

Sheffield City Region

SHEFFIELD CITY REGION EXECUTIVE TEAM

Senior Team Structure
September 2018

INTRODUCTION

- The Sheffield City Region (SCR) Executive provides support to both the Mayoral Combined Authority and Local Enterprise Partnership.
- The Combined Authority is not an employing body. Instead, officers are recruited on behalf of the Combined Authority and paid for through BMBC's HR function. The costs of these officers are then re-charged to the Combined Authority.
- The senior team structure, including remuneration paid to the Combined Authority's employees in excess of £50,000 per annum, is shown in the figure overleaf:

SHEFFIELD CITY REGION EXECUTIVE TEAM – SENIOR TEAM STRUCTURE

Managing Director*
(Head of Paid Service)
Dr Dave Smith

Deputy MD**
Plus market supplement of £20,500

Programme Commissioning Director
Plus market supplement of £13,000

Pay Grade
17

Pay Grade
14

AD Strategic
Corporate
Affairs

AD Policy

AD Programme
Management
Office

AD Programme
Assurance

AD Operational
Contracts

AD Skills,
Employment
& Education

AD Business
Support &
Investment

AD Housing,
Infrastructure
& Planning

AD Transport

Head of
Growth Hub

AD &
Investment &
Trade

Pay grade	Annual salary 17/18 (minimum - maximum)	Number of posts
Managing Director*	£175,000	1
Pay grade 17**	£79,131 - £89,176	2
Pay grade 14	£56,291 - £60,804	11

*As this post is interim, the level of remuneration does not sit within the grading structure

**Currently the Deputy Managing Director acts as the Director of both Strategic Corporate Affairs and Programme Assurance & Performance

Team members can be contacted at the SCR Executive on 0114 2203400 or at enquiries@sheffieldcityregion.org.uk
Please click each box for a description of the role

PAY RELATIONSHIPS

- Whilst the SCR Combined Authority is not an employing body, information has been compiled on pay multiples.
- The lowest pay rate in the SCR Executive equates to a full time equivalent annual salary of £19,445.
- The highest paid salary in the Combined Authority is £175,000 which is paid to the Managing Director.
- The ratio between the two salaries, the 'pay multiple' is 9 to 1. Against the median salary of £41,845 this multiple reduces to 4.18 to 1.
- The Hutton review considered the multiple should be no greater than 20 to 1 (lower is better) and based on the current situation the Combined Authority falls well below this threshold.

**SUMMARY OF THE
RESPONSIBILITIES OF
POSTS EARNING MORE
THAN £50,000**

RESPONSIBILITIES – MANAGING DIRECTOR

Purpose of the Post	Responsibilities
<p>To discharge the responsibilities as the Head of Paid Services of the Sheffield City Region Combined Authority (SCRCA) and to provide high quality leadership of and support to the Sheffield City Region Local Enterprise Partnership (LEP) and their associated organisations in setting the strategic direction for the economic growth of the Sheffield City Region.</p> <p>To ensure the delivery of the strategic priorities of the SCR, to oversee appropriate reviews and to manage the Sheffield City Region Executive Team.</p>	<p>To support the Combined Authority/LEP partners to;</p> <ul style="list-style-type: none">• Exercise the statutory functions relating to economic development and regeneration in the Combined Area and the remainder of the City region• Improve the economic conditions in the Combined Area and the remainder of the City region• Exercise statutory functions relating to transport in the Combined Area• Improve the effectiveness and efficiency of transport in the Combined Area• To lead delivery of the Strategic Economic Plan

