GMCA GREATER
MANCHESTER
COMBINED
AUTHORITY

GREATER MANCHESTER COMBINED AUTHORITY
RESOURCES COMMITTEE

DATE: **Friday, 26th January, 2024**

TIME: **10.00 am**

VENUE: **Meeting Room 6, Stockport Town Hall, Edward Street, SK1 3XE**

AGENDA

1. **Apologies**
2. **Chairs Announcements and Urgent Business**
3. **Declarations of Interest**

   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.

4. **Minutes of the Resources Committee - 24 November 2023**

   To approve the minutes of the Resources Committee held on 24 November 2023.

BOLTON	MANCHESTER	ROCHDALE	STOCKPORT	TRAFFORD
BURY	OLDHAM	SALFORD	TAMESIDE	WIGAN

Please note that this meeting will be livestreamed via www.greatermanchester-ca.gov.uk, please speak to a Governance Officer before the meeting should you not wish to consent to being included in this recording.

Name	Organisation	Political Party
GM Mayor Andy Burnham	GMCA	Labour
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 Eamonn O'Brien	Bury Council	Labour
Councillor Tom Ross	Trafford	Labour

For copies of papers and further information on this meeting please refer to the website www.greatermanchester-ca.gov.uk. Alternatively, contact the following Governance & Scrutiny Officer: sylvia.welsh@greatermanchester-ca.gov.uk

✉

This agenda was issued on 18 January 2024 on behalf of Julie Connor, Secretary to the Greater Manchester Combined Authority, Broadhurst House, 56 Oxford Street, Manchester M1 6EU

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:
1. You may remain in the room and speak and vote on the matter
2. 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.

This page is intentionally left blank

Minutes of the Meeting of the GMCA Resources Committee held on
Friday 24 November 2023

PRESENT:

Andy Burnham	Mayor of Greater Manchester
Councillor Eamonn O'Brien	Bury
Councillor Bev Craig	Manchester
City Mayor Paul Dennett	Salford
Councillor Mark Hunter	Stockport
Councillor Tom Ross	Trafford

IN ATTENDANCE:

Mayor Kate Green	Deputy Mayor, Police, Crime & Fire
Councillor Nazia Rehman	Wigan

ALSO PRESENT:

Andrew Lightfoot	GMCA Deputy Chief Executive
Gill Duckworth	GMCA Solicitor & Monitoring Officer
Steve Wilson	GMCA Treasurer
Julie Connor	GMCA Director, Governance & Scrutiny
Kevin Lee	Mayor of Greater Manchester's Office

RC/23/23/4   Apologies

Apologies were received and noted from Councillor David Molyneaux (Wigan).

RC/24/23/4   Chairs Announcements & Urgent Business

There were no Chairs Announcements or Urgent Business.

RC/25/23/4   Declarations of Interest

There were no declarations of interest made in relation to any item on the agenda.

RC/26/23/4   Minutes of the GMCA Resources Committee held on 27 October 2023

RESOLVED/-

That the minutes of the meeting of the Resources Committee held on 27 October 2023 be approved as a correct record.

RC/27/23/4   Recruitment of GMCA & TfGM Chief Executive Officer Update

Andy Burnham, Mayor of Greater Manchester, introduced a report providing the Resources Committee with an update on the work of the Appointment Panel so far, specifically the proposed Role Profile, broad timeline for recruitment and proposed remuneration for a Group Chief Executive Officer role .

He also reiterated the importance of the appointment set within the context of the Autumn Statement announcements including the single settlement, which in his view, will change the nature of the GMCA's conversations with the government, the current system and provide the ability to make decisions in a more flexible environment.

The decision to progress the appointment of a Group Chief Executive, as recommended by the recruitment agency, would enable the opportunity to look at delivering efficiencies and economies of scale across a number of core corporate functions within TfGM, Fire and GMCA and a further report will be provided to the Committee on how this work will be progressed.

It was clarified that the appointment of a Group Chief Executive Officer was not intended to create a hierarchy between the GMCA and Greater Manchester districts, the intention was to better serve the Greater Manchester districts. The Group will be those organisations at a GM level ie, GMCA, TfGM & Fire. It was felt that the role description should emphasise the need for close collaboration with the Greater Manchester districts.

Gillian Duckworth informed the Committee that, if approved, the advert for the post will go live week beginning the 27 November, with the Appointment Panel to undertake the recruitment for recommendation to the GMCA on 22 March 2023.

