

# Combined Authority HR Network Workforce Implications for setting up a combined authority

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# LGA HR Support to CA



- Advice & Guidance - [LGA Principal Advisor](#)
  - [LGA Workforce Team](#)
  - CA HR Network – active, supportive, safe space to share and collaborate supported by LGA
  - Sharing advice from existing CAs
  - Pay Advice e.g. pay benchmarks to Independent Remuneration Panel for allowances etc
  - Setting up Mayor's office / support team (sharing practice)
  - TUPE advice / COSOP / variation of existing employment contracts etc
  - Employment Law advice / Pensions advice
  - Workforce Planning / Organisational Design
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# Useful references

## **LGA Devolution Hub**

<https://www.local.gov.uk/our-support/safer-and-more-sustainable-communities/devolution-hub>

## **LGA Guide Setting up a combined Authority**

<https://www.local.gov.uk/sites/default/files/documents/combined-authorities-plai-fb6.pdf>

## **LGA's Legislative and operational guides for setting up a Combined Authority**

<https://www.local.gov.uk/our-support/safer-and-more-sustainable-communities/devolution-hub/devolution-council-resources>

## **London Mayors Good Work Standard benchmark the Mayor wants every London employer to work towards and achieve (in partnership with CIPD)**

[https://www.london.gov.uk/sites/default/files/mayors\\_good\\_work\\_standard\\_employer\\_guidance\\_00.pdf](https://www.london.gov.uk/sites/default/files/mayors_good_work_standard_employer_guidance_00.pdf)

## **NAO Progress of setting up a combined authority (2017)**

<https://www.nao.org.uk/reports/progress-in-setting-up-combined-authorities/>

## **Cards on the table: English devolution and governance (2016)**

<https://www.cfgs.org.uk/?publication=cards-on-the-table-devolution>

## **Good Work Plan Government commitment to commitment to improving quality of work (2018)**

<https://www.gov.uk/government/publications/good-work-plan/good-work-plan>

# Workforce Implications

- **Programme Team** – Ensure you have the capacity & capability in place to manage the project of setting up the CA, support to learn from others.
  - **Management of change.** communication is key, be clear on outcomes/purpose, timeframes and legal requirements.
  - **Structure, Pay & Policies.** Staffing models will vary depending on the range of responsibilities you have agreed in your devolution deal but there are key roles you must have an officer who is responsible for financial administration, a scrutiny officer, a monitoring officer and a head of paid service. No blueprint (yet) for a mayoral office. Use Pay benchmarks, consider pension implications, learn from others.
  - **Capacity.** Getting the capacity right in CA can be a challenge to meet the pace of change and funding requirements. Both officer and member considerations.
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# Workforce Implications

- **Culture.** Ensure you have clear shared narrative. Take time to build relationships and partnerships, build on existing cultures, recognise need to change the way we do things, new ways of working, make use of Good Work Standard as blue print.
  - **Recruitment.** As strategic bodies, CA establishments are typically drawn from the transport authorities that they have incorporated, or from constituent local authorities. Consider branding, employee value proposition – challenge is often to explain what CA is to attract a wide range of candidates/talent.
  - **Sustainability.** The funding challenge – there can be an imbalance between revenue and capital funding. This can impact the ability to recruit and retain staff when funding is linked to project outcomes and delivery of KPIs but doesn't always sufficiently allow CAs to grow core support services to enable and support project delivery.
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**Any questions?**

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