RESPONSIBILITIES – DEPUTY MD

Scope	Responsibilities
Strategic Corporate Affairs, Marketing and Communications	<ul style="list-style-type: none"> • Service Commissioning (SCR Marketing, Corporate Marketing, Events, Communications) • Strategic Corporate Affairs LEP, CA (and potentially the SCR Mayor) • Political and business briefings • SCR Events and Marketing (International and National) • Local and National Press enquiries and communications, including compliance with publication requirements • SCR Executive internal communications
Policy, Research and Evaluation	<ul style="list-style-type: none"> • Commissioning programmes of research, evaluation, compliance with national requirements • Policy propositions across all areas of the SCR Economic Plan • Compliance with national research and evaluation requirements • CA and LEP governance including transparency and compliance
Corporate Services	<ul style="list-style-type: none"> • Service Commissioning (office facilities, IT) • Service Level Agreement for partner delivered services (governance, HR, finance, procurement, Legal etc) • Exec Team budget management and corporate finance (aligned to SCC) • Administrative Services • Meeting Management services
Programme Management	<ul style="list-style-type: none"> • Manage the SCR Programme Management Framework (PMF) for all capital and revenue investment streams • Manage the SCR investment pipeline across all programme areas, including compliance with the Single Assurance Framework • Manage all stages of the PMF, reporting to LEP and CA, ensuring compliance • Performance reporting across all service/ programme areas • Risk management at corporate programme level
Programme Assurance	<ul style="list-style-type: none"> • Service Commissioning (Central Independent Assurance Team (CIAT)) • Manage SCR modelling /data tools, compliance with national modelling and data requirements • Manage all programme assurance of the SCR programme (c£500m over 5 years)
Operational Contracts	<ul style="list-style-type: none"> • Programme Contracting (all SCR programme / service agreements) • Risk management • Contract register, framework and compliance management

RESPONSIBILITIES – PROGRAMME COMMISSIONING DIRECTOR

Scope	Responsibilities
Skills, Employment and Education	<ul style="list-style-type: none"> • Programme Commissioning (Skills Bank, Enterprise Advisor, Capital, Work and Health Unit Pilot, etc) • Progressing devolved programmes eg Adult Education Budget and Employment Pilot • Co-design of the Work and Health Programme • Apprenticeships
Business Support and Investment	<ul style="list-style-type: none"> • Programme Commissioning (export, business finance, innovation and start up programmes) • International Trade and Investment • Growth Hub sponsor • Business Investment Funds
Housing, Infrastructure and Planning	<ul style="list-style-type: none"> • Programme Commissioning (housing, infrastructure, asset management, One Public Estate) • Joint Assets Board • SCR Integrated Infrastructure Plan commissioning • Property and Housing Funds
Transport	<ul style="list-style-type: none"> • Programme Commissioning (STEP, studies) • Progressing devolved programmes eg Bus Devolution • Multi- modal services • TFN programmes
Inward Investment and Trade	<ul style="list-style-type: none"> • Service / Programme Commissioning (lead generation) • Overseas promotion of SCR offer
Growth Hub	<ul style="list-style-type: none"> • Commission the services of a Growth Hub as the gateway for business support • Commission the relevant centres of expertise and products to support SCR businesses

RESPONSIBILITIES – ASSISTANT DIRECTOR STRATEGIC CORPORATE AFFAIRS

Scope	Responsibilities
Corporate Affairs	<ul style="list-style-type: none"> • Strategies and tactical planning, promoting SCR on a national and international stage • Responsible for briefing Chair of LEP, CA (in time the Mayor) and the Managing Director • Strategic stakeholder partnerships including Elected Members, CEX • National Government relationships • Corporate affairs, marketing and communications business plan for all areas of the SCR investment and policy programme
Marketing and events	<ul style="list-style-type: none"> • Design, develop and implement SCR marketing framework • Implement national, international marketing programme • Run SCR events programme for businesses, MPs, stakeholders • Develop and run high profile international events e.g. Horasis 2017, MIPIM France and UK
Communications	<ul style="list-style-type: none"> • Press enquiries • Press briefings city regional and national • Internal communications
Governance	<ul style="list-style-type: none"> • LEP Board • SCR CA

