

A meeting of the

**West of England Combined Authority
Employment and Appointments Committee**

will be held on

Date: Wednesday 15 November 2017

Time: 2.30pm

Place: City Hall, Bristol City Council, College Green, Bristol, BS1 5TR

Notice of this meeting is given to members of the West of England Combined Authority Employment and Appointment Committee as follows:

Mayor Tim Bowles, West of England Combined Authority
Cllr Tim Warren, Bath & North East Somerset Council
Mayor Marvin Rees, Bristol City Council
Cllr Matthew Riddle, South Gloucestershire Council

Enquiries to:

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Tel: 0117 42 86210

YOU HAVE THE RIGHT TO:-

- Attend all WECA, Committee and Sub-Committee meetings unless the business to be dealt with would disclose 'confidential' or 'exempt' information.
- Inspect agendas and public reports five days before the date of the meeting
- Inspect agendas, reports and minutes of the WECA and all WECA Committees and Sub-Committees for up to six years following a meeting.
- Inspect background papers used to prepare public reports for a period public reports for a period of up to four years from the date of the meeting. (A list of background papers to a report is given at the end of each report.) A background paper is a document on which the officer has relied in writing the report.
- Have access to the public register of names, addresses and wards of all Councillors sitting on WECA, Committees and Sub-Committees with details of the membership of all Committees and Sub-Committees.
- Have a reasonable number of copies of agendas and reports (relating to items to be considered in public) made available to the public attending meetings of WECA, Committees and Sub-Committees.
- Have access to a list setting out the decisions making powers the WECA has delegated to their officers and the title of those officers.
- Copy any of the documents mentioned above to which you have a right of access. There is a charge of 15p for each side of A4, subject to a minimum charge of £4.
- For further information about this agenda or how the Council works please contact Joanna Greenwood, telephone 0117 42 86210 or e-mail: Joanna.greenwood@westofengland-ca.gov.uk

OTHER LANGUAGES AND FORMATS

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Please phone 0117 42 86210**

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If you intend to film or audio record this meeting please contact the Democratic Services Officer named on the front of the agenda papers beforehand, so that all necessary arrangements can be made.

Some of our meetings are webcast. By entering the meeting room and using the public seating areas you are consenting to being filmed, photographed or recorded. At the start of the meeting, the Chair will confirm if all or part of the meeting is to be filmed. If you would prefer not to be filmed for the webcast, please make yourself known to the camera operators.

An archived recording of the proceedings will also be available for viewing after the meeting. The Combined Authority may also use the images/sound recordings on its social media site or share with other organisations, such as broadcasters.

To comply with the Data Protection Act 1998, we require the consent of parents or guardians before filming children or young people. For more information, please speak to the camera operator.

West of England Combined Authority Employment and Appointments Committee Agenda

1. EVACUATION PROCEDURE

In the event of a fire, please await direction from the Bristol City Council staff who will help assist with the evacuation. Please do not return to the building until instructed to do so by the fire warden(s)

2. APOLOGIES FOR ABSENCE

To receive apologies for absence from Members.

3. DECLARATIONS OF INTEREST UNDER THE LOCALISM ACT 2011

Members who consider that they have an interest to declare are asked to: a) State the item number in which they have an interest, b) The nature of the interest, c) Whether the interest is a disclosable pecuniary interest, non-disclosable pecuniary interest or non-pecuniary interest. Any Member who is unsure about the above should seek advice from the Monitoring Officer prior to the meeting in order to expedite matters at the meeting itself.

4. MINUTES

To consider and approve the minutes from 24 May 2017 of West of England Combined Authority Employment and Appointments Committee Meeting.

5. CHAIR ANNOUNCEMENTS

To receive announcements from the Chair of the West of England Combined Authority Employment and Appointments Committee.

6. ITEMS FROM THE PUBLIC

Members of the public can speak for up to 3 minutes each. The total time for this session is 30 minutes so speaking time will be reduced if more than 10 people wish to speak.

If you wish to present a petition or make a statement and speak at the meeting, you are required to give notice of your intention by noon on the working day before the meeting by e-mail to democratic.services@westofengland-ca.gov.uk. **The deadline is 12pm Tuesday 14th November.**

If you wish to ask a question at the meeting, you are required to submit the question in writing to democratic.services@westofengland-ca.gov.uk no later than 3 working days before the meeting. **The deadline is 5pm Thursday 9th November.**

7. PETITIONS

Any member of the West of England Combined Authority Employment and Appointments Committee may present a petition at a Committee Meeting.