RESOLVED/-

1. That the Role Profile for the Group Chief Executive Officer role be approved recognizing the need to emphasise collaboration with the GM local authorities.

2. That the renumeration for the role be approved at a range £220k - £250k.

3. That the broad timeframe for the recruitment process be noted.

4. That it be noted that the Appointment Panel will undertake the recruitment and make a final recommendation for appointment directly to the GMCA meeting in March 2024.

This page is intentionally left blank

Greater Manchester Combined Authority

Resources Committee

Date: 26 January 2024

Subject: Growth Locations Resources – PMO and Delivery Team

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

_____

Purpose of Report

To seek agreement to establish two new posts within the GM Delivery Team to support Growth Location activity.

Recommendations:

The Resources Committee is requested to approve the following new posts within the GM Delivery Team:

1. Creation of a new Assistant Director - Place Post – new role.
2. Creation of an additional Delivery Manager Post based on existing Delivery Manager role.

Contact Officers

Andrew McIntosh, Director, Place, GMCA

Email: andrew.mcintosh@greatermanchester-ca.gov.uk

Mallicka Mandal, AD – Workforce Strategy & Talent

Email: mallicka.Mandal@greatermanchester-ca.gov.uk

Equalities Impact, Carbon and Sustainability Assessment:

Recommendation - Key points for decision-makers

Insert text

Impacts Questionnaire

Impact Indicator	Result	Justification/Mitigation
Equality and Inclusion	G	Bringing forward the Growth Location Programme will support the development of well connected economic opportunity for residents across GM
Health	G	The Growth Locations will bring forward high quality development that will have a long term positive imapct on the health of GM residents.
Resilience and Adaptation	G	The Growth Location programme will seek to deliver resiliant developments.
Housing	G	The Growth Location programme will support the delivery of a large proportion of the housing identified within the PfE spatial plan and Stockport Local Plan.
Economy	G	The Growth Location programme will seek to support the delivery of employment opportunities across the conurbation.
Mobility and Connectivity	G	The Growth Location programme will identify and support the business case development for necessary new transport infrastructure to connect residents to employment opportunities.
Carbon, Nature and Environment	A	The Growth Location programme will seek to bring forward development that aligns with the environmental policies set out within Places for Everyone, GMs spatial plan.
Consumption and Production		
Contribution to achieving the GM targ		The role holder will be responsible for devleoping the growth location porgramme, a key

G	**Positive** impacts overall, whether long or short term.	A	Mix of **positive** and **negative** impacts. Trade-offs to consider.	R	Mostly **negative**, with at least one **positive** aspect. Trade-offs to consider.	RR	**Negative** impacts overall.

Further Assessment(s):   Equalities Impact Assessment and Carbon Assessment

Carbon Assessment

Overall Score	■	

Buildings	**Result**	**Justification/Mitigation**
New Build residential	🟧	Buildings will be designed on a scheme by scheme basis. The Growth Location prgramme will support the delivery of net zero buildings. Buildings will be designed on a scheme by scheme basis. Projects will be assessed on a scheme by scheme basis
Residential building(s) renovation/maintenance	N/A	
New build non-residential (including public) buildings	N/A	
Transport		
Active travel and public transport	■	This will be deteremined on a scheme by scheme basis This will be deteremined on a scheme by scheme basis This will be deteremined on a scheme by scheme basis This will be deteremined on a scheme by scheme basis This will be deteremined on a scheme by scheme basis This will be deteremined on a scheme by scheme basis This will be deteremined on a scheme by scheme basis
Roads, Parking and Vehicle Access	■	This will be determined on a scheme by scheme basis This will be determined on a scheme by scheme basis This will be determined on a scheme by scheme basis This will be determined on a scheme by scheme basis This will be determined on a scheme by scheme basis This will be determined on a scheme by scheme basis
Access to amenities	■	This will be determined on a scheme by scheme basis This will be determined on a scheme by scheme basis This will be determined on a scheme by scheme basis
Vehicle procurement	N/A	
Land Use		

La	No associated carbon impacts expected.	🟩 High standard in terms of practice and awareness on carbon.	🟦 Mostly best practice with a good level of awareness on carbon.	🟧 Partially meets best practice/ awareness, significant room to improve.	■ Not best practice and/ or insufficient awareness of carbon impacts.