RESPONSIBILITIES – ASSISTANT DIRECTOR POLICY

Scope	Responsibilities
Policy	<ul style="list-style-type: none">• Custodian of Strategic Economic Plan (SEP)• Develop the SCR conditional outcomes framework• Policy partnerships• National Government relationships
Evaluation	<ul style="list-style-type: none">• Design, develop and implement SCR evaluation and monitoring framework• Lead SCR input to the national Gainshare evaluation framework for devolved areas
Research	<ul style="list-style-type: none">• Commission and conduct research studies of national and city regional significance
Economic Analysis	<ul style="list-style-type: none">• Refresh the SCR Independent Economic Review (IER)• Quarterly economic surveys/reports for the LEP on SCR economy• Labour Market assessments, AEB analysis of learner records
Governance	<ul style="list-style-type: none">• LEP Board• SCR CA• Mayoral election and devolution deal

RESPONSIBILITIES – ASSISTANT DIRECTOR SKILLS, EMPLOYMENT & EDUCATION

Scope	Responsibilities
Skills	<ul style="list-style-type: none"> • SCR Skills vision & commissioning plan • Devolution Adult Education Budget commissioning • Skills Bank commissioner and client relationship manager • Area Based Review (ABR) implementation including curriculum review • Capital programme commissioning • Apprenticeship programme
Employment	<ul style="list-style-type: none"> • Work and Health programme co-design • Employment pilot for long term unemployed • Work and Health Unit Trial • DWP / Local Integration Board leads • ESIF employment programme commissioning and client relationship manager
Education	<ul style="list-style-type: none"> • Careers and Labour Market • SCR Enterprise Advisor Pilot
Governance	<ul style="list-style-type: none"> • Skills, Employment and Education Executive Board • ABR Implementation Board • National AEB Localisation Board

RESPONSIBILITIES – ASSISTANT DIRECTOR BUSINESS SUPPORT & INVESTMENT

Scope	Responsibilities
Business Support	<ul style="list-style-type: none"> • Develop SCR Business support vision and commissioning plan • Intermediary relationship management e.g. Chambers, FSB, banks, Accountancy, Legal Intermediaries
Finance and Investment	<ul style="list-style-type: none"> • Business Investment Fund • Northern Powerhouse Investment Funds • Corporate Investment including development of wider programme funding approaches e.g. Business Rates, Social Impact Bonds, Investment Finance • ESIF
Growth Hub and Centres of Excellence	<ul style="list-style-type: none"> • SCR Exec programme lead: <ul style="list-style-type: none"> - Growth Hub core service - Access to Finance Centre of Expertise - Innovation Centre of Expertise - New Business Centre of Expertise • Client relationship Skills Bank & Trade and Investment
Governance	<ul style="list-style-type: none"> • Business Growth Executive Board • JESSICA Board • BIF Sub-Board

RESPONSIBILITIES – ASSISTANT DIRECTOR HOUSING, INFRASTRUCTURE & PLANNING

Scope	Responsibilities
Housing	<ul style="list-style-type: none"> • Develop SCR Housing vision and commissioning plan • Commissioner SCR housing investments • Housing schemes client relationship manager
Infrastructure	<ul style="list-style-type: none"> • SCR Integrated Infrastructure Fund (SCR IIF) commissioning manager and client relationship • SCR Integrated Infrastructure Plan Commissioner • Commissioner of Property Funds • Relationship manager commercial investment funds
Planning / Assets	<ul style="list-style-type: none"> • Commissioner SCR spatial framework • Duty to co-operate • SCR CA Asset Management • SCR One Public Estate
Governance	<ul style="list-style-type: none"> • Housing Executive Board • Integrated Infrastructure Executive Board • Joint Assets Board • Heads of Housing / Heads of Planning

RESPONSIBILITIES – ASSISTANT DIRECTOR TRANSPORT

Scope	Responsibilities
Multi-modal travel / transport activities	<ul style="list-style-type: none"> • SCR Transport vision and commissioning plan • Smart ticketing • STEP programme commissioner and client relationship manager • Funding bids (in line Transport commissioning plan)
Rail	<ul style="list-style-type: none"> • HS2 connectivity • Pan northern studies • Transport for the North Commissioning Activity
Bus	<ul style="list-style-type: none"> • Bus devolution programme development • Bus devolution commissioning and client relationship manager
Highways	<ul style="list-style-type: none"> • Key route network
Governance	<ul style="list-style-type: none"> • Transport Executive Board • Other Transport Boards • TFN