8. ARRANGEMENTS FOR SENIOR MANAGEMENT APPOINTMENTS TO WEST OF ENGLAND COMBINED AUTHORITY

To request the Employment and Appointments Committee formally progresses the appointment of the Tier 2 posts, and any subsequent recruitment at this level, to the agreed Senior Management Structure for the West of England Combined Authority.

9. ANY OTHER ITEM THE CHAIR DECIDES IS URGENT

Next meeting: To be confirmed

WEST OF ENGLAND COMBINED AUTHORITY EMPLOYMENT AND APPOINTMENTS COMMITTEE 24th May 2017

1.	Welcome & Introductions Mayor Tim Bowles – West of England Combined Authority (Chair) Cllr Tim Warren – Bath & North East Somerset Council Mayor Marvin Rees – Bristol City Council Cllr Matthew Riddle – South Gloucestershire Council
2.	APOLOGIES FOR ABSENCE None
3.	DECLARATIONS OF INTEREST UNDER THE LOCALISM ACT 2011 There were no declarations of interest.
4.	MINUTES The Chair noted that as this was the opening meeting of the West of England Combined Authority Employment and Appointments Committee, there were no previous minutes to be agreed.
5.	ARRANGEMENTS FOR SENIOR MANAGEMENT Mayor Bowles introduced the report that had been prepared by William Harding and circulated in advance of the Meeting. All present confirmed they had read the report and understood the recommendations. Cllr Riddle proposed an additional recommendation to be consistent with paragraphs 6.1 and 6.2 of the report - 'Financial Implications'. He proposed that a new recommendation 10 be added to incorporate that wording and recommendation 10 was proposed to read; <i>Agree that one -off provision has been made within the 2017-18 budgets to cover the cost of pay advice and recruitment support as detailed in the report. Agree that the Authority has been set up on a cost neutral basis. Salary costs for the appointments identified in Appendix 2 of the report as set out, can be met from the approved budgets set for the staffing establishment for Mayoral and WECA functions by efficiencies from the amalgamation of the LEP, WECA and the Strategic Leaders Board.</i>

6. RECOMMENDATIONS

Mayor Bowles moved to the 10 recommendations as detailed in the report and amended above. Cllr Riddle moved the recommendations and Cllr Warren seconded the proposal.

The recommendations were agreed and it was resolved that the Committee;

- 1. Approved the senior management structure for recruitment purposes as set out in Appendix 2.**
- 2. Noted that a post to be designated as Monitoring Officer is to be established within the proposed Investment & Corporate Services Division.**
- 3. Delegated to the Mayor of the Combined Authority, authority to agree job descriptions and person specifications for the roles identified in Appendix 2.**
- 4. Determined the pay policy for the Chief Executive and direct reports by reference to the information set out in paragraphs 4.6 – 4.9 noting that in due course more detailed proposals relating to the Authority’s pay policy will need to be determined.**
- 5. Set the salary range for the post of Chief Executive/Head of Paid Service at £135,000 to £155,000 with ‘spot’ salary paid in accordance with the agreed principles.**
- 6. Delegated to the Mayor of the Combined Authority determination of salary ranges for the identified 2nd tier posts having regard to the principles set out in paragraph 4.10 above and the indicative ranges set out in paragraph 4.12**
- 7. Noted the advice from the Hay Group Director in respect of good practice in developing new pay arrangements.**
- 8. Agreed that all other conditions of employment should be in accordance with those determined nationally by the Joint Negotiating Committee for Local Authorities’ Chief Executives and the Joint Negotiating Committee for Local Authorities Chief Officers as supplemented by local agreement.**
- 9. Agreed to the appointment of the company identified as 2 in the summary of proposals to provide support in the recruitment and selection of senior appointments subject to the agreement of final terms.**
- 10. Agreed that one-off provision has been made within the 2017-18 budgets to cover the cost of pay advice and recruitment support as detailed in the report. Agreed that the Authority has been set up on a cost neutral basis and that salary costs for the appointments identified in Appendix 2 of the report as set out, can be met from the approved budgets set for the staffing establishment for Mayoral and WECA functions by efficiencies from the amalgamation of the LEP, WECA and the Strategic Leaders Board.**