Risk Management

N/A

Legal Considerations

N/A

Financial Consequences – Revenue

Revenue costs of established posts to be covered through the DLUHC Capacity and Capability Development Grant.

Financial Consequences – Capital

None

Number of attachments to the report: None

Comments/recommendations from Overview & Scrutiny Committee

N/A

Background Papers

- [GMCA Report: Growth Locations, December 2021]

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

GM Transport Committee

N/A

Overview and Scrutiny Committee

N/A

1. Background

1.1. The approach to developing Growth Locations (GLs), as agreed by GMCA in December 2021, supports the ambition to build a strong pipeline of investible projects such that GM is in the strongest possible position to secure funding as it becomes available. The requirement to develop a robust pipeline of projects was set out in the GM Investment Plan.

1.2. There is a need to provide continued and increased financial and specialist support from the GMCA to drive project development and delivery as part of the GL programme.

Given the scale of development envisaged, there is a need to ensure that support being provided via the GMCA is suitable to support the ambitions of the Local Authorities.

2. Direct Support for Local Authorities

2.1. There is capacity within GMCA in the form of the Core Investment and Delivery Teams, funded from existing resources.

The teams are focused on the deployment of GM development investment funds, brownfield capital grant funding, managing allocation of the Growth Location revenue funding, directly supporting GL projects within local authorities, and providing oversight of the overarching GL programme.

As the GL programme matures and the activity supported by the Delivery Team increases in volume, it is necessary to ensure there is adequate GMCA support for project development and delivery in GM local authorities. This central resource has a range of benefits, most pertinently:

- Supporting the Local Authority Growth Location steering group chairs in overseeing and managing activity in each of the GLs.

- Ensuring there is sufficient capacity to develop business cases for and manage capital grant programmes that are provided through the CA to fund Local Authority projects.

- Providing a range of skills and experience that can be flexibly employed as demanded by projects, limiting the need for Local Authorities to commit to funding and recruiting employees to projects that have persistent and longer-term requirements.

- Reducing Local Authority administrative overhead in the procurement of consultant support.

2.2. The team currently consists of five Delivery Managers. It is proposed that the structure of the Delivery Team is amended to reflect the shape of the Growth Locations (GL) programme such that each GL has a dedicated Delivery Manager associated with it. This will not only allow a stronger alignment between individual Delivery Managers and their respective GLs, but also enable greater support for the Directors of Place acting as Chair for individual GL Steering groups in identifying, prioritising, and driving forward projects within that GL.

2.3. As the Growth Location programme expands there is similarly a need for some additional senior level capacity to manage and deliver the Growth Location programme wide activity. An Assistant Director will create capacity to progress the programme-wide activity. They will also provide service to the GL Programme Board and Directors of Place, operating across the GLs to draw together common themes in activity across multiple GLs.

3. Roles to be Created

3.1. The are two roles that have been identified to be created to support the Local Authorities bring forward their development plans and more efficiently manage the Growth Location activity. The roles will sit within the Delivery Team to ensure that the development and delivery skill set continues to be centralised in one team and allow for a blend of work across the Team. The posts can be summarised as follows:

3.1.1. **Assistant Director - Place,** Grade Band SM6 Salary range: £69.8k - £78k - to support the Place Director in their additional responsibilities associated with managing the development of Growth Locations. The role profile for the Assistant Director will encompass the responsibilities of a Delivery Manager role plus additional line manager, budget and deputising responsibilities. The Assistant Director, who will act as a deputy and support to the Place Director, is paid at a level set midway between Delivery Manager and Delivery Director. This is felt to be commensurate with their responsibilities which includes line management of some of the Delivery Team. The Assistant Director-Place Role Profile has been developed based on a recently job evaluated role at the Assistant Director level and is attached as Appendix 1.

3.1.2. **Delivery Manager**, Grade Band SM7 Salary range £63k - £68.5k - to support the development of robust investment proposals (Local Investment Frameworks) across the GM Growth Locations. The Delivery Manager role is a generic role within the team. The additional post will be based on existing Role Profile.

4. Financial Consequences

4.1. The posts are to be created on a permanent basis with the first 2 years funding being fully funded through a grant that has been received from DLUHC to support Capacity and Capability Development at the GMCA. The costs of future years will be funded from existing Delivery Team budgets.

