

**GREATER MANCHESTER COMBINED AUTHORITY**

**DATE:** Friday, 22nd March, 2024

**TIME:** 10.30 am

**VENUE:** Council Chamber, Oldham Civic Center, West Street,  
OL1 1UJ

**AGENDA**

- 9. Appointment of Group Chief Executive GMCA, Fire & TfGM** 1 - 12

Report of Andy Burnham, Mayor of Greater Manchester.

- 29. Bee Network Performance Update** 13 - 18

Report of Andy Burnham, Mayor of Greater Manchester.

For copies of papers and further information on this meeting please refer to the website

[www.greatermanchester-ca.gov.uk](http://www.greatermanchester-ca.gov.uk). Alternatively, contact the following

Governance & Scrutiny Officer: Governance and Scrutiny

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This agenda was issued on 15<sup>th</sup> March 2024 on behalf of Julie Connor, Secretary to the

Greater Manchester Combined Authority, Broadhurst House, 56 Oxford Street,

Manchester M1 6EU

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## Greater Manchester Combined Authority

Date: 22 March 2024  
Subject: Appointment of Group Chief Executive Officer (GMCA, Fire & TfGM)  
Report of: Andy Burnham, Mayor of Greater Manchester, Gillian Duckworth,  
GMCA Solicitor and Monitoring Officer & Andrew Lightfoot GMCA  
Deputy Chief Executive

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### PURPOSE OF REPORT

The purpose of the report is to request the Combined Authority to approve the final appointment to the role of Group Chief Executive GMCA, Fire & TfGM following the recruitment process.

### RECOMMENDATIONS

Committee is requested to:

1. Note the recruitment process undertaken.
2. Approve the appointment of Caroline Simpson to the role of Group Chief Executive Officer for the GMCA, Fire & TfGM at a salary of £240k per annum, based on the role description attached to this report.
3. Designate Caroline Simpson (as the Chief Executive Officer of the GMCA) as the statutory Head of Paid Service for the GMCA in accordance with s4 Local Government & Housing Act 1989.
4. Appoint Caroline Simpson (as the Chief Executive Officer of the GMCA) as the Combined Authority Returning Officer for any Combined Authority election taking place after the commencement of her appointment.
5. Appoint Caroline Simpson as the Group Chief Executive Officer of TfGM (the Transport Executive) and GMCA (the Transport Authority) as the Director General of TfGM in accordance with the provisions of the Transport Act 1968.
6. Delegate authority to the GMCA Deputy Chief Executive & GMCA Solicitor & Monitoring Officer to finalise the terms of the contract and the start date.

## **FINANCIAL IMPLICATIONS**

The GMCA made the decision in 2018 to combine the two separate roles of CEO GMCA & CEO TfGM to achieve greater integration of the two organisations and realizing savings in salaries in the region of £250,000. It continues to enable considerable economies of scale in addition to the financial savings, along with the opportunity for closer integration between the two organisations. A key requirement for the role will be to continue the work with both GMCA and TfGM to increase the level of integration of functions and activity between both organisations.

## **LEGAL IMPLICATIONS**

Section 4 Local Government and Housing Act 1989 places a duty on every relevant authority, which definition includes a Combined Authority

- (a) to designate one of their officers as the head of their paid service; and
- (b) to provide that officer with such staff, accommodation and other resources as are, in his opinion, sufficient to allow his duties under this section to be performed.

It is common practice within local authorities for the Chief Executive Officer to be designated as the head of paid service

Article 6 of the Combined Authorities (Mayoral Elections) Order 2017 requires the combined authority to appoint one of its officers, or one of the officers of a constituent council, to be the combined authority returning officer in relation to the election

## **CONTACT OFFICERS:**

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## **1. Background:**

The Resources Committee at its meetings held on 27th October 2023 & 24th November 2024 authorised the commencement of the recruitment process for a Group Chief Executive GMCA, Fire & TfGM following the announcement by the current CEO Eamonn Boylan that he intended to retire in May 2024.

