

**GREATER MANCHESTER COMBINED AUTHORITY  
RESOURCES COMMITTEE**

**DATE:** Friday, 29th July, 2022

**TIME:** 10.00 am

**VENUE:** Hopwood Hall Middleton Campus, Rochdale Road,  
Middleton, Manchester, M24 6XH

**AGENDA**

**ANNUAL BUSINESS ITEMS**

- 1. Apologies**
- 2. Appointment of Chair**

To appoint a Chair of the GMCA Resources Committee for 2022/23.

- 3. GMCA Resources Committee - Membership**

To note the membership of the GMCA Resources Committee 2022/23 as follows:

Mayor of Greater Manchester, Andy Burnham (Lab)  
Bev Craig (Manchester) (Lab)  
Martyn Cox (Bolton) (Con)  
Andrew Western (Trafford) (Lab)  
Paul Dennett (Salford) (Lab)  
Mark Hunter (Stockport) (Lib Dem)  
David Molyneux (Wigan) (Lab)

<b>BOLTON</b>	<b>MANCHESTER</b>	<b>ROCHDALE</b>	<b>STOCKPORT</b>	<b>TRAFFORD</b>
<b>BURY</b>	<b>OLDHAM</b>	<b>SALFORD</b>	<b>TAMESIDE</b>	<b>WIGAN</b>

4. **Resources Committee Terms of Reference** 1 - 4

To note the Terms of Reference for the Resources Committee.

**ORDINARY BUSINESS ITEMS**

5. **Declarations of Interest** 5 - 8

To receive declarations of interest in any item for discussion at the meeting. A blank form for declaring interests has been circulated with the agenda; please ensure that this is returned to the Governance & Scrutiny Officer 48 hours before the start of the meeting.

6. **GMCA Pay Policy** 9 - 18

Report of Eamonn Boylan, Chief Executive Officer, GMCA & TfGM.

7. **Establishment of post of GMCA Group Assistant Director Information Governance and Deputy Data Protection Officer** 19 - 22

Report of Eamonn Boylan, Chief Executive Officer, GMCA & TfGM.

<b>Name</b>	<b>Organisation</b>	<b>Political Party</b>
GM Mayor Andy Burnham	GMCA	Labour
Councillor Martyn Cox	Bolton Council	Conservative
Councillor Bev Craig	Manchester CC	Labour
City Mayor Paul Dennett	Salford City Council	Labour
Councillor Mark Hunter	Stockport	Liberal Democrats
Councillor David Molyneux	Wigan Council	Labour
Councillor Andrew Western	Trafford	Labour

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: [sylvia.welsh@greatermanchester-ca.gov.uk](mailto:sylvia.welsh@greatermanchester-ca.gov.uk)



This agenda was issued on 21 July 2022 on behalf of Julie Connor, Secretary to the Greater Manchester Combined Authority, Broadhurst House, 56 Oxford Street, Manchester M1 6EU

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## RESOURCES COMMITTEE – TERMS OF REFERENCE

### 1. Purpose

- 1.1 To consider issues relating to the establishment and implementation of human resource processes and policies of the GMCA.
- 1.2 To oversee issues relating to the effective and efficient use of ICT and Property resources for the GMCA.
- 1.3 To oversee and approve the GMCAs Annual Business Plan and maintain oversight of the delivery and performance of key objectives and targets.

### 2. Composition

#### 2.1 Membership

The Resources Committee will be appointed by the GMCA annually.

The Committee will comprise seven members of the GMCA.

#### 2.2 Political Balance

In appointing members of the Resources Committee the GMCA will act in accordance with Rule 15.3 of the GMCA Procedure Rules set out in Section A of Part 5 of this Constitution.

#### 2.3 Chairing the Committee

The GMCA shall appoint the Chair of the Committee. In the absence of the appointed Chair, the Committee will be chaired as determined by the Committee.

#### 2.4 Quorum

The quorum for the Resources Committee shall be three.

#### 2.5 Voting

Each member to have one vote, no member is to have a casting vote

### **3. Role and Function**

3.1 The GMCA's Resources Committee has the following role and functions (except insofar as they are delegated to the Chief Fire Officer):