Item 4

7.	ANY OTHER ITEM THE CHAIR DECIDES IS URGENT There were no other items of urgent business.
	Signed: Date:

ITEM 8

**REPORT TO: WEST OF ENGLAND COMBINED AUTHORITY
EMPLOYMENT AND APPOINTMENTS COMMITTEE**

DATE: 15 NOVEMBER 2017

**REPORT TITLE: ARRANGEMENTS FOR SENIOR MANAGEMENT
APPOINTMENTS TO WEST OF ENGLAND COMBINED AUTHORITY**

REPORT OF: ALEX HOLLY, INTERIM HEAD OF HR

Purpose of Report

- 1 The Purpose of this report is seek the agreement of this Committee on the process of appointment to the Tier 2 posts, and any subsequent recruitment at this level, within the agreed Senior Management Structure for the West of England Combined Authority in accordance with the Employment and Appointments Committee Terms of Reference. Therefore, the Committee are asked to consider and approve:
 - 1.1 The overall process for recruitment to the senior management structure
 - 1.2 The Shortlisting criteria
 - 1.3 The Selection Criteria for Appointments to Tier 2 (Final Panel Interview)
 - 1.4 The timescales and dates for the appointments
- 2 At the extraordinary meeting of WECA Committee on 15th September the overall structure for WECA at Tier 1 and Tier 2, including Job Descriptions and Person Specifications and salary ranges, was agreed. Authority to determine Job Descriptions and Person Specifications was delegated to the Regional Mayor and CEO. The structure chart with pay bands is attached at Appendix One and Job Descriptions and Person Specifications are at Appendix Two.
- 3 The WECA Committee on 15th September agreed to convene an Employment and Appointments Committee Chaired by The Regional Mayor in accordance with the Terms of Reference, to agree the process for appointment to the following Tier 2 posts:
 - a. **Director of Infrastructure**
 - b. **Head of Business and Skills**
 - c. **Monitoring Officer (a half time post)**
 - d. **Director of Investment and Corporate Services**

Issues for Consideration

- 4 The E&AC are requested to approve the following process for recruitment:
- i) Recruitment support. Appendix Three sets out the recommended recruitment support required to ensure appropriate candidates are identified and that appropriate assessment activities are undertaken.
 - ii) A longlisting panel, to sift candidates who are clearly not suitable for the roles. It is proposed that this is delegated to the Chief Executive, with support from the Head of HR, to ensure that Mayors' / Member time is not wasted on candidates who demonstrably do not possess the necessary skills.
 - iii) A Shortlisting Panel Chaired by the Regional Mayor, with Member representation from the three constituent Local Authorities, WECA Chief Executive, Head of HR and a Local Authority CEO, alongside specialist advice if necessary for the role (e.g. Monitoring Officer). Proposed Job Descriptions are provided at Appendix Two.
 - iv) Final Interview with Appointments Committee (WECA CEO and HRD in support). Selection criteria will be based on the person specification for each role and interview questions will be developed with the members of the committee.
 - v) The Committee are requested to agree the timelines as set out in Appendix Three.

Consultation:

5. Chief Executives have been consulted on the tier 2 structure and grading.

Risk Management/Assessment:

6. There is a risk that delays in the recruitment process will hinder WECA's ability to deliver against its objectives. WECA requires the strategic leadership capacity to manage the demanding agenda set by the Board. The recruitment timetable is tight and slippage will result in delays to appointments.

Public Sector Equality Duties:

- 7 The public sector equality duty created under the Equality Act 2010 means that public authorities must have due regard to the need to:
- i. Eliminate unlawful discrimination, harassment and victimization and other conduct prohibited by the Act.
 - ii. Advance equality of opportunity between people who share a protected characteristic and those who do not.
 - iii. Foster good relations between people who share a protected characteristic and those who do not.
- 8 The Act explains that having due regard for advancing equality involves:
- i. Removing or minimizing disadvantages suffered by people due to their protected characteristics.
 - ii. Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.
 - iii. Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

- 9 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.
- 10 The process proposed mitigates against the risk of discrimination by adopting good practice and safer recruitment principles

Economic Impact Assessment:

- 11 There is a cost to making an error in recruitment, usually estimated at 2x the cost of the starting salary as well as reputational damage which is more difficult to calculate.

Finance Implications:

- 12 The cost of recruitment is covered by a one-off provision within the WECA Constitution.

Advice given by: Tim Richens, CFO

Legal Implications:

- 13 There are no legal implications.

Advice given by: Gill Sinclair

Environmental Implications:

- 14 There are no environmental implications

Land/Property Implications;

- 15 There are no land/property implications.

Human Resources Implications:

- 16 HR is the subject matter of this report.

Advice given by: Alex Holly, Interim Head of HR

Recommendation:

- 17 It is recommended that the Employment and Appointments Committee agree the process to appoint to the Tier Two posts for Senior Management Structure for the West of England Combined Authority and agree that this is the process for any subsequent appointments at this level.