5. Recommendations

5.1. Recommendations are set out at the front of this report.

Assistant Director,
Place

Job Title:	Assistant Director - Place	Date:	January 2024
Reporting Line:	Delivery Director	Salary:	£69,858 - £78,314
Team:	Place Directorate	Business Area:	GMCA

JOB PURPOSE

To work with the Director of Place in their overall responsibility for delivering the Growth Location Programme across the city region. This will involve supporting the GM local authorities in developing and delivering projects to drive future growth, focused primarily on the Growth Locations. This will include supporting Mayoral vehicles set up to support development across the Growth Locations and managing the interdependencies between the transport, housing and growth ambitions across each of the areas.

The role will be responsible for overseeing strategic planning, provision of strategic advice and the core portfolio processes, budget, information and people management in relation to the GM Growth Location programme. A key responsibility will be to drive the delivery of high quality, GM focused cost-effective services that support the GMCA in achieving its overall objectives in relation to the Growth Location programme.

The Assistant Director will support the Director in delivering the following critical objectives from within their portfolio:

- Drive forward initiatives that deliver the Greater Manchester Strategy and GMCA's strategic objectives as set out in its delivery plan in relation to Growth Locations.
- Create strategic relationships with key partners to influence national approaches to GM investment and enable better access to GM programmes for its partners, enabling delivery of joint objectives.
- To manage the relationships with key partners such that 'whole system' approach is achieved in relation to Growth Locations.
- Continuous development of their teams and people, ensuring they are well connected to the wider work of the Directorate and across GMCA.
- Develop an inclusive workplace culture that supports the well-being of GMCA's workforce.

KEY RELATIONSHIPS

- GM Mayor and Deputy Mayor
- Senior managers and staff within GMCA
- Senior managers, Directors and Chief Executives from across GM's public sector and stakeholders/partners

- Representatives of central and local government, including DLUHC
- External bodies and agencies, including Homes England, Infrastructure providers and the GM Housing Providers

KEY RESPONSIBILITIES

GENERAL MANAGEMENT RESPONSIBILITIES

- To lead and facilitate the development of key strategic plans within Growth Locations.

- Ensure effective commissioning and programme and project management within the Growth Location Programme.

- Ensure effective financial management in respect of all aspects of Growth Locations, advising the Director where challenges exist.

- In relation to the Growth Location Programme, to lead and motivate their teams and to achieve excellent performance, acting as a positive role model for leadership behaviours.

- Assist the Director to deliver the Growth Location Programme, horizon scan local, regional, national and international developments, including the work of Districts, partners & GMCA and ensuring that senior leadership, are fully briefed.

- Play a pivotal role in driving the change needed to deliver the Growth Location programme, and implementing GMCA's business strategies, securing continuous improvement and ensuring that priorities, objectives and statutory obligations are met.

- Develop, maintain and promote positive partnerships with developers, statutory and other agencies in order to achieve GMCA priorities.

- Within their portfolio, empower all employees to celebrate success, to continue to learn and develop and to manage performance effectively.

- Support effective scrutiny arrangements and ensure the engagement and involvement of portfolio holders as appropriate.

- Provide expertise and leadership to drive performance and to commission and/or deliver GM priorities and meet targets.

- To drive intelligence & data of programmes to inform policy & future funding allocations and ensure the provision of integrated and accurate data and records as required. Ensure that data and intelligence is at the heart of evidence-based decision-making.

- Ensure that equality, diversity and inclusion is embedded in all service policy areas and decision-making, shaping the culture and behaviours of their teams, within their portfolio.

- To undertake any other duties as the organisation requires.

FUNCTIONAL RESPONSIBILITIES (Place)

10

The overarching functional responsibility will be to assist the Director to create a holistic approach to the development and delivery of the Growth Location programme – across policy areas, assets and investment streams – integrating both, the work of the whole team and teams across the GMCA to drive a consistent, high quality approach to all aspects of Growth Location development.

Doing this will involve leading the following areas of work within the Growth Location Programme of the Directorate:

- Implement strategies and plans which support the delivery of the Growth Location Programme.

- Provide financial and specialist support to drive project development and delivery as part of the Growth Location programme.

- To work with the Mayor, Deputy Mayor and Director in the development of the Growth Location programme and ensuring that they are aware of challenges, opportunities and responsibilities as they arise.