- (a) To consider, approve and adopt any new, or significant revision to existing human resources strategies and policies insofar as they relate to the appointment, terms and conditions of employment and dismissal of staff.
- (b) To determine any other matters relating to the appointment, terms and conditions of employment and dismissal of staff which are neither covered by policies of the GMCA nor delegated to Officers under the GMCA's Scheme of Delegation.
- (c) To make decisions in relation to the establishment and remuneration of new and additional posts whose remuneration is, or is proposed to be, in excess of Grade 11 or equivalent, but less than £100,000, per annum.
- (d) To make recommendations to the GMCA in relation to the establishment and remuneration of new and additional posts whose remuneration is, or is proposed to be, £100,000 or more per annum.
- (e) To make decisions in relation to severance packages above £60,000 but less than £95,000.
- (f) To make recommendations to the GMCA in relation to severance Packages of £95,000 or more.
- (g) To determine the payment of honoraria exceeding 12 months duration in respects of posts in excess of Grade 11 or equivalent.
- (h) To determine claims arising under the Scheme of Allowances for Employees injured in the course of their employment above £10,000.
- (i) To determine policies relating to pensions and discretionary compensation for early termination of employment.
- (j) To constitute the Employers' side of any Local Joint Committee with the relevant trade unions.

- (k) The consideration of and recommendation to the GMCA of the determination of collective terms and conditions of service and the annual pay policy statement.
- (l) To consider the outcomes of staff engagement and consultation exercises, particularly issues raised by the Workforce Engagement Board.
- (m) The making of agreements with other local authorities for the placing of staff at the disposal of those other local authorities.
- (n) To establish at the appropriate time panels of members as a sub-committee to act as appointment panels for the appointment of the Head of Paid Service and Chief Officers of the GMCA.
- (o) To consider major staffing and organisational reviews.
- (p) To provide the Head of Paid Service, Monitoring Officer and Treasurer with such staff as are in their opinion sufficient to allow their statutory duties to be performed.
- (q) To determine appeals against dismissal and to establish a Resources (Employee Appeals) Sub-Committee for this purpose.
- (r) To oversee ICT and Property matters and make recommendations to the GMCA where appropriate.
- (s) To approve the GMCA's Business Plan and maintain oversight of the delivery and performance of key objectives and targets.

#### **4. Delegation**

4.1 In exercising the above powers and responsibilities, the Committee shall have delegated power to make decisions on behalf of the GMCA, except for any matter where:

- (a) the Head of the Paid Service determines the matter should be considered by the GMCA; or
- (b) the GMCA has resolved to determine the matter.

4.2 The Committee may itself determine not to exercise its delegated powers and instead make recommendations to the GMCA where it considers this is appropriate.



## Declaration of Councillors' Interests in Items Appearing on the Agenda

Name and Date of Committee.....>

Agenda Item Number	Type of Interest - PERSONAL AND NON PREJUDICIAL Reason for declaration of interest	NON PREJUDICIAL Reason for declaration of interest Type of Interest – PREJUDICIAL Reason for declaration of interest	Type of Interest – DISCLOSABLE PECUNIARY INTEREST Reason for declaration of interest

Please see overleaf for a quick guide to declaring interests at GMCA meetings.

## Quick Guide to Declaring Interests at GMCA Meetings

Please Note: should you have a personal interest that is prejudicial in an item on the agenda, you should leave the meeting for the duration of the discussion and the voting thereon.

This is a summary of the rules around declaring interests at meetings. It does not replace the Member's Code of Conduct, the full description can be found in the GMCA's constitution Part 7A.

Your personal interests must be registered on the GMCA's Annual Register within 28 days of your appointment onto a GMCA committee and any changes to these interests must notified within 28 days. Personal interests that should be on the register include:

1. Bodies to which you have been appointed by the GMCA
2. Your membership of bodies exercising functions of a public nature, including charities, societies, political parties or trade unions.

**You are also legally bound to disclose the following information called Disclosable Personal Interests which includes:**

1. You, and your partner's business interests (eg employment, trade, profession, contracts, or any company with which you are associated).
2. You and your partner's wider financial interests (eg trust funds, investments, and assets including land and property).
3. Any sponsorship you receive.

**Failure to disclose this information is a criminal offence**

**Step One: Establish whether you have an interest in the business of the agenda**

1. If the answer to that question is 'No' then that is the end of the matter.
2. If the answer is 'Yes' or Very Likely' then you must go on to consider if that personal interest can be construed as being a prejudicial interest.

## **Step Two: Determining if your interest is prejudicial**

A personal interest becomes a prejudicial interest:

1. where the wellbeing, or financial position of you, your partner, members of your family, or people with whom you have a close association (people who are more than just an acquaintance) are likely to be affected by the business of the meeting more than it would affect most people in the area.
2. the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice your judgement of the public interest.

### **For a non-prejudicial interest, you must:**

1. Notify the governance officer for the meeting as soon as you realise you have an interest.
2. Inform the meeting that you have a personal interest and the nature of the interest.
3. Fill in the declarations of interest form.

#### **To note:**

You may remain in the room and speak and vote on the matter

If your interest relates to a body to which the GMCA has appointed you to, you only have to inform the meeting of that interest if you speak on the matter.