Report Author: Alex Holly, Interim Head of HR

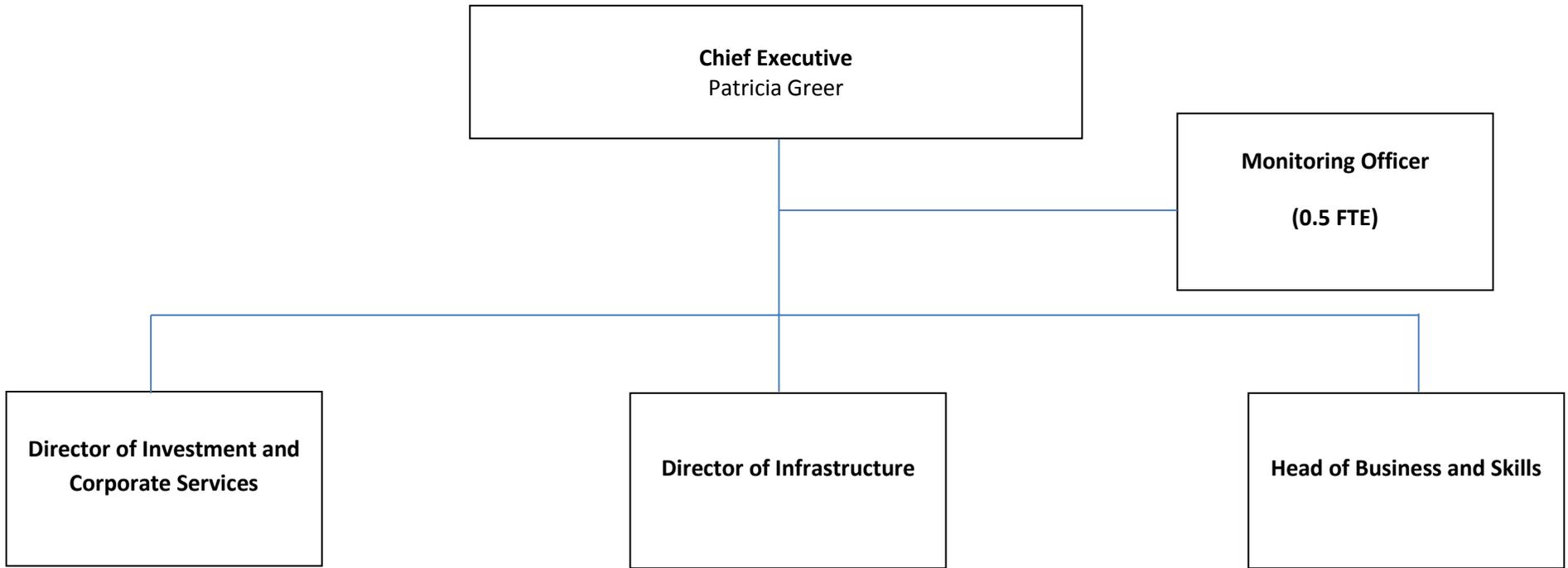
West of England Combined Authority

Attachments:

Appendix One	WECA Senior Management Structure
Appendix Two	Job Descriptions and Person Specifications
Appendix Three	Proposed timelines for selection process; recommendations for recruitment support

Appendix 1

WECA Senior Management Structure – November 2017



JOB DESCRIPTION

Job title:	Director of Infrastructure
Managed by:	Chief Executive
Grade:	Chief Officer – Band 3

Background

The West of England is an economic leader with an economy worth over £31 billion a year. A net contributor to the national purse, with a population of over 1 million people and over 43,000 businesses, our region competes on a global scale.

In 2016, three of the councils in the West of England signed a devolution deal worth £1 billion to ensure we are able to deliver this potential, by handing down powers and funding that enable us to secure sustainable economic growth, based around a more connected and prosperous region.

A new West of England Combined Authority has now been established to manage significant powers and responsibilities that are in the process of being transferred to the region, including the power to elect a West of England Mayor in May 2017.

Purpose of the job

To design, establish and lead the Strategic Transport and Planning functions of the new West of England Combined Authority, advising the Regional Mayor and West of England Combined Authority in relation to their powers and responsibilities.

To build and maintain strong partnerships locally and nationally to support the new West of England Transport Authority ; to lead the development of the West of England Combined Authority Planning and Transport Plans, ensuring these are aligned with the Authority's vision, key plans and priorities.

