

Mayoral Combined Authority Board

01 November 2022

MCA Review

Is the paper exempt from the press and public?	No
<i>Reason why exempt:</i>	Not applicable
Purpose of this report:	Discussion
Is this a Key Decision?	No
Has it been included on the Forward Plan?	No

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Executive Summary

This report presents the MCA Organisational Review Scope to the Board. It sets out the aim of the review process against three key outcomes and the four main components contained within it. The purpose of the report is to advise Board of the Review process and seek guidance moving forward.

What does this mean for businesses, people and places in South Yorkshire?

A well-structured and staffed organisation will be best prepared to deliver the Mayor's manifesto and MCA statutory functions. It will also allow the Constituent Authorities and the Mayoral Combined Authority to further strengthen the MCA together to deliver a shared vision and priorities for the residents of South Yorkshire.

Recommendations

The Board is asked to:

1. Note progress already in place with the new transitional leadership arrangements of the MCA.
2. Comment on both the proposed scope and form of the review together with best means of engagement for the Local Authorities.

1. Background

- 1.1 The Combined Authority has been through significant change since its inception in 2014 and continues to do so. During this period the elected representatives and staff of the Combined Authority and constituent Local Authorities can be rightly proud of the progress that has been made and all that has been achieved.
- 1.2 Significantly, as it has evolved into the South Yorkshire Mayoral Combined Authority, it has taken on a much broader set of statutory responsibilities and powers. These include the merger with the SYPTE, management and oversight over a greater range and scale of devolved funding and programmes such as AEB and a greatly expanded CRSTS.
- 1.3 The election of the new Mayor in May 2022, with an ambitious Manifesto for South Yorkshire, came with a recognition of the need to review the current arrangements to ensure the MCA is ready for the next stage of the journey. A new Chief Executive with extensive local government experience came into post in July and has put in place an interim leadership team to support the transition.

2. Key Issues

- 2.1 The review will aim to be completed by the start of the next financial year. It will ensure the governance, external engagement, organisational structure, business processes and ways of working are shaped in a way that delivers the ambitions of the MCA, Local Authorities, LEP and other partners in the most efficient and effective way.
- 2.2 It will be important to ensure our Local Authorities, partners and staff are actively engaged in the process from its inception and have the opportunity to contribute.
- 2.3 The review will be central to the ongoing and future success of the MCA and needs to be undertaken alongside delivering MCA priority programmes and the Mayor's manifesto.
- 2.4 The aim of the review will be to deliver against **three key outcomes**:
 1. Strengthening the MCA's officer leadership and organisational arrangements to provide a more effective focus on the delivery of MCA statutory programmes and political transformational priorities.
 2. Increasing the agility and responsiveness of the MCA existing business processes and systems to better support delivery of priorities.
 3. Put in place processes and structures that facilitate the deepening of relationships with Local Authorities, stakeholders and partners across South Yorkshire to ensure all partnerships are realising their full potential for our communities.
- 2.5 The review will comprise of **four main components**:

1. A review of organisational structures and processes to ensure that these are supportive of current and future ambitions. This element will incorporate consideration of any further necessary work on governance arrangements.
2. The development of revised executive and wider leadership arrangements with a focus on delivery.
3. A review of current organisational and business processes including contracting and assurance, HR and internal governance to ensure that these support agility and responsiveness whilst adhering to statutory requirements and reflecting best practice through;
 - Stakeholder engagement undertaken by the National Leadership Centre to garner the opinions of local and national partners to determine feedback from Local and National partners on our working relationships and how processes are perceived and received externally.
 - The establishment of task and finish groups to include senior operational managers (from the MCA and LAs) supported by experts from finance, contracting, procurement, legal, HR and internal audit to undertake reviews of funding programme criteria for each funding stream to ensure that - the assurance, evaluation and contracting processes in place are fit for purpose and support delivery and make recommendations on any required amendments to processes.
 - The initial focus of this work will be a deep dive into the Assurance Framework. Groups may also be established to review HR and internal governance processes as necessary.
4. There will also be a programme of organisational development to support these changes.

3. Options Considered and Recommended Proposal

3.1 Option 1

Board can note the progress already in place with the new transitional leadership arrangements of the MCA, comment on the proposed scope and form of the review and reflect on how the Local Authorities would want to be engaged within the process as stated in the recommendations.

3.13 Recommended Option

Option 1

4. Consultation on Proposal:

- 4.1 Trade Unions will be included through existing, established consultative mechanisms.

5. Timetable and Accountability for Implementing this Decision

5.1 The aim is for most of the review changes to be implemented by the new financial year. Some changes may need to continue into 2023/24.

6. Financial and Procurement Implications and Advice

6.1 There are no direct Financial or Procurement implications resulting from this scoping document, however any subsequent recommendations would need to fully consider these.

7. Legal Implications and Advice

7.1 There are no direct Legal implications resulting from this scoping document, however any subsequent recommendations would need to fully consider these.

8. Human Resources Implications and Advice

8.1 There are no direct HR implications resulting from this scoping document, however any subsequent recommendations would need to fully consider these.

9. Equality and Diversity Implications and Advice

9.1 There are no direct Equality or Diversity implications resulting from this scoping document, however any subsequent recommendations would need to fully consider these.

10. Climate Change Implications and Advice

10.1 None.

11. Information and Communication Technology Implications and Advice

11.1 None.

12. Communications and Marketing Implications and Advice

12.1 MCA employees will be regularly updated on the progress of the review.

List of Appendices Included

None

Background Papers

None