### **For prejudicial interests, you must:**

1. Notify the governance officer for the meeting as soon as you realise you have a prejudicial interest (before or during the meeting).
2. Inform the meeting that you have a prejudicial interest and the nature of the interest.
3. Fill in the declarations of interest form.
4. Leave the meeting while that item of business is discussed.
5. Make sure the interest is recorded on your annual register of interests form if it relates to you or your partner's business or financial affairs. If it is not on the Register update it within 28 days of the interest becoming apparent.

#### **You must not:**

Participate in any discussion of the business at the meeting, or if you become aware of your disclosable pecuniary interest during the meeting participate further in any discussion of the business,  
participate in any vote or further vote taken on the matter at the meeting.

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## GMCA RESOURCES COMMITTEE

Date: 29 July 2022

Subject: GMCA Pay Policy

Report of: Eamonn Boylan, Chief Executive Officer, GMCA & TfGM

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### PURPOSE OF REPORT

This report sets out the proposed approach to introducing a more modern, streamlined and progressive pay and grading structure for GMCA (non-operational workforce) for all roles above Grade 11.

This is needed to ensure flexibility, fairness, transparency and compliance with equality legislation as set out within the Equality Act 2010, in a way that has minimal impact on the budget and on the workforce.

### RECOMMENDATIONS:

#### Committee is asked to:

1. Note the proposals set out within this report on establishing an equality proofed Pay and Grading structure (above Grade 11) for the GMCA. This does not apply to the operational workforce.
2. Note the development of shared services approach on Information Governance and Audit, Risk and Assurance functions with TfGM.
3. Authorise the GMCA Chief Executive to progress the proposals, continuing ongoing consultation with staff and trade unions.

### CONTACT OFFICERS:

**Andrew Lightfoot, Deputy Chief Executive**

Email: [Andrew.Lightfoot@greatermanchester-ca.gov.uk](mailto:Andrew.Lightfoot@greatermanchester-ca.gov.uk)

**Mallicka Mandal, AD – Workforce Strategy & Talent**

Email: [Mallicka.Mandal@greatermanchester-ca.gov.uk](mailto:Mallicka.Mandal@greatermanchester-ca.gov.uk)

Risk Management – N/A

Legal Considerations – N/A

Financial Consequences – Revenue – section 7.

Financial Consequences – Capital – N/A

**BACKGROUND PAPERS:**

**N/A**

## 1. BACKGROUND AND CONTEXT

The GMCA formed as an employer in April 2017, inheriting staff from a range of organisations through TUPE transfers. These staff came with the transferring organisation's pay and grading arrangements (some based on spot salaries; others on pay bands). The GMCA has been grappling with the challenge of these fragmented arrangements and over the last five years efforts have been made to reduce fragmentation through consistency in job naming conventions, pay benchmarking and aligning pay between similar jobs as staff have left the organisation and we recruited to vacant positions.

**It is imperative that the GMCA, as an employer, adopts a GMCA-specific pay and grading structure going forward to ensure that its entire pay structure is robust and defensible and also to iron out any remaining discrepancies that exist in the structures above Grade 11.** Additionally, in a very competitive labour market it becomes even more important to have clarity and consistency on pay, along with pay progression within the organisational pay and grading arrangements to retain and attract talent.

GMCA already has arrangements in place for its roles up to and including Grade 11, where it uses the NJC Job Evaluation Scheme to ensure that its pay structure is equality proofed. It has undertaken to implement a similar pay and grading structure to ensure parity, transparency and fairness in the way pay is applied to all its roles.

## 2. NEED FOR A PAY AND GRADING STRUCTURE

The purpose of introducing a pay and grading structure is to:

- Adopt and implement an equality proofed job evaluation scheme that demonstrably creates an objective means for determining pay and grading of officers above Grade 11. This is a critical aspect of any pay structure so that it can be defended against equal pay claims.
- Introduce a cost-effective and affordable pay line that allows the Combined Authority to attract and retain the talent it needs to meet its current and future needs, supported, where appropriate, by a market rate supplement policy which is already in place.

Pay progression helps us to:

- Maintain salary competitiveness while controlling payroll costs within set parameters

- Provide a fair and transparent process by which individual pay increases are determined
- Encourage and reward employees for the increasing levels of knowledge, expertise, behaviours and service to the organisation

Benchmarking across public sector organisations such as Local Authorities, Combined Authorities, Fire and Rescue Services, NHS and the education sector clearly shows the importance of incremental progression in pay within clearly set out pay bands.

A few organisations use a combination of incremental progression and spot salaries for the very senior management levels. However, it is rare to find a public sector pay structure that is comprised only of spot salaries, as we have for roles above Grade 11 in the GMCA currently.