To lead development of the West of England Combined Authority Spatial Plan from 2018 onwards; and to build and maintain strong relationships locally and nationally to support the development of the Spatial Plan

Key responsibilities

- Build on the work of the West of England Joint Transport Study and Joint Spatial plans to develop the West of England's housing, transport and infrastructure to support the growth of the region's vibrant and cutting edge economy.
- Work with partners to identify and develop the transport and housing solutions for the short, medium and longer term which will have greatest impact in solving current issues around housing availability and movement around the region.
- Act as client to oversee the immediate delivery of transport functions on behalf of the West of England Combined Authority, including Community Transport, Concessionary Travel and Real Time Information
- Manage the transition of delivery responsibility for strategic Transport and Planning functions (listed below for reference) to the West of England Combined Authority, working closely with the Local Authorities to define the approach for future delivery (18/19 onwards)
- Build strong partnerships with the West of England Local Authorities, Highways England, Network Rail, Housing and Communities Agency and the Departments for Transport and Communities and Local Government and other key partners to inform development of the West of England Transport Plan and the Joint and Mayoral Spatial Plans
- Manage the development of the Joint Spatial Plan and define the approach to be taken to the development of the Mayoral Spatial Plan in 2018
- Support development of a prioritised programme of investment for the West of England Combined Authority
- Financial Management - to be responsible for the West of England Infrastructure Budgets under the oversight of the West of England Combined Authority Board
 - Ensuring that financial objectives within area of responsibility are achieved and secure value for money
 - Addressing and reporting adverse variances as appropriate
 - Ensuring ongoing commitment of partners to ongoing funded activity
 - Securing and reporting on new funding streams as and when appropriate opportunities emerge
- People Management - Leading the integration and development of the Infrastructure team through by motivation and empowerment to achieve new shared objectives emerging from the strategy.
 - Managing development of the individuals in the core team and across the partnership.
 - Recruiting new staff as appropriate
 - Managing attendance and poor performance of employees within service area, including initiating appropriate actions where necessary
- 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 provision of transport and planning functions

Key Transport and Planning Functions:

- Joint Spatial Plan
- Joint Transport Plan
- Mayoral Spatial Plan
- Strategic planning powers (call-in powers, compulsory purchase, Mayoral Development Corporations)
- Supplementary Planning Documents
- Joint Assets Board
- Integrated Transport Authority responsibilities
- Asset Management Plan
- Local Transport Plan
- Bus Strategy
- Bus Services (joint function)
- Concessionary Fares
- Real Time Information
- Community Transport
- Key Routes Network
- MoU with Highways England
- Clean Air Zones
- Lead and demonstrate personal commitment to an inclusive and respectful culture in which colleagues act with integrity at all times.

DRAFT

PERSON SPECIFICATION

Essential (must have)

Qualifications and Knowledge

- Degree level or equivalent standard of general education
- Strategic understanding of transport and highways strategy and planning, regulations, national policies and professional best practice.
- Knowledge of local authority housing and planning legislation, regulations, national policies and professional best practice
- Significant knowledge of Public Sector Funding sources, finance procedures and Budget management
- Demonstrable experience of key local government politics, political structures and culture

Experience

- Recent experience at senior level and proven significant achievement at senior management level within a Transport and/or Planning function or an organisation of comparable scope and complexity
- Experience and a proven track record in the formulation and delivery of strategies and policies in a Local Authority or public sector organisation of comparable scope and complexity
- Experience and demonstrable success in the management and delivery of strategic change and of securing the support of others in the process
- A successful track record of engaging effectively with others at a senior level and building productive partnerships with key stakeholders

Skills and Competencies

- Ability to balance logical and analytical approach to decision making whilst bringing innovative solutions to complex problems
- Experience of working in a political environment, understanding the role of officers in advising members
- Excellent interpersonal skills to command the confidence of colleagues, Members and external partners.
- Demonstrable track record of leading and inspiring teams, motivating staff and developing a positive organisational culture

Desirable

- Management degree or post-graduate diploma e.g. MBA
- Member of professional Management body

JOB DESCRIPTION

Job title:	Head of Business and Skills
Managed by:	Chief Executive
Grade:	Senior Officer – Band 4

Background

The West of England is one of the UK's most prosperous regions with an economy worth over £31 billion a year. A net contributor to the national purse, with a population of over 1 million and over 43,000 businesses, our region competes on a global scale.

In 2016, three of the councils in the West of England signed a devolution deal worth £1 billion. Powers and funding have been transferred to the region through the new West of England Combined Authority and West of England Mayor.

Devolution gives us an opportunity to be ambitious for our region at a scale not seen before, allowing us to make decisions about things that affect our residents every day – such as transport, housing and skills for work.

Economic growth that benefits every resident is at the core of the vision for the West of England. We want local people to benefit from more job opportunities, a stronger economy and a high quality of life.

The Mayor and the Combined Authority are committed to building on our strengths as a leader in innovation, high tech and creativity and continuing to nurture businesses that succeed. We will work to ensure educational attainment is good for all and meets the skills needs of businesses located in the West of England.