- **Developing and maintaining expertise in delivery matters so as to support Mayoral and GMCA priorities effectively.**

- Providing comprehensive and at times critical advice to senior managers and political leaders.

- Providing visible leadership, direction and development of staff within their portfolio to support the delivery of key priorities and objectives.

- Provide service to the Growth Location Programme Board and Directors of Place, operating across the Growth Locations to draw together common themes in activity across multiple Growth Locations.

- Development of effective relationships with senior managers and Directors across the Local Authorities, Transport for Greater Manchester, GM Housing Providers and Infrastructure providers.

- Assist the Director in promoting and developing effective working relationships at a local, regional and national level with Infrastructure providers, GM Housing Providers and Department for Levelling Up, Homes and Communities.

- Supporting the Director in ensuring robust management and propriety in delivery of Growth Assist the Director in collaborative working with Transport for Greater Manchester and Homes England to align capital investment and revenue resources.

- Location business arrangements, including procurement governance and arrangements for tendering and letting of contracts and awarding and managing grant programmes.

- Developing and maintaining mechanisms for commissioning services from external organisations to meet emerging needs and delivering programmes, including with partners, to meet emerging needs.

- Assist the Director in responding to national issues affecting place delivery, actively representing the interests of GM to increase influence locally, regionally and nationally.

- Assist the Director in developing the approach to pipeline development, prioritisation and allocation of resources to develop and fund priority projects being brought forward under the Growth Location Programme.

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

Qualifications

- Considerable experience and proven track record within the sector
- Relevant management/leadership qualification and/or significant management experience
- Membership of an appropriate professional body, where relevant

Desirable

- Educated to degree level / level 7 or equivalent experience in a relevant discipline.

Knowledge & Experience

- Demonstrable evidence of effective strategic leadership
- Experience of working strategically in partnership with a variety of agencies and stakeholders to deliver improved outcomes.
- Evidence of successful resource and financial management, including evidence of formulating budgets, resolving conflicting priorities, and applying rigorous monitoring and control procedures.
- Experience of managing large and complex working and contractual arrangements
- Experience of operating within a complex political environment
- Relevant up to date knowledge of local government rules and regulations and the national issues affecting the delivery of regeneration projects.
- Experienced in managing change, exploiting new opportunities and developing a positive performance management and improvement culture.
- Highly developed networking and partnership working skills to build effective long-lasting relationships with a wide range of internal clients with the ability to negotiate and persuade stakeholders within a complex operating environment.
- Ability to think strategically and ability to apply innovative solutions to improve working practices, service delivery, to drive through efficiencies, responding positively to changing circumstances.
- Highly numerate and excellent verbal and written communication skills.
- Highly developed organisational skills and ability to manage conflicting priorities, both for self and for developing for the team.
- Ability to persuade and influence at all levels.
- Demonstrable experience in developing strategic approaches and business plans within a complex operating environment.
- Strong understanding of development of delivery models and measures of performance

This post is classified as politically restricted, as in the Local Government and Housing Act 1989, as the post holder will be required to regularly advise the GMCA, it's Committees, or communicate with the media on behalf of the GMCA.

12

Corporate Duties

- o
  - o Avoid any behaviour 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.

13

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

This page is intentionally left blank

Resources Committee

Date: 26 January 2024

Subject: Head of Data & Enterprise Architecture Role

Report of: Andrew Lightfoot, Deputy Chief Executive, GMCA

Purpose of Report

To seek approval for the establishment of and appointment to the post of a Head of Data & Enterprise Architecture within the GMCA structure.

Recommendations:

The GMCA is requested to:

Authorise the GMCA Chief Executive to progress the establishment of a Head of Data & Enterprise Architecture (Senior pay-scale SM6 (£69,889 - £78,314)) post and agree that the current postholder be assimilated into this role.