The GMCA confirmed that the Appointment Panel would comprise the members of the Resources Committee and the Deputy Mayor Police, Crime & Fire and authorised them to undertake the recruitment and make the final recommended appointment to the Combined Authority.

## **2. Role of the Group Chief Executive GMCA, Fire & TfGM**

The Appointment Panel in acknowledging this critical role for the city region took opportunity to consider and develop the role description to reflect the complexities of the role, the need to work with the GM local authorities and other key partners and also the ability to influence central government to achieve our aspirations for our residents. The Panel agreed a new role profile for a Group Chief Executive Officer overseeing the GMCA, Fire & Transport for Greater Manchester (TfGM). The role description is appended to this report reflecting the Group role with emphasis on the ability to forge constructive and positive relationships within a complex environment with a multitude of local, regional and national stakeholders. The need for inspirational leadership to influence, shape and deliver the next stage of the city region's devolution journey, in a cohesive and collaborative manner while ensuring clear lines of accountability for the operation of the business of the Group is critical. A key requirement of the role will be to work with both GMCA and TfGM to increase the level of integration of functions and activity between both organisations.

## **3. Recruitment Process & Appointment**

The Appointment Panel commissioned the recruitment agency Proventure to support the process which included an extensive search for suitable candidates; a number of technical assessments; the involvement of GMCA elected members with a wide range of GM partners and stakeholders including representatives of GM Equality Panels, trade unions, residents, GMP, Fire & Rescue, Health and staff.

The Appointment Panel undertook the final stage of interviews on 6<sup>th</sup> March and subsequently recommend the appointment of Caroline Simpson as the preferred candidate.

Caroline Simpson is the current Chief Executive of Stockport Metropolitan Borough Council where she oversaw a major £1bn transformation of the town centre, spearheaded the borough's development, regeneration, planning and transport agenda, and led the delivery and reform of frontline place management and property services throughout her eight years at the Council. Caroline demonstrated a wealth of public sector experience to the role, with a career spanning local government, housing, and regional development agencies in the North West and West Midlands. Her career started in the City of Liverpool delivering community-based regeneration projects, with a particular focus on work and skills.

#### **4. Remuneration**

The Combined Authority has previously approved the remuneration for the role at a range between £220k to £250k.

#### **4. Recommendations**

As set out in the front of this report.

### Role profile

- **Job title:** Group Chief Executive Officer (GMCA & TfGM)
- **Salary:** in the range £220k - £250k
- **Business area:** Leadership

### Job Purpose

The role provides inspirational leadership and vision to Greater Manchester Combined Authority (including Greater Manchester Fire and Rescue Service) and Transport for Greater Manchester to deliver significant public service reform through an integrated response to people and place, and to deliver the transformation of Greater Manchester's multi-modal transport system, to sustainably support the region's economic and cultural success.

The role is the principal advisor to the Elected Mayor of Greater Manchester and GMCA, and provides a strategic link with national government, influencing and shaping the city regions' devolution journey in collaboration with its districts and strategic partners.

The role will also act as the Combined Authority Returning Officer for discharge of the Mayoral elections. As the CARO, the role will be central to the city region's democratic process and will ensure that the election is administered effectively and that, as a result, the experience of voters and those standing for election is a positive one.

### Key Accountabilities

#### 1. Leadership

Provide dynamic, strong and visible leadership across the city region. Articulating the vision for and with local authorities, health partners, business stakeholders, partner organisations and staff to deliver significant public service reform. The role will bring all the above together to deliver transformational change for the city region successfully driving the city-region through the next phase of its devolution journey.

#### 2. Stakeholder Management

The role will need to successfully work with a multitude of complex and key partnerships including with the GM Wider Leadership Team, Integrated Care Partnership and Greater Manchester Police to support the implementation of Greater Manchester's integrated approach to people and place. The role will also work closely with national government departments,



including HMT, Transport, Health, DHLUC, and Regional MPs to maximise opportunities presented by the Single Settlement.

### **3. Strategy**

Be the driving force for the successful implementation of the Greater Manchester Strategy and associated plans at all times maintaining strategic oversight.

