land/property Implications

13.1 Not applicable.

14 Human Resources Implications:

14.1 Full consultation process will take place for affected, including redundancy and redeployment process for employees in roles that are being deleted but replaced with alternatives.

14.2 Advice given by: Alex Holly, Head of People & Assets, and Monica Ogborne, HR Business Partner

15 Appendices: listed below

Exempt Appendix circulated separately to committee members

Appendix 1 - Strategic Director job description

Reporting to the Chief Executive

Generic Job purpose

To lead the corporate direction of WECA on delivering efficient, effective, professional services that are aligned to the organisation and political objectives.

As a member of the Senior Management Team (SMT) to contribute to the strategic leadership of WECA, assisting and deputising for the Chief Executive in contributing to the effective and efficient management of the organisation to meet organisational objectives within agreed budgets.

Building and maintaining strong partnerships locally and nationally to support the new West of England Transport Authority, the post holder will be expected to lead on the development and delivery of key strategies, including the Local Industrial Strategy, Business Plan and Operating framework

Key Objectives

Effective strategic leadership

- Take full responsibility for leading and overseeing the strategic planning activity of the Directorate
- Drive strategic initiatives and support the development of long-term growth plans
- Support and advice the CEO, representing the views of the CEO internally and externally

Shape and deliver the Organisational and Political agenda

- Shape and guide the development of the services within the Directorate, ensuring that they integrate with WECA's strategic plans
- Develop, contribute to and deliver key WECA priority strategies, initiatives and action plans
- Work closely with all the Strategic Directors in the organisation, and across the region, to create a joined-up approach to achieving organisational and political objectives.

Finance and resource management

- Drive the quality of the services within the Directorate and ensure effective deployment of resources
- Lead and motivate the directorate to deliver strategic excellence
- Ensure that financial objectives within area of responsibility are achieved and secure value for money
- Address and report adverse variances as appropriate
- Ensure commitment of partners to ongoing funded activity
- Secure and report on new funding streams as and when appropriate opportunities emerge

Partnership working

- Represent and promote WECA within the region, working with others to achieve common goals
- Foster direct relations with key internal and external stakeholders

Team Management

- Foster effective communication, consultation and working relationships with employees and their representatives, particularly in the areas of work for which the post holder is directly accountable.
- Contribute directly to relevant WECA meetings, Committees and other Members groups.
- Ensure that policies and processes are agreed and implemented to support delivery and that all legal and statutory obligations are met in relation to the relevant services and functions within the Directorate.
- Create high performing teams, demonstrating WECA values
- Manage the development of staff in the core team.
- Recruit new staff as appropriate
- Manage any issues around attendance and poor performance, as necessary.
- Champion the WECA mission and values

Core qualifications and knowledge

- Degree level or equivalent standard of general education
- Strategic understanding of the directorate specialism
- Knowledge of relevant legislation, regulations, national policies and professional best practice
- Knowledge of public sector funding sources, finance procedures and budget management
- Experience of key local government politics, political structures and culture
- (D) Management qualification eg DMS, MBA, NVQ level 5
- (D) Member of relevant professional body
- (D) Relevant post-graduate qualification

Core skills and competences

- Excellent communication, influencing and negotiation skills in a range of environments
- Ability to give appropriate, timely, targeted advice to support strategic decision making and ensure strong governance
- Ability to build partnerships internally and externally
- Ability to manage relationships and partnerships with a focus on the long-term, openly sharing to build trust, manage conflict and enable an understanding of the common ground.
- Ability to take a strategic approach, building coalitions or relationships to gain support over the long-term
- Demonstrable track record of leading and inspiring teams, motivating staff and developing a positive organisational culture
- Excellent interpersonal skills to command the confidence of colleagues, Members and external partners.
- Ability to balance logical and analytical approach to decision making whilst bringing innovative solutions to complex problems

Appendix 2: Proposed Head of Legal & Compliance job description

Job title	Head of Legal and Compliance (Statutory Monitoring Officer)
Managed by:	Director of Corporate Services
Grade:	HOS 3
Purpose of the job	
<p>To lead the strategic legal support required by the Combined Authority, providing monitoring and assurance to the Senior Leadership Team and the Regional Mayor, ensuring transparency and legality of decision making;</p> <p>To act as Statutory Monitoring Officer and Chief Legal Officer to the Regional Mayor, Chief Executive Officer and the Senior Leadership Team in accordance with section 5 of the Local Government and Housing Act 1989.</p> <p>To provide service leadership to ensure the delivery of high-quality decision making, scrutiny, electoral, civic and councillor support functions in accordance with all legal and constitutional requirements.</p> <p>To lead the Democratic Services service within agreed budgets, and in accordance with all Combined Authority policies and priorities, and ensure that they are efficient, focused, customer facing and accountable.</p> <p>To be the board-level lead for all Democratic Services across the Authority</p>	
Key responsibilities	
<p>Legal responsibilities</p> <ul style="list-style-type: none"> • Act as the Combined Authority’s chief legal adviser on all matters, including employment law matters where appropriate, to provide and providing legal counsel to the board of directors, chairman of the board, chief executive officer and other senior management • Arrange representation of the Authority in legal proceedings in Courts, Tribunals and Enquiries, legal advice to the Authority, Members and Officers to ensure that the Authority’s policies and objectives are achieved lawfully and without challenge • Lead all Legal Services and legal provision to the Authority • Responsible for working to maintain an organization’s legal and ethical integrity. <p>Democratic services & Monitoring officer</p> <ul style="list-style-type: none"> • Act as the responsible officer for all Democratic Services provision across the Authority, leading a small team to ensure the service is run in accordance with all legal requirements • Ensure that the Combined Authority is operating and behaving within the legal and constitutional frameworks as required by the Combined Authority Order • Ensure the maintenance and yearly review of the West of England Combined Authority Constitution to ensure that it meets current legislative and best practice requirements, and the operational policies that support this, developing a programme to ensure Members and staff are aware of their responsibilities and legal framework in which they operate • Be responsible for the conduct of councillors and officer, providing advice and guidance to ensure conduct is in line with the combined authority constitution and the law • Attend all public meetings of the West of England Combined Authority to provide advice and 	