The revised approach to pay and grading above Grade 11 will enable the GMCA to recruit and retain key staff and provide the flexibility to develop new delivery models such as a shared services across two or more organisations and reward these appropriately.

### **3. LOCAL GOVERNMENT ASSOCIATION (LGA) SENIOR JOB EVALUATION SCHEME:**

It has already been agreed with our trade union representatives that the LGA Senior Scheme will be used to develop the appropriate pay and grading structure for the non-operational roles in the GMCA which are above Grade 11.

An initial desktop mapping exercise has been conducted by an independent LGA Senior Adviser, using a sample of role profiles (10 roles desk topped) to ensure 'fit for purpose' with job ranking. Having done this initial evaluation, the LGA Senior Adviser was of the view that the pay assigned to the roles did fit in terms of the rank order.

### **4. INDICATIVE PAY AND GRADING STRUCTURE (ABOVE GRADE 11):**

In order to develop an indicative pay structure that aligns with the hierarchy of roles, extensive benchmarking was conducted on public sector pay, especially GM Local Authorities' pay and grading structures to help inform our approach. The proposed indicative GMCA pay and grading structure put forward for consideration follows the broad features found within the GM local authority pay and grading structures. In developing a structure for the GMCA, the following key principles have been adopted.



## **Key Principles in adopting a Pay & Grading Structure above Grade 11:**

- i. Indicative structure which aims to be fair, transparent and consistent
- ii. Banded structure which mirrors NJC approach for Grades 1 - 11
- iii. Incremental points within each Band – important for talent attraction and retention
- iv. Bands labelled SM7, SM6 ..... SM1 (Senior Manager levels)
- v. Range of Job Titles available to use within each band, aiming to reflect the nature of the roles. These are not exhaustive and will be further expanded.
- vi. Minimise individual detriment as far as is possible whilst ensuring affordability of the overall pay structure

The indicative pay structure set out below comprises 7 grade bands

- 4 Grades with pay progression, each with 5 equal spinal column points i.e. SM7, SM6, SM5, SM4
- 3 Grades above £100k set as spot salaries that stay the same i.e. SM3, SM2, SM1

The new pay structure allows for the creation of a SM5 level pay band i.e. Group Head, Deputy Director, Specialist Adviser etc. Currently such posts do not exist within the GMCA but there is an urgent emerging need as we shape new delivery models such as shared services model with TfGM on both Information Governance and Audit & Risk functions. These functions will each be led by a Group Head and the costs of the functions shared by both the organisations.

**Table 1: Indicative Pay & Grading Structure (above Grade 11):**

SCP	Annual salary	GRADE/BAND – WITH ILLUSTRATIVE JOB TITLES
53	£58,800.00	<b>Band SM7 - Head of, Manager</b>
54	£59,524.00	
55	£61,050.00	
56	£62,577.00	
57	£64,103.00	
58	£65,324.00	<b>Band SM6 - Assistant Director, Head of, Transaction Manager</b>
59	£67,359.00	
60	£69,394.00	
61	£71,429.00	
62	£73,464.00	
63	£74,685.00	<b>Band SM5 - Specialist Advisor, Group Head, Deputy Director</b>
64	£76,720.00	
65	£78,755.00	
66	£80,790.00	
67	£82,825.00	
68	£86,081.00	<b>Band SM4 - Director, Deputy Treasurer, Chief Resilience Officer</b>
69	£89,133.00	
70	£92,186.00	
71	£95,238.00	
72	£98,291.00	
N/A	Spot salaries – stay the same	<b>SM3 - Executive Director</b>
N/A	Spot salaries – stay the same	<b>SM2 – Deputy CEX, Treasurer, Solicitor &amp; Monitoring Officer</b>
N/A	Spot salary – stay the same	<b>SM1 - Chief Executive (Joint – GMCA &amp; TfGM)</b>

## **5. PROGRESSION THROUGH THE GRADE:**

It is also proposed that Progression Reviews built into the system. These will take place at the 2<sup>nd</sup> SCP and 4<sup>th</sup> SCP within each Band. Instead of automatic progression, each employee will need to demonstrate that they meet the standards set before they can progress to the next SCP i.e. the 3<sup>rd</sup> and then the final SCP within the band.

### **Standards for progression:**

1. Their appraisal process has been completed within the last 12 months and outcomes are in line with the organisation's standards.
2. They are not on a formal capability process.
3. There is no formal disciplinary sanction live on their employment record.
4. They have completed all required essential training
5. If they are a line manager – they have completed appraisals, have regular 1-1's for all their staff and where required have started or concluded any formal development/ capability/ behaviour process for their staff.