Contact Officers

Phil Swan, phil.swan@greatermanchester-ca.gov.uk

Mallicka Mandal, Mallicka.mandal@greatermanchester-ca.gov.uk

BOLTON	MANCHESTER	ROCHDALE	STOCKPORT	TRAFFORD
BURY	OLDHAM	SALFORD	TAMESIDE	WIGAN

Equalities Impact, Carbon and Sustainability Assessment:

N/A

Risk Management

There are no risk management implications

Legal Considerations

There are no legal consideration

Financial Consequences – Revenue

See paragraph 3

Financial Consequences – Capital

There are no capital financial consequences

Number of attachments to the report: None

Comments/recommendations from Overview & Scrutiny Committee

None

Background Papers
None

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

GM Transport Committee

N/A

Overview and Scrutiny Committee

N/A

1. Introduction

1.1 The GMCA Digital Services team is made up on two linked elements: A corporate ICT service that supports and secures GMCA operational activity such as dedicated GM Fire & Rescue Services (GMFRS) systems, GMCA staff systems, and NW regional Fire Control Centre. This is overseen via internal corporate governance within GMFRS and GMCA that aligns under the Deputy Chief Executive with a forward-looking set of ambitions defined within a corporate Digital Data & Technology Strategy.

1.2 There is also an externally facing GM Digital City-Region Portfolio which is overseen by a GMCA Portfolio Leader and Chief Executive in line with other GMCA Directorates. This scope of this latter activity was recently refreshed in the GM Digital Blueprint 2023-26 which was approved by GMCA in March 2023. This includes work in support of "Building Responsible Data Driven Public Services".

1.3 The scope and complexity of both corporate and GM wide activities have developed significantly over recent years. For example:

1.3.1 Pan GM technology and data initiatives involve agreeing, co-designing and implementing a range of systems and new ways of working with a broad range of stakeholders. Current initiatives include Early Years Digitisation (in support of School Readiness), A Bed Every Night, Supported Families analytics, Missing People, the Public Sector Decarbonisation Scheme monitoring, and Victim's Services digitisation, plus services that were established to support the response to Covid such as the Sit-Rep reporting, and some health data management capabilities which GMCA supports.

1.3.2 Corporately this work encompasses our vision to "digitally enable the GMCA to act faster, delivering change and productivity at pace; provide value for money, reducing cost and increasing efficiencies; deliver better, through more effective use of data and technology; and be more resilient, through providing secure and reliable ICT."

1.4 The combined five year forward-looking technology expenditure across both elements is estimated to be approximately £30M and requires data and technology design leadership, aligned with and understanding of business needs and processes.

1.5   It is proposed that this leaderships converges in a Head of Enterprise and Data Architecture position, which absorbs the majority of responsibilities of a previous the Head of Enterprise Architecture and the current Technical Design Lead positions, incorporating further Data related responsibilities that have increased as a result of work towards Single Settlement.
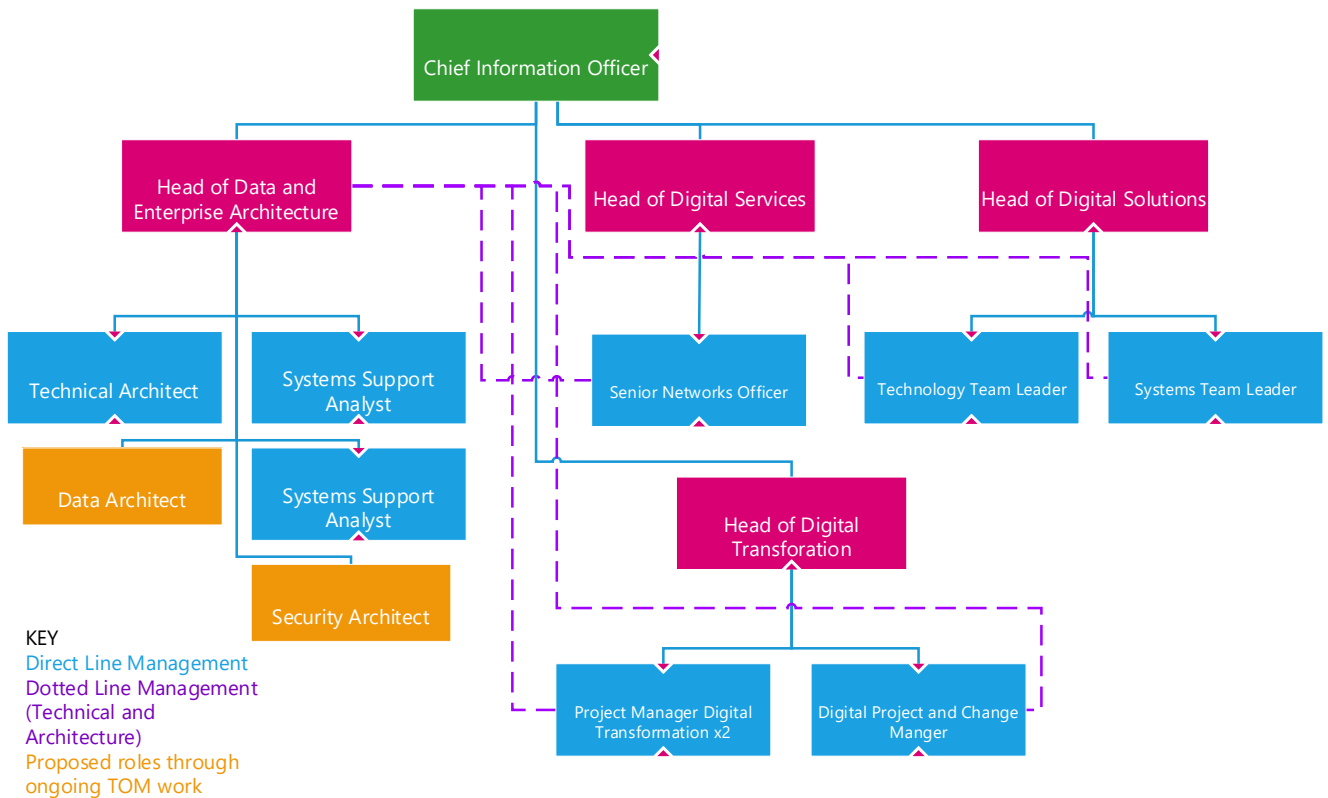
2. Proposed change to role