Purpose of the job

To attract, support and promote business within our region and to ensure that we have the right skills to continue to develop our economic prosperity in a way which ensures that everybody in the region has the opportunity to benefit from that prosperity.

Key responsibilities

- Lead the development and delivery of a business support and skills plan that maximises the potential of business, ensuring the benefits are spread throughout the region and that everybody in the region can benefit from the resultant increase in economic growth
- Build on the strengths of the current teams and develop a cohesive directorate
- Secure additional funding from public and private sector sources
- Work closely with the directors in the organisation, and across the region, to create a joined up approach to economic development
- Ensure that policies and processes are agreed and implemented to support programme delivery and that all legal and statutory obligations are met in relation to the provision of the business and skills function

Business Development:

- Attract business to the region by acting as a key ambassador for investment promotion activity with prospective investors both nationally and internationally
- Lead the inward investment team to attract, support and promote businesses in the region, working with Unitary Authorities in the West of England
- Work with business, universities, colleges and others to identify the region's future skills requirements and put in place plans to ensure that these skills are developed.

Skills

- Ensure successful devolution of 19+ Adult Education Budget
- Work with partners to improve local careers and enterprise provision for all ages
- Oversee successful delivery of the Employment Support Innovation pilot to support those in low paid, insecure employment and in social housing progress to higher quality more sustainable jobs

Partnerships

- Work in partnership with others in the public sector and with universities, colleges and business to deliver the region's business and skills ambitions, including:
- The four Unitary Authorities within the Combined Authority and LEP area - managing formal, technical partnerships supported by detailed agreements.
- National Government - developing productive relationships that work for the region with national agencies and departments like DIT, BEIS, managing the transition of skills and employment responsibilities devolved to the West of England Combined Authority (listed below) working closely with West of England Local Authorities and Government.
- Employers in key sectors and clusters in the region and beyond - to ensure the business needs and opportunities are fully understood.
- Universities, Colleges and other training and skills providers - to ensure skills and talent meets demand.

Financial Management:

- Ensuring that financial objectives within area of responsibility are achieved and secure value for money
- Addressing and reporting adverse variances as appropriate
- Ensuring commitment of partners to ongoing funded activity (Invest in Bristol & Bath)
- Securing and reporting on new funding streams as and when appropriate opportunities emerge.

People Management:

- Create a high performing team, demonstrating WECA values
- Managing the development of staff in the core team.
- Recruiting new staff as appropriate
- Managing any issues around attendance and poor performance, as necessary.

DRAFT

PERSON SPECIFICATION

Essential (must have)

Qualifications and Knowledge

- Degree level or equivalent standard of general education
- Thorough understanding of strategic business and employment regulations, national policies and professional best practice
- Significant knowledge of public sector funding sources, finance procedures and budgetary management
- Knowledge of and strong connections to the region's business community and particularly sensitivity to the variety of pressures experienced across different clusters and sectors
- Demonstrable track record of negotiating financial and commercial contracts

Experience

- Recent experience and proven achievement over at least 3 years at senior management level within a similar organisation of comparable scope and complexity
- Demonstrable experience of key local government politics, political structures and culture
- A proven track record in the formulation and delivery of strategies and policies in a local authority or public sector organisation of comparable scope and complexity
- Proven track record and demonstrable credibility in developing strong partnerships and relationships with private and educational sector partners.
- Significant experience and demonstrable success in the management and delivery of change and of securing the support of others in the process.
- A successful track record of engaging effectively with others at a senior level and building productive partnerships with key stakeholders.
- Extensive experience of working in a complex partnership environment

Skills and Competencies

- Excellent interpersonal skills to command the confidence of colleagues, members and senior business stakeholders.
- A demonstrable track record of leading and managing teams and delivering outcomes that require collaborative approaches both within the organisation and with external partners and integrating disparate teams
- Demonstrable track record of developing a positive organisational culture

Desirable

- Management degree or post-graduate diploma e.g. MBA
- Member of professional Management body

JOB DESCRIPTION

Job title:	Monitoring Officer
Managed by:	Chief Executive
Grade:	Chief Officer – Band 3

Background

The West of England is one of the UK's most prosperous regions with an economy worth over £31 billion a year. A net contributor to the national purse, with a population of over 1 million and over 43,000 businesses, our region competes on a global scale

In 2016, three of the councils in the West of England signed a devolution deal worth £1 billion. As a result significant powers and funding have been transferred to the region through the new West of England Combined Authority and West of England Mayor.