### **Progression deferral:**

There may be occasions when a manager decides to defer an employee's progression to the next SCP until they meet the required standards, unless there are exceptional circumstances at play. The line manager must note the reason for non-progression. The employee will have a right to review this decision. Line manager should work with the employee to discuss and agree a plan for any remedial action needed to ensure that the required standards are met, including a timescale, and how any training and support needs will be met.

As soon as the employee meets the standards, the line manager will need to meet with them to confirm progression to next SCP. This should be completed within 3 months, if not, then the employee will need to wait till the next financial year. If fulfilled, pay will be increased effective from the date that the employee and manager agree that standards have been met.

## **6. METHODOLOGY**

Using the previously desk-topped roles as 'markers' we would use a job evaluation exercise to ensure that a further sample of roles are graded in a consistent way, including the ones

previously desk-topped. This will be done by identifying representative sample of roles and using structured questionnaires to get detailed information on the role with line manager validation and then evaluating them. This would also provide us with the opportunity to update and complete Role Profiles which are out of date or missing from the time of transfer to the GMCA. There is a further opportunity to produce a catalogue/suite of model roles with generic roles, responsibilities, skills etc with additional specialisms as needed.

The People Services team has staff trained in using the LGA senior scheme but will use need additional external resource to provide independent moderation.

## **7. IMPACT:**

An initial mapping exercise matching existing roles to the indicative pay structure has been undertaken to assess estimated cost (excluding on-costs) and extent of individual detriment, so that mitigation measures can be considered at the earliest.

### **Affordability:**

The cost of the Implementation of the new pay scale will be covered within existing budgets in 2022/23 and subsequently managed through future year's budget setting processes. The implementation of these scales will not require further external levy funding for the CA.

Note: Salaries above £100k (SM3 – SM1) are spot salaries and stay the same except for the new Monitoring Officer role where savings of £12,925 are achieved.

New Proposed Band	No.	Cost of Migration (Rates of Pay Based on Contractual Hours)
SM3 – SM1	6	Less £12,925 (saving on new Monitoring Officer salary)
Band SM4	13	£19,311
Band SM5	0	0
Band SM6	34	£42,554
Band SM7	11	£3,700
	<b>64</b>	<b>£52,640</b>

**Individual Impact:**

Detailed Equality Impact Assessment is currently being undertaken. Overall, 81% of the cohort benefit from the proposed new structure, 14% stay the same and 5% face a detriment. The new proposed structure is largely beneficial due to the move to a progression based pay structure from spot salaries.

GMCA has a Pay Protection Policy which provides employees with 2 years of pay protection. This will be applied to staff who face detriment in their pay. Where staff are conditioned to other terms and conditions (due to TUPE) then the appropriate condition will be applied.

**8. TIMESCALES FOR IMPLEMENTATION:**

**Stage 1: (4 weeks)**

- Initial consultation meeting with Unison to run through proposals and get feedback.
- Consultation/Briefings - CA-SLT and team sessions for their direct reports.
- Engagement with teams and one-to-one consultation meetings, where requested
- Conduct equality impact assessment on indicative structure.

- Resources Committee report seeking approval for scheme and requesting delegated authority to Chief Executive to progress implementation, including ongoing consultation with trade unions.

### **Stage 2: Phased approach to evaluating roles (8-12 weeks)**

- Work with managers to identify sample of representative roles
- Issue questionnaires with guidance for completion
- Aim to complete all evaluations within 6-8 weeks, with external moderation
- Finalise details of pay and grading structure and any related guidance documents

### **Stage 3: Approval**

- Migrating staff and issuing contract letters
- Consider any requests for review.

## **9. RECOMMENDATIONS:**

As set out in the front of this report.



**GREATER MANCHESTER COMBINED AUTHORITY**  
**RESOURCES COMMITTEE**

Date: 29 July 2022

Subject: Establishment of post of GMCA Group Assistant Director Information Governance and Deputy Data Protection Officer

Report of: Eamonn Boylan, Chief Executive Officer, GMCA & TfGM

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**PURPOSE OF REPORT:**

To seek approval for the establishment of a Group Assistant Director of Information Governance and Deputy Data Protection Officer (Shared Service) an Assistant Director Post currently exists in the Information Governance team structure, and this will be replaced with the new role. The current Assistant Director role is subject to the senior salary review process.

**RECOMMENDATIONS:**

To approve establishment of full-time permanent post to Group Assistant Director of Information Governance and Deputy Data Protection Officer (Shared Service).

**CONTACT OFFICERS:**

Liz Treacy, GMCA Solicitor and Monitoring Officer

Email: [Liz.Treacy@greatermanchester-ca.gov.uk](mailto:Liz.Treacy@greatermanchester-ca.gov.uk)

Phillipa Nazari, Assistant Director Information Governance and Data Protection Officer.