2.1   The Technical Design Lead (Grade 10) was established within GMFRS prior to the formation of GMCA in 2017 to lead technical solution design related activities, however the role's responsibilities have grown with the incumbent receiving an honorarium since January 2023. A recent re-grading exercise has assessed the position to be at an SM6 (£69,889 - £78,314) level.

2.2   There are several reasons for this. The role holder now leads the advancement of enterprise architecture both within the organisation and regionally on behalf of the GMCA. This is because the role holder took on the main responsibilities of the Head of Enterprise Architecture (SM6) position as a result of the incumbent leaving GMCA for Manchester City Council in December 2022.

2.3   Specifically, the role holder's responsibilities now include:

2.3.1   Providing positive leadership and direction for Technology and Digital Architecture across GM, promoting a culture of service excellence and ensuring that staff, citizens and stakeholders are engaged and involved

2.3.2   Owning the creation, design and on-going management of pan GM platform architectures and data lifecycles, ensuring they continue to meet evolving business needs, as well as technical and legal requirements, such as data and analytics to facilitate early intervention and predictive analysis.

2.3.3   Leading and developing Enterprise Architecture strategy, planning and implementation in GMCA and Fire & Rescue Service in conjunction with key stakeholders including developing, owning and maintaining key, foundational architecture to support and inform the organisation's Digital, Data and Technology (DDaT) strategy

2.3.4   Developing technology strategy and delivery responses to area-based, reform and thematic challenges and opportunities in order to meet the objectives set out in the GMS, maximising benefits from existing investments or assets.

Page 26

2.3.5 Planning and managing financial resource effectively across multiple budgets, using an in depth understanding and interpretation of financial and management data to deliver public value

2.4 It is therefore proposed that the Technical Design Lead role is disestablished and a new Head of Data & Enterprise Architecture role created as the incumbent taking up the post.

2.5 The role holder has been undertaking these additional responsibilities since January 2023 and it is recommended that they be assimilated into this role on a permanent basis, in line with their current permanent status, with the role reporting directly to the Director of Digital / CIO. A revised Person Specification has been developed and regraded in line with these additional responsibilities – as shown in Annex A.

2.6 The current functional model showing the post and its position is shown below.

KEY
Direct Line Management
Dotted Line Management (Technical and Architecture)
Proposed roles through ongoing TOM work

3. Financial Implications

3.1 The Technical Design Lead role is currently funded as a substantive position in the organisation. It is proposed that 50% of this role continues to be funded in this manner reducing pressure on the corporate budget, with the other 50% being funded through pan GM budgets for the unfilled Head of Enterprise Architecture role that is sourced from a combination of retained business rates, grants, and specific

financial flows relating to specific projects and products. The combined effect also reduces the pressure on the pan GM digital budget.