Economic growth that benefits every resident is at the core of the vision for the West of England. We want local people to benefit from more job opportunities, a stronger economy and a high quality of life.

Purpose of the job

To act as Statutory Monitoring Officer and Solicitor to the Regional Mayor and the Chief Executive Officer; to co-ordinate, lead and manage the legal support required by the Combined Authority, and to provide the monitoring and assurance required to ensure transparency and assurance of decision-making for the Combined Authority

Key responsibilities

- Act as the Combined Authority's chief legal adviser on all matters, to provide for, or arrange, representation of the Council in legal proceedings in Courts, Tribunals and Enquiries, legal advice to the Council, Members and Officers to ensure that the Council's policies and objectives are achieved lawfully and without challenge
- Investigate and report on any matters brought to the Monitoring Officer attention that may be illegal or amount to maladministration
- 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
- Ensure that the Combined Authority is operating within the legal and constitutional frameworks as required by the WECA Order
- 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 Finance and the Chair of the Audit Committee
- Ensure the maintenance and yearly review of the West of England Combined Authority Constitution 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
- 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
- To support the West of England Combined Authority's ambitious and inspirational goals for growth.

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

- 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 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

Appendix 2



West of England Combined Authority

Job Description

Post Title: Director of Investment and Corporate Services

Responsible to: CEO

Salary Range £95-100k

Background

The West of England is one of the UK's most prosperous regions with an economy worth over £31 billion a year. A net contributor to the national purse, with a population of over 1 million and over 43,000 businesses, our region competes on a global scale.

In 2016, three of the councils in the West of England signed a devolution deal worth £1 billion. As a result significant powers and funding have been transferred to the region through the new West of England Combined Authority and West of England Mayor.

Devolution gives us an opportunity to be ambitious for our region at a scale not seen before, allowing us to make decisions about things that affect our residents every day – such as transport, housing and skills for work.

The Mayor and the Combined Authority are committed to getting the region moving, and putting the foundations in place to improve our roads, cycle and pedestrian routes as well as creating more homes that are affordable.

Role purpose

The Director of Investment and Corporate Services will lead on strategic planning and management of investment and the provision of Corporate Services including Finance, HR and Procurement for the West of England Combined Authority, advising the Mayor and West of England Combined Authority on new powers and responsibilities. You will drive forward the region's planning and transport plans, building and maintaining strong partnerships with key stakeholders, regionally and nationally.

Key responsibilities:

- Leading and developing the new West of England Investment and Corporate Services function, to deliver an ongoing programme of work that will implement the functions agreed in the devolution deal and securing additional funding for the region.
- Leading and developing future financial requirements and support to ensure the successful delivery of the Joint and Mayoral Spatial Plans.

Appendix 2

- Overseeing the delivery of the Corporate Services and Investment functions on behalf of the West of England Combined Authority
- Act as the Section 151 statutory post holder assuring that the West of England Combined Authority operates within the Financial Regulations and to the highest standards
- Work closely with the Local Authorities to define the approach for future investment
- Building strong partnerships with the West of England Local Authorities and other key partners, to support the development of the West of England plans and ambitions for the region
- Financial Management:
 - Ensuring that financial objectives within area of responsibility are achieved and secure value for money
 - Addressing and reporting adverse variances as appropriate
 - Ensuring commitment of partners to ongoing funded activity
 - Securing and reporting on new funding streams as and when appropriate opportunities emerge.
- People Management:
 - Managing staff development in the core team.
 - Recruiting new staff as appropriate
 - Managing any day to day staffing issues.
- Ensuring that policies and processes are agreed and implemented to support delivery and that all legal and statutory obligations are met in relation to the provision of transport and planning functions.

Appendix 2

Person specification Director of Investment and Corporate Services	
<i>Essential</i>	<i>Desirable</i>
Qualifications and Knowledge	
<p>Degree level or equivalent standard of general education</p> <p>Extensive understanding of public sector finance, national policies and professional good practice.</p> <p>Knowledge of local authority financial regulations</p> <p>Significant knowledge of Public Sector Funding sources, finance procedures and Budget management</p> <p>Demonstrable experience of key local government politics, political structures and culture</p>	<p>Management degree or post-graduate diploma e.g. MBA, Member of professional management body</p>
<i>Experience</i>	
<p>Recent experience at senior level and proven achievement over at least 3 years at senior management level within a Local Authority or an organisation of comparable scope and complexity</p> <p>Experience and a proven track record in the formulation and delivery of strategies and policies in a Local Authority or public sector organisation of comparable scope and complexity</p> <p>Experience and demonstrable success in the management and delivery of strategic change and of securing the support of others in the process</p> <p>A demonstrable track record of leading and managing teams and delivering outcomes that require collaborative approaches both within the organisation and with external partners</p> <p>A successful track record of engaging effectively with others at a senior level and building productive partnerships with key stakeholders</p> <p>Experience of working in a political environment, understanding the role of officers in advising members</p>	
<i>Skills and competencies</i>	
<p>Ability to balance logical and analytical approach to decision making whilst bringing innovative solutions to complex problems</p> <p>Excellent interpersonal skills to command the confidence of colleagues, elected Members and external partners.</p> <p>Demonstrable track record of leading and inspiring teams, motivating staff and developing a positive organisational culture</p>	