Email: [Phillipa.Nazari@greatermanchester-ca.gov.uk](mailto:Phillipa.Nazari@greatermanchester-ca.gov.uk)

Mallicka Mandal, GMCA Assistant Director of Workforce Strategy and Talent

Email: [mallicka.mandal@greatermanchester-ca.gov.uk](mailto:mallicka.mandal@greatermanchester-ca.gov.uk)

Risk Management – see paragraph – N/A

Legal Considerations – see paragraph – N/A

Financial considerations:

The role is new; funding has been agreed with TfGM for a 50/50 split and it is expected that the salary will be at the Assistant Director banding proposed in the senior salary review (Band SM6 £65,324).

**Introduction**



Over the past 2 years the scope of the Information Governance service has grown considerably and has been working in the capacity as a shared service across both the GMCA and TfGM. It has also matured the relationships with the districts in providing a service to the Chief Legal officers via a new Heads of Terms.

The work of the team is also now on a firm strategic, city region footing with the Greater Manchester Information Board established and recognised as the most mature in the country<sup>1</sup>, the Greater Manchester Information strategy<sup>2</sup> agreed by the GMCA in January.

All of which is driving the need for the role to be established.

The role will be funded in a 50/50 split arrangement with Transport for Greater Manchester to reflect the shared service nature of the role.

## **Summary**

The key changes are:

- Establish a permanent full time deputy role for the current Assistant Director of Information Governance and Data Protection Officer which is under review and proposed to become a recognised group role as per the senior salary review.

## **Context**

Following on from the establishment of the Assistant Director role in November 2018 the Information Governance service has undertaken considerable work to bring the GMCA to an appropriate and consistent standard in information governance across all parts of the organisation. Over the past two years operating as a shared service, it has also made significant change and improvements at TfGM. The service also subsumed the old AGMA working arrangements with the districts and a new head of terms is agreed and operating with the 10 Chief Legal Officers. This work places the team in a leadership and coordination role for complex and challenging GM Data sharing and information management initiatives.

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<sup>1</sup> [Ethical Data Governance - Greater Manchester Combined Authority \(greatermanchester-ca.gov.uk\)](https://www.greatermanchester-ca.gov.uk/ethical-data-governance)

<sup>2</sup> [Greater Manchester Information Strategy - Greater Manchester Combined Authority \(greatermanchester-ca.gov.uk\)](https://www.greatermanchester-ca.gov.uk/greater-manchester-information-strategy)

With the advent of the improvement work against industry standards there are inconsistent skills and roles in line with the strategy work. As such the Group Assistant Director of Information Governance and Deputy Data Protection Officer will support the Group Director Information Governance and Data Protection Officer to lead a service reorganisation and further development of the shared service function.

It should be noted that this also includes activities building on the success of performance relating to Freedom of Information and Subject Access Request to enable both the GMCA and TfGM to derive further value from their information and data.

Additionally, the GMCA has a leadership role in information governance and Information Strategy via the GM Information Board underpins and enables cross cutting activity associated with the Greater Manchester Strategy. This includes leading the delivery of the GM Information Strategy, delivering critical information governance work at a city region level and ensuring that the residents of GM benefit from and are supportive of effective, lawful and ethical information sharing.

The role will provide much needed deputization to the to be established Group director role in ensuring there is a high-performance culture embedded across the service and respond to the need for a business partner model.

# GROUP ASSISTANT DIRECTOR, INFORMATION AND DATA GOVERNANCE

## Role Profile

<b>Role:</b>	<b>Group Assistant Director, Information and Governance (GMCA &amp; TfGM) / Deputy DPO</b>
<b>Directorate:</b>	GMCA: Legal, Governance & Scrutiny and Information Governance.
<b>Salary Band:</b>	Director/ Band SM6 £65,324 (subject to senior salary review)
<b>Contract Type:</b>	Permanent, 36.25 hours per week
<b>Role statement of purpose:</b>	To provide the GMCA with professional, strategic leadership in Information Governance (IG) and wider Information Assurance including the overall responsibility for the GMCA's Freedom of Information (FOI) and Data Protection regime including complying with legislative requirements and delivering good practice. To deputise for the DPO and perform the statutory function of the Data Protection Officer at the GMCA and TfGM. To be the source of expert advice and policy development, to create and maintain high level awareness, profile and understanding of the strategic and practical importance of IG and IT Security. To work to promote a positive culture and a holistic approach that embodies the ambitions of the GMCA and TfGM.
	Note: References to GMCA include both GMCA Core and GMCA Police/Fire functions.
<b>Reports to:</b>	Group Director Information and Data Governance/Data Protection Officer