### **4. Specialist Advice**

Partner closely with the Mayor of Greater Manchester and GMCA, providing comprehensive policy advice, to make a significant contribution in determining the strategic direction of the region.

### **5. People Management**

Lead the GMCA Senior Leadership Team and senior managers to develop a highly skilled, capable diverse and motivated workforce with the capacity to meet the needs and challenges of the organisation, by continuing the improvement of performance and organisational effectiveness across both organisations in an inclusive and coherent manner.

### **6. Financial Management**

Oversee implementation and ensure that robust financial management and monitoring practices are in place to ensure effective financial management and regular scrutiny of the expenditure of public funds are in line with budgetary and statutory requirements.

### **7. Governance**

Ensure that all necessary governance frameworks are in place and appropriate for the organisation's activities in order to maintain its integrity and protect its reputation.

### **8. Press Relations**

Lead press and media relations for both organisations including approval of all official communications in order to protect and enhance the image of TfGM and GMCA.

### **9. Statutory Duties**

Discharge the functions of the combined role in relation to both the GMCA and TfGM to ensure both organisations comply with their statutory requirements across all functions and operational areas.

### **10. Partnership Organisations**

Collaborate with Lead partnership organisations on behalf of GMCA and TfGM to ensure strategic objectives are achieved through excellence in leadership and management of services.

## General

11. To always hold yourself and others to a high standard of professionalism, demonstrating your commitment to our values and behaviours as well as ensuring service confidentiality is maintained throughout all we do.
12. Working with other teams internally and externally collaboration is maximised and supporting on activity where appropriate.
13. Ensure the services delivered internally and externally are inclusive and accessible.
14. To align work area to the Sustainability Strategy and ensure work practices are inclusive of this value & strategic intent.

**NB: This list of duties and responsibilities is by no means exhaustive, and the post holder may be required to undertake other relevant and appropriate duties as required.**

## Knowledge, Skills, and Experience

### Part One - Knowledge & Experience

#### 1. Leadership and senior management

Proven track record of successful senior leadership and management within a local authority, Government Department / Agency or similar high-profile organisation with comparable strategic impact, scope, complexity, accountabilities and resources.

#### 2. Influence

Significant successful experience as an organisational ambassador, influencing and negotiating at a senior level locally, regionally and/or nationally with government, senior partners, and leaders across all sectors.

#### 3. Transformation

Successful experience of leading and overseeing the transformation of the economic, social and political dynamics across a system focused on improving outcomes for communities.

#### 4. Relationships and partnerships

An excellent track record of building and sustaining positive relationships and partnerships at a senior level that have delivered tangible benefits nationally, across a region or large sub-region.

#### 5. Strategic Resources

Demonstrable evidence of effective strategic resource oversight and investment to deliver long-term priorities in a complex and comparable organisational context.

#### 6. Organisational culture and performance

A demonstrable record of establishing and maintaining a strong and effective performance culture, inspiring, motivating and empowering people to meet corporate objectives and deliver excellent service.

#### 7. Judgement and political awareness

Deep experience of exercising excellent judgment, providing sound advice and effective decision making at the most senior levels of organisations within a complex political

environment, including giving guidance to senior politicians or their equivalent.

## **Part Two - Skills, Values & Behaviours**

- Ability to act as an organisational ambassador, influencing and negotiating at a senior level locally, regionally and/or nationally with government, senior partners, and leaders across all sectors.
- Ability to advocate and influence and create confidence at the highest level in a range of settings and across all sectors.
- Ability to inspire through confident, strong and visible leadership, building and maintaining strong, productive and collaborative partnerships with all sectors.
- Significant ability to work collaboratively, understand different perspectives and co-ordinate all expertise to deliver strategic objectives.
- Ability to operate credibly within a complex political environment, dealing effectively with sensitive issues and negotiating effective outcomes at the highest levels.
- Excellent written and verbal communication skills to ensure that priorities are communicated locally, regionally, nationally and internationally.
- Capacity for long term strategic planning, with tenacity and resilience to see initiatives through to delivery.
- Able to lead and oversee ongoing transformation across all aspects of a complex system, adapting to constantly changing economic, political and social dynamics, to ensure alignment of objectives and delivery of long-term strategic priorities.
- Extensive knowledge and in-depth understanding of the social and economic issues across GM and a thorough understanding of the connection between place and people, or the ability to develop this.
- Detailed knowledge of the work of national, regional and sub-regional bodies and the role of the GMCA and how they can contribute to improving social and economic outcomes.
- Thorough understanding and knowledge of the approach to inclusive growth and the ambitions of GM to reform public services to ensure that all people and places can benefit.
- Outstanding ambassadorial, public speaking and communications skills.