- guidance to the Regional Mayor on all matters relating to the conduct of these committees
- Investigate and report on any matters brought to the Monitoring Officer attention that may be illegal or amount to maladministration
- Ensure the management and maintenance of the Combined Authority's Strategic Risk Register and risk management policy in conjunction with the Chief Executive, Director of Corporate Services and the Chair of the Audit Committee
- Monitor complaints and advise the Mayor, the Chief Executive and Members of any emerging areas of concern and potential actions to remedy
- Obtain internal and external legal advice to support the Governance function as appropriate
- Build effective, trusting relationships with councillors, the public and key stakeholders.

PERSON SPECIFICATION

Essential (must have)

- Qualifications and Knowledge**
- LLB or equivalent legal qualification/Qualified Solicitor or Barrister
 - Understanding of key local government politics, political structures and culture
 - In-depth knowledge and understanding to the link between constitution, governance, policy and strategy

- Experience**
- Proven experience of leading a legal service at a senior level
 - Significant experience of working as a Statutory Monitoring Officer
 - Successful track record of providing legal advice and assurance to multi-disciplinary services within a large complex service-led organization, over a significant period of time
 - Demonstrable experience of ~~operating at Board level~~, providing advice, guidance, governance and assurance to a strategic leadership team, where such advice could have significant implications for the organisation and beyond
 - Proven experience within a complex political environment
 - Comprehensive, up to date knowledge of legislation, practice and developments relating to the management of professional services in Local Government
 - Strong track record of managing resources – both financial and people – to achieve key strategic outcomes

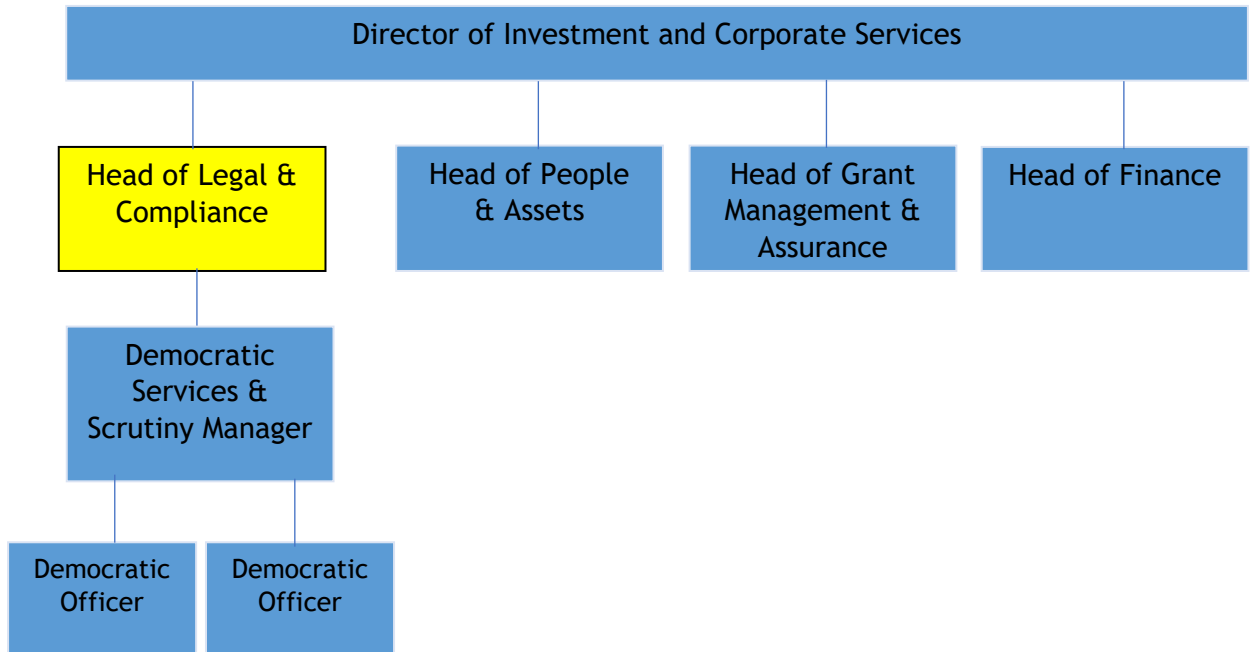
- Skills and Competencies**
- Excellent organizational skills, thorough knowledge on recent regulation changes, and good leadership skills
 - Excellent communication, influencing and negotiation skills in a range of environments
 - Ability to give appropriate, timely, targeted advice to support strategic decision making and ensure strong governance
 - Ability to build partnerships internally and externally
 - Ability to manage relationships and partnerships with a focus on the long-term, openly sharing to build trust, manage conflict and enable an understanding of the common ground.
 - Ability to take a strategic approach, building coalitions or relationships to gain support over the long-term

Desirable

- Member of professional Management body

- Demonstrable experience of working within a local authority setting with Elected Members
- Employment Law specialism

Structure where this post sits:



Background papers:

Not applicable

West of England Combined Authority Contact:

Any person seeking background information relating to this item should seek the assistance of the contact officer for the meeting who is Ian Hird on 07436 600313; or by writing to West of England Combined Authority, 3 Rivergate, Temple Quay, Bristol BS1 6EW; email: democratic.services@westofengland-ca.gov.uk