	<b>Key Role Outputs(KROs)</b> <i>these set out what must be achieved for the post holder to be successful in the role</i>	<b>Key Actions</b> <i>These set out how the KROs will be achieved – the activities required.</i>
<b>1.</b>	A coordinated, effective, and high performing information and data governance shared service across GMCA and TfGM	<ul style="list-style-type: none"> <li>Deliver a high-performance shared service model for IG and data Gov services for GMCA and TfGM that provides efficient and effective support to the organisation.</li> </ul>

		<ul style="list-style-type: none"> <li>• Develop and implement effective and consistent ways of working across all organisations, resourcing and reporting to provide better value and more productive engagement with managers across the organisation.</li> <li>• Through management and oversight of the teams ensure consistent frameworks and approaches are adopted that leverage good practice and continuous improvement</li> <li>• Provision of a service to the LA Chief Legal Officers and districts via agreed heads of terms.</li> </ul>
<b>2.</b>	Ensuring that the GMCA and TfGM are leveraging its information assets and the assets available to it in innovative ways, effectively and securely, in line with the Greater Manchester Strategy and GMCA's own Corporate Strategy	<ul style="list-style-type: none"> <li>• Oversight of delivery of internal transformational IG change programme across the group.</li> <li>• Ensure that all GMCA and TfGM information activity aligns to the Greater Manchester Information Strategy and Framework and be a lead champion in the area for this.</li> <li>• Establish and maintain standards and performance indicators for the management of the service together with the associated monitoring and reporting systems, ensuring these are actively communicated, promoted and implemented.</li> </ul>
<b>3.</b>	Maintain the profile of information governance across the group and LAs so that there is a good understanding of relevant arrangements.	<ul style="list-style-type: none"> <li>• Develop and communicate policies and procedures</li> <li>• The role of the team and support it provides</li> <li>• Supporting improved local understanding of individual responsibilities through regular communication and an established comms plan.</li> </ul>
<b>4.</b>	Established and embedded Information and data governance framework processes and procedures.	<ul style="list-style-type: none"> <li>• Establish, implement and maintain effective Information and Data Management/Governance Framework and arrangements for GMCA and TfGM.</li> <li>• Review and interpret legislation (proposed, new and existing), and then produce guidance, Policies, Project Plans, Committee Reports and Standard Operational Procedures so that the group can meet current and future statutory requirements.</li> <li>• Participate in and contribute to key projects on corporate areas of activity involving the group and GM wide / 7 cross-Portfolio strategies, which promote innovation and creativity in the provision of services and support to communities and individuals, leveraging your specialist skills.</li> </ul>
<b>5.</b>	Lead, manage and support a professional Information and data governance shared service.	<ul style="list-style-type: none"> <li>• Establish, lead, retain and develop high performance teams that work to the highest professional standards and are seen to add value to the business.</li> <li>• Conduct annual performance reviews in accordance with GMCA policy ensuring that all staff are clear about their performance objectives and have the necessary training and development to do their jobs.</li> </ul>

		<ul style="list-style-type: none"> <li>• Leveraging the unique positioning of this role, identify, share and learn from common themes and opportunities across the portfolio of organisations</li> <li>• Prepare service, business and development plans ensuring coordination and compliance with group and Portfolio targets, building in strategies and measures for continuous improvement of service.</li> <li>• Ensure that services are delivered in a customer-focused way, both internally and externally</li> <li>• Regularly seek feedback from customers and drive improvements across the service.</li> <li>• Developing future capability and capacity – the ability to and experience of working to enhance the capability and capacity of the organisation by getting the best out of people, both internally and through partners</li> </ul>
6.	Budget planning and monitoring	<ul style="list-style-type: none"> <li>• Support the Group Director to develop and agree the budget for all GMCA and TfGM.</li> <li>• Support the monitoring of adherence to budgets ensuring the agreed plans are delivered within budget within the IG Change programme.</li> </ul>
7.	Effective liaison with the group directorates and teams.	<ul style="list-style-type: none"> <li>• Provide advice and guidance to staff, including in relation to complex issues, for example development of legal/data sharing agreements, undertaking privacy impact assessments.</li> <li>•</li> </ul>
8.	Represent the group externally in a responsible and professional manner. Promoting the work of the team locally, nationally, and where appropriate globally.	<ul style="list-style-type: none"> <li>• Represent the organisation on matters relating to Information &amp; Records Management at regional and national level meetings and steering groups.</li> <li>• Work with colleagues in government departments on enabling activity to support key projects and programmes.</li> </ul>
9.	Effective and impactful stakeholder engagement	<ul style="list-style-type: none"> <li>• Proactively establish and maintain relationships with key stakeholders across GMCA and TfGM, Local authorities and GM Partners.</li> <li>• Promote, protect, enhance and develop the reputation of the GMCA and the services for which the post holder is responsible by delivering real voice and choice to customers.</li> </ul>
10.	Effective leadership	<ul style="list-style-type: none"> <li>• Contribute to the effective leadership of GMCA/TfGM through ELN (GMCA) Performance Board (TfGM) as well as participation in other relevant Boards.</li> <li>• Consistently demonstrate the vision and values of TfGM/GMCA demonstrating clear leadership and providing a role model to staff across the organisation.</li> </ul>