## FOR POLITICALLY RESTRICTED POSTS:

This post is a politically restricted post, as defined by the Local Government and Housing Act 1989 (as amended by Section 30 of the Local Democracy, Economic Development and Construction Act 2009) on one of the following grounds:

- the post is that of a Chief Officer or Deputy Chief Officer or
- the post has delegated powers to discharge the functions of the Authority; or
- the duties associated with the post include giving advice on a regular basis to the Authority, to Committees or Sub-Committees of the Authority (including member panels, Sub-Committees etc.) or to joint committees on which the Authority is represented or give advice to Executive Members, Committees or speak to the media.

The postholder has a right to appeal against the classification of their post as politically restricted.

## Corporate Duties

*Do not behave in way which discriminates against your fellow employees, or potential employees on the grounds of their sex, sexual orientation, marital status, race, religion, creed, colour, nationality, ethnic origin or disability. Safeguard at all times confidentiality of information relating to staff and pensioners. Refrain from smoking in any areas of Service premises.*

*Behave in a manner that ensures the security of property and resources. Abide by all relevant Service Policies and Procedures.*

**Records Management / Data Protection** - *As an employee of the GMCA, you have a legal responsibility for all records (including employee health, financial, personal and administrative) that you gather or use as part of your work with the Service. The records may be paper, electronic, audio or videotapes. You must consult your manager if you have any doubt as to the correct management of the records with which you work.*

**Confidentiality and Information Security** - *As a GMCA employee you are required to uphold the confidentiality of all records held by the GMCA, whether employee records or GMCA information. This duty lasts indefinitely and will continue after you leave the GMCA employment. All employees must maintain confidentiality and abide by the Data Protection Act.*

**Data Quality** - *All staff are personally responsible for the quality of data entered by themselves, or on their behalf, on GMCAs computerised systems or manual records (paper records) and must ensure that such data is entered accurately and, in a timely manner, to ensure high standards of data quality in accordance with Departmental protocols. To ensure data is handled in a secure manner protecting the confidentiality of any personal data held in meeting the requirements of the Data Protection Act.*

**Health and Safety** - *All employees of GMCA have a statutory duty of care for their own personal safety and that of others who may be affected by their acts or omissions. Employees are required to co-operate with management to enable GMCA to meet its own legal duties and to report any circumstances that may compromise the health, safety and welfare of those affected by the Service's undertakings.*

**Service Policies** - *All GMCA employees must observe and adhere to the provisions outlined in these policies.*

**Equal Opportunities** - *GMCA provides a range of services and employment opportunities for a diverse population. As a GMCA employee you are expected to treat all employees / partners / members of the public and work colleagues with dignity and respect irrespective of their background.*



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## Greater Manchester Combined Authority

Date: Friday 22 March 2024

Subject: Delivering the Bee Network Update

Report of: Andy Burnham, Mayor of Greater Manchester, Portfolio Lead for Transport and Eammon Boylan, Chief Executive Officer, GMCA & TfGM.

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### Purpose of Report

To update GMCA on progress implementing the Bee Network, Greater Manchester' vision for an integrated, 'London-style' transport system. The report updates on the operation of franchised services in the Tranche 1 area, and work to prepare for the start of Tranche 2 of bus franchising.

### Recommendations:

GMCA is asked to note the update on delivery of the Bee Network.