RESPONSIBILITIES – HEAD OF GROWTH HUB

Scope	Responsibilities
SCR Growth Hub	<ul style="list-style-type: none">• To lead the implementation and development of the SCR Growth Hub. Lead, direct and operationalise the business Gateway; the Growth Hub business portal (website), a 'pool' of business advisors as well as wider service developments aimed at providing a 'best in class' business support service and offer, with a focus on quality and impact.• To have full operational and financial responsibility for all aspects of the Growth Hub, managing the Growth Hub budget effectively and according to appropriate procedures.• To lead plans to make the Growth Hub core service, self-sustaining, through income generation, to ensure continuity and stability in its operation.• To lead, with the SCR Director of Commissioning, the development of options establishing the Growth Hub as an independent business unit, considering issues of finance, risk, systems and governance.• To lead on the integration of the Growth Hub with national products and services.• To be the proactive, credible and authoritative voice on business support in the city region.

RESPONSIBILITIES – ASSISTANT DIRECTOR TRADE & INVESTMENT

Scope	Responsibilities
City Region International & Proposition Marketing and Trade	<ul style="list-style-type: none">• Develop SCR vision and service plan• Lead international markets strategy and plans• Lead SCR presence at Trade Shows, Events, International conferences• Research sectoral specialisms• Lead & develop targeted marketing proposition• Corporate / international business relationships• Generate leads / land investments
Inward Investor Client Manager	<ul style="list-style-type: none">• Development of supporting IT / CRM systems• Development of service standards for key account management• Relationship manager with foreign owned companies in SCR
Governance	<ul style="list-style-type: none">• SCR Business Growth Board• SCR Inward Investment Sub-group

RESPONSIBILITIES – ASSISTANT DIRECTOR PROGRAMME MANAGEMENT OFFICE

Scope	Responsibilities
Programme Management	<ul style="list-style-type: none"> • Develop and monitor the SCR Programme Management Framework • Develop benefits realisation strategy • Own the SCR Single Assurance Framework • Lead SCR Programme Management Office • Manage the pipeline of SCR programme investments
Performance Management	<ul style="list-style-type: none"> • Commission intelligent IT performance management systems • Lead reporting to CA, LEP and national government • Risk Management, including lead change management and all programme risks, • Develop and produce data dashboards by theme and geography
Governance and compliance	<ul style="list-style-type: none"> • Reporting to Statutory Officers, CA, LEP, Audit and Scrutiny • Reporting to national government • Compliance with SAF governance requirements

RESPONSIBILITIES – ASSISTANT DIRECTOR PROGRAMME ASSURANCE

Scope	Responsibilities
Programme Feasibility	<ul style="list-style-type: none"> • Input KPIs and outcomes into SCR Commissioning plans • Develop benefits realisation strategy • Own the SCR Single Assurance Framework • Manage the feasibility / prioritisation of the pipeline of SCR programme investments
Programme Assurance	<ul style="list-style-type: none"> • Commission and manage SCR tools and models to test scheme viability and VfM • Commission technical, independent appraisal of complex investments and schemes • Lead reporting to CA, LEP and national government • Risk Management, including lead change management and all programme risks,
Governance and compliance	<ul style="list-style-type: none"> • Reporting to SLT, CA, LEP, Audit and Scrutiny • Reporting to national government • Compliance with SAF governance requirements

RESPONSIBILITIES – ASSISTANT DIRECTOR OPERATIONAL CONTRACTS

Scope	Responsibilities
Constitution and Procedures	<ul style="list-style-type: none">• Develop / review SCR contract and procurement procedures• Develop SCR contract management register• (With Monitoring Officer and delegate) develop appropriate funding agreements
Contract Management	<ul style="list-style-type: none">• Produce and issue SCR CA funding agreements for all programme and service areas• Maintain records including register of contracts / contract variations, audit files• Contract Compliance including submission of financial claims and performance data• Relationship management with contractors• Risk management
Governance and compliance	<ul style="list-style-type: none">• Reporting to SLT, CA, LEP, Audit and Scrutiny