		<ul style="list-style-type: none"> <li>• Be an advocate and driver of change across TfGM/GMCA, supporting continuous improvement and organisational development.</li> <li>• Ensuring fairness – role modelling the values set out in the Corporate Plan. Releasing Potential and Achieving Through Others</li> </ul>
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	<b>Compulsory Outputs (COs)</b> <i>these set out what must be achieved for the post holder to be successful in the role</i>	<b>Key Actions</b> <i>These set out how the COs will be achieved – the activities required.</i>
<b>C1</b>	Ensure you comply with all organisational policies and relevant legislation:	<ul style="list-style-type: none"> <li>• Data Protection legislation and policies</li> <li>• Employee code of conduct</li> <li>• Key TfGM and GMCA Policies including Dignity at Work policy; Officer Code of Conduct, Information Security, Social Media etc.</li> <li>• Information assurance and security in line with Cabinet Office requirements;</li> <li>• Risk management</li> <li>• Equality and diversity legislation</li> <li>• Organisational Vision &amp; Values</li> <li>• Ensuring high professional standards are maintained and compliance with appropriate procedures and statutory requirements</li> </ul>
<b>C2</b>	Established, qualified and significant experience as an Information Governance professional at a senior level.	<ul style="list-style-type: none"> <li>• Relevant qualifications ISEB or equivalent</li> <li>• At least 5 years in a mid-mid senior management or leadership role.</li> <li>• Experience of managing high performance teams</li> <li>• Educated to at least degree level, or demonstration of significant experience and Application</li> </ul>
<b>C3</b>	Business Direction	<ul style="list-style-type: none"> <li>• Vision – experience of developing a compelling vision that is understood by others.</li> <li>• External and customer focus – ability to demonstrate a focus that is attuned to the national and regional agenda, understanding stakeholders changing needs;</li> <li>• working collaboratively by breaking down barriers with partners and internally between departments.</li> <li>• Ability to effectively manage organisational resources (financial, human and infrastructure) – running operations responsibly and assuring quality of service delivery</li> <li>• Developing future capability and capacity – the ability to and experience of working to enhance the capability and capacity of the organisation by</li> </ul>

		<p>getting the best out of people, both internally and through partners</p> <ul style="list-style-type: none"> <li>• Ability to understand financial and legal/contractual information and to develop innovative strategies to maximise service provision within tight financial limits, and to maximise funding available</li> </ul>
<b>C3</b>	Effective service management	<ul style="list-style-type: none"> <li>• Demonstrable ability to lead and motivate a diverse team and to achieve shared commitment to service delivery.</li> <li>• Ability to make decisions effectively including in situations with conflicting pressures with limited information</li> <li>• Political judgement and skills in relationships and being able to be proactive in developing and maintaining constructive and ethical relationships</li> <li>• Evidence of success in establishing effective performance measures and a performance culture that has achieved significant outcomes for citizens interview</li> </ul>
<b>C4</b>	Any other reasonable duties as required from time to time	

#### Key Interdependencies

<b>Key Contacts</b>	<p>GMCA and TfGM Directors, Senior Managers and staff as necessary to conduct duties efficiently and effectively.</p> <p>Staff in related GM bodies such as MIDAS, Manchester Solutions, Marketing Manchester, the Manchester Growth Company, Universities o Relevant government departments and national agencies.</p>
<b>Direct reports</b>	<p>4 x direct reports:</p> <ul style="list-style-type: none"> <li>• I&amp;DG Manager</li> <li>• I&amp;DG Manager</li> <li>• Senior IG Lead</li> <li>• Senior IG Lead</li> </ul> <p>With overall responsibility for approximately 12 I&amp;DG staff.</p>
<b>Budgetary responsibility</b>	Responsible for supporting Group Director with GMCA and TfGM I & DG budgets
<b>Location</b>	<p>GMCA, Tootal Buildings, Oxford Street Manchester M1 6EU</p> <p>TfGM, 2 Piccadilly Place, Piccadilly, Manchester, M1 3BG.</p>

<b>Office Use Only</b>		<b>Updated</b>	<b>Updated</b>	<b>Updated</b>	<b>Updated</b>
Created					
<b>By: RD (TfGM)</b>					

<b>By: MM (GMCA)</b>					