### Contact Officers

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## **Equalities Impact, Carbon and Sustainability Assessment**

N/A

## **Risk Management**

N/A

## **Legal Considerations**

There are no specific legal implications with regards to this report.

## **Financial Consequences – Revenue**

There are no specific legal financial implications with regards to this report.

## **Financial Consequences – Capital**

There are no specific legal financial implications with regards to this report.

## **Number of attachments to the report: 0**

## **Background Papers**

Bee Network Performance, Bee Network Committee, Thursday 21 March 2024

24-hour Transport Pilot, Bee Network Committee, Thursday 21 March 2024

## **Tracking/ Process**

Does this report relate to a major strategic decision, as set out in the GMCA Constitution?

No.

## **Exemption from call in**

Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency? No

## **Comments/recommendations from Overview & Scrutiny Committee**

N/A

## **Comments/recommendations from Bee Network Committee**

N/A



## **1. Introduction**

- 1.1. The Bee Network is Greater Manchester's vision for an integrated, 'London-style' transport system, which will change the way people travel across the city region. The Bee Network launched on 24 September 2023 following the successful implementation of bus franchising across Wigan, Bolton parts of Bury and Salford (Tranche 1), which represents approximately 20% of the Greater Manchester bus network.
- 1.2. Tranche 2 is scheduled to commence operations in Rochdale, Oldham and parts of Bury on 24th March 2024 taking the overall proportion of the Greater Manchester bus network which is franchised to circa 50%. The procurement of Tranche 3 operators is currently ongoing, with operations scheduled to commence on 5th January 2025, at which point the whole of the Greater Manchester bus network will be franchised and under public control.

## **2. Tranche 1 Services**

- 2.1. Punctuality for franchised services in the Tranche 1 area is consistently tracking above both the non-franchised network and the equivalent to the Bee Network this time last year.
- 2.2. Work continues to improve the performance of franchised bus services and a 'Bee Network Operational Excellence Plan' is in place, to build towards the high standards set for the Bee Network and take steps to consistently and reliably meet our targets.
- 2.3. Working with our franchised operators, Go North West and Diamond, timetable changes were introduced in January on 44 services in the Tranche 1 area, to improve reliability on the worst performing and most complained about routes. The changes mean that for some services there has been a change to departure times, for others arrival or departure times have changed along the route, making the timetable more reliable for customers. Early morning and evening trips to/from Standish were also extended allowing more passengers to access early morning bus and train services from Wigan.
- 2.4. Further timetable changes are planned for April which will also help to improve bus punctuality and reliability on services, as well as providing extra capacity. In collaboration with Go North West, these changes include the introduction of 20

additional buses across the Tranche 1 area, including on the popular V1 and V2 Busway services. These additional buses will be introduced in two phases during April, with some being introduced into operation from Sunday 7th April and the remainder entering service later in the month (from Sunday 28th April). They will initially be introduced on a 12-month trial basis, during which punctuality improvements and associated patronage/revenue growth will be monitored, measured and evaluated.

- 2.5. Development of a 24hr bus pilot is also underway, with outline proposals due to be considered by the Bee Network Committee on Thursday 21<sup>st</sup> March 2024.
- 2.6. Patronage on franchised services has grown steadily since the start of Tranche 1 operations with more than 130,000 passengers being carried by Tranche 1 services each weekday, and nearly 140,000 on some days. To date there have been 17 million passenger journeys on Bee Network services.
- 2.7. Revenue for franchised services continues to exceed forecast. Revenue increased further throughout February and year to date is 24% above budget. However, increased revenue is being offset by higher than anticipated costs.