Appendix 3

Recommended process timeline and recruitment support

The timeline below has been designed based on best practice and with the intention of ensuring that all roles are properly marketed with targeted advertising.

Dates can be amended to support Mayoral / Member prior commitments, however it is important that these roles are filled as soon as possible to support and lead key upcoming activity across the region.

Date	Activity	Who needs to be involved	Notes
15 th November 2017	Employment and Appointments Committee approves process and timeline	Mayors, Members, CEO, Head of HR	
w/c 20 th November 2017	Documentation and paperwork for advert finalised and approved for release by CEO	CEO, Head of HR	
w/c 27 th November 2017	Advertise all three senior posts	Head of HR, Recruitment Partner	Suggest obtaining recruitment support for this from a dedicated agency – while this will come at a small cost, it will maximise our reach and ability to test the widest possible market for these crucial posts. See below.
17 th December 2017	Close all adverts	n/a	
w/c 18 th December	Initial longlisting for all three roles	Delegated to CEO and Head of HR? Recruitment Partner can help with this?	This is an initial sift, such that Members are not spending time viewing unsuitable CVs. Head of HR on leave from 19 th December until the new year.
w/c 1 st January	Shortlisting for all three roles (CVs and information provided to Members in advance)	Mayors, Members, CEO, Head of HR	To save time, the shortlisting session can cover all three roles. It would be a longer session but would allow the greatest efficiency. Suggest 1 hour per role = 3 hours in total.
w/c 8 th January	Plan for final assessment sessions for all three roles	CEO, Head of HR	
w/c 15 th January; w/c 22 nd January	3 separate assessment days; one for each role	Mayors, Members, CEO, Head of HR	Suggested plan for final assessment day set out below

Appendix 3

Suggested plan for final assessment days

Time	Activity	Who is involved
8am	Pre-meet	
9 – 10am	Informal session to meet the Mayors and Members	Mayors, Members, Head of HR
10am – 11am	Stakeholder engagement session - structured session with feedback to be provided to panel	Senior leaders from the three authorities, LEP, regional partners and stakeholders
11am – 1pm	Break for candidates (with lunch provided?), pre-meet for Mayors / Members (with lunch provided) to receive feedback from morning sessions, finalise questions for interviews	Mayors, Members, CEO, Head of HR
1pm – 5pm	Formal Member interview panel, including presentation on key topic (1 hour slot for each candidate)	Mayors, Members, CEO, Head of HR
5pm-6pm	Feedback, decision making and close	Mayors, Members, CEO, Head of HR

Recommended / optional support, and associated costs

The section below is intended to give the Employment and Appointments Committee professional advice to help in deciding what additional support should be sought for this process. The Chartered Institute of Personnel and Development, following significant research, found that an unsuitable appointment to a senior role costs the organisation 1.5x the appointee's annual salary, in lost productivity, loss of reputation, undelivered objectives and performance management. It is therefore crucial that the right candidates fill these key senior roles within WECA's structure, and some upfront cost to support with this will help ensure the right decision is made.

Description	Cost	Recommended or optional?
Professional recruitment platform / landing page, with details about WECA, an introduction to the organisation and the Mayor / CEO, and a back-end function to manage applications	c. £5k	Recommended.
Market research, advice on process, copywriting / drafting content for the advert and attraction documentation to go onto landing page	c. £2k	Recommended.
Headhunting / executive search	c. £1-2k per role	Optional, although will help to attract 'passive' jobseekers from other organisations, in addition to those actively looking.
Targeted advertising (e.g. professional websites, journals, social media, LinkedIn, MJ, etc)	Various. Light-touch around £5k per role , more targeted and extensive could be as much as £10k.	Recommend at least light-touch targeting. More extensive advertising is optional.
Sifting / longlisting support	c. £1k per role	Optional.
Development of assessment activities to support the final assessment	Various depending on the content – would suggest around £1-2k per role.	Recommended
Process support and advice on the final assessment day	c. £1k per role	Optional