### **3. Tranche 2 Mobilisation Status**

- 3.1. For the last 9 months TfGM have been working with the Tranche 2 Franchise Operators Stagecoach, First and Diamond to mobilise the franchise services and working with the outgoing operators in Tranche 2 (First and GNW) to demobilise and transition their depots, services and employees to prepare for handover to the new Franchise Operators. The Programme is on track to commence operations of a franchised network in Tranche 2 on 24th March 24.
- 3.2. The purchase of the Oldham and Queens Road depots has been completed. The acquisition of the Middleton depot via a lease has been delayed due a small number of issues with the lease however this will not impact operations. Improvement plans for Queens Road and Oldham depots have been developed with some short term changes to be made at Queens Road which include temporary improved toilet facilities and short term repairs to the roof which will eventually need replacing completely.
- 3.3. Electrification of the Oldham depot to enable the operation of new zero emission electric buses is on schedule. All charging infrastructure is now in place and power

connected to the site. Final testing of chargers is on track to complete commissioning on 15<sup>th</sup> March. The first 5 zero emission buses (ZEBs) have been charged via the infrastructure with no reported issues.

- 3.4. The delivery of the 50 new ZEBs which will operate out of the Oldham depot were due to be received by 26<sup>th</sup> January but have been impacted by Industrial Action at the Alexander Dennis (ADL) Falkirk Factory. The dispute has now been resolved, and 26 ZEBs will be received ahead of 24<sup>th</sup> March 24, with 19 already in Oldham and a further 7 due by 17<sup>th</sup> March 24. However, 24 Bee Network specification Euro VI diesel vehicles have been secured which will cover any shortfall in the ZEBs to ensure there are sufficient vehicles which meet the Bee Network standard from Day 1. The Small Franchises have also been impacted by new vehicle production delays, but an interim fleet has been secured to deliver services until all new vehicles arrive between March and June 2024. At the point of operational commencement date 60% of vehicles will have, as a minimum, external Bee Network livery.
- 3.5. Small Franchise operators have confirmed they have enough drivers and engineers to operate a successful service without agency or seconded drivers, mitigating several operational and financial risks.
- 3.6. For the Large Franchises, Stagecoach has confirmed it does not expect any agency drivers to be needed. Latest TUPE data is indicating a shortage of drivers across the three large depots by c.47 drivers. Recruitment and training continues, with a strong pipeline of new drivers. However, to mitigate this risk, Stagecoach has seconded 120 drivers who are already working on the network, backfilling incumbent drivers to enable training to take place.
- 3.7. The installation of new ticket machines, radio and CCTV continues to progress according to plan.
- 3.8. A significant amount of work has been undertaken to improve and develop the Bee Network App. New Journey Planning launched on 4<sup>th</sup> March and was rolled out to 100% of users by 11<sup>th</sup> March. TfGM is collecting feedback and will continue to make improvements iteratively as more people use the functionality. Within 3 days of launch the number of journeys planned on the App had surpassed those planned on the Bee Network website. As of the 11<sup>th</sup> March, over 5000 journeys were being planned everyday using the App.

- 3.9. Live Bus Tracking is on track to be launched to all users by 22<sup>nd</sup> March 2024. Tracking should be available for all Bee Network buses and most commercial services including Stagecoach services in the Tranche 3 area. There are occasions where tracking will not be shown, these include the service having not yet started the route or when a service has been cancelled / is not running but still appears on the Stop Departure list, and tracking is not enabled for some commercial services where operators have not provided that data. Tracking is reliant on GPS and therefore there may be momentary loss of tracking. In all cases where tracking is not available the App will inform the customer.
- 3.10. An 'in app feedback' function has been added to allow customers to feedback on the app, especially real time information, bus tracking and journey planning, to inform future improvements.
- 3.11. Detailed planning and preparation between operators, suppliers and TfGM for the overnight cut over from the commercial operations to franchised operations on 23/24<sup>th</sup> March is underway.
- 3.12. The scale of change required to introduce bus franchising inevitably poses operational challenges, with services changing from one operator to another overnight. Whilst the measures set out above seek to mitigate the impact on passengers it is likely there will be some disruption.
- 3.13. Similarly, whilst franchising provides the opportunity to transform bus services it will take time to tackle poor performance. Interventions are already being identified and developed to improve the worst performing services in the Tranche 2 area but a campaign will be launched asking passengers to 'Please bear with us' as changes are made.
- 3.14. The official launch of Tranche 2 will take place on 25<sup>th</sup> March 2024 at Oldham Interchange. Information has been shared with members.