GMCA | BOLTON MANCHESTER ROCHDALE STOCKPORT TRAFFORD
BURY OLDHAM SALFORD TAMESIDE WIGAN

Job Title:	Head of Data and Enterprise Architecture (TBC)	**Date:**	30/10/23
Reporting Line:	Chief Information Officer / Director for Digital	**Salary:**	SM6 (£69,889 - £78,314)
Team:	Digital Architects	**Business Area:**	Digital Services

JOB PURPOSE

The Greater Manchester Strategy (GMS) sets out our collective ambition to make Greater Manchester one of the best places in the world to grow up, get on, and grow old. A place of ideas and invention, with a modern and productive economy that draws in investment, visitors and talent.

Our GM Digital Blueprint articulates this vision further. Our aim is for Greater Manchester to Digital City-Region with a Difference and to drive real change together with our partner organisations and residents, from the bottom up. We put people at the heart of our plans, for example, by using digital to connect young people to opportunity or tackle homelessness. At the same time, we will capitalise on GM's unique ability to use digital to connect and enhance our other high value sectors such as creative industries, health innovation and advanced manufacturing and materials.

Recognising this, the post holder will be responsible for pan GM technology strategy and architecture that is owned by the GMCA. This includes leading technology and data programmes and providing guidance and leadership across linked initiatives to ensure that the city region establishes, reuses and leverages critical capabilities in support of delivery of the GMS.

In addition, the post holder will be responsible for the internal GMCA technology and architecture strategy, with a strong focus on data and security. They will ensure that this supports both GMCA and GMFRS corporate strategic objectives .

The post holder will work with government and government agencies to support delivery and support the governance of the GM Digital Portfolio, GMFRS and GMCA

KEY RELATIONSHIPS

- Internal and external customer groups and strategic partners
- Senior Managers, SMEs and team members within Digital Services and the wider GMCA
- Technology suppliers – internal and external to the organisation

- Colleagues in Greater Manchester's wider public sector such as the Health & Social Care Partnership, Transport for Greater Manchester, Greater Manchester Police, Local Authorities, NHS Trusts, NHS CCG's, the Growth Company, and GM's universities.
- GM IT Leads
- iNetwork
- Local Digital Cyber
- Residents and resident groups
- Relevant government departments and national agencies such as Government Digital Service, MHCLG, DWP, HMRC, NHS-E/D/X, Digital Catapult and LGA.
- Businesses

KEY RESPONSIBILITIES

- To provide positive leadership and direction for Technology and Digital Architecture across GM, promoting a culture of service excellence and ensuring that staff, citizens and stakeholders are engaged and involved.

- To develop technology strategy and delivery responses to area-based, reform and thematic challenges and opportunities in order to meet the objectives set out in the GMS, maximising benefits from existing investments or assets.

- To lead and define the Technical Architecture strategy and delivery, ensuring cost effective solutions are established in accordance with IT risk, security and policy supporting the wider GM public sector ecosystem and that digital, data and technology standards are embraced and adopted.

- To own the creation, design and on-going management of pan GM platform architectures and data lifecycles, ensuring they continue to meet evolving business needs, as well as technical and legal requirements, such as data and analytics to facilitate early intervention and predictive analysis.

- To be responsible for the maintenance and continuous development of the high-level design plan for pan GM architecture and creating a technical roadmap that future proofs GM's Digital Blueprint.

- To lead and develop enterprise architecture strategy, planning and implementation in the GMCA and Fire & Rescue Service in conjunction with key stakeholders including developing, owning and maintaining key, foundational architecture to support and inform the organisation's Digital, Data and Technology (DDaT) strategy.

- To engage with business leads, at all levels of the organisation, to understand their strategic ICT requirements and to ensure these needs are met through the provision of solutions in line with the organisation's Digital, Data and Technology (DDaT) strategy.

- To champion full ICT product lifecycle management in a progressive manner using appropriate methodologies across all operational functions, working with partners and providers to ensure meaningful outcomes are delivered with the best use of resources.

- To define and deliver annual improvement action plans, product roadmaps and apply robust project management and performance and quality frameworks to ensure targets and objectives are achieved or exceeded.

- To continually assess new trends and technologies, driving technology and data progression across GM and within the GMCA in particular contributing to decisions about the choice of technologies, their integration into systems/processes and considerations for data.

- To establish formal policies, methodologies and frameworks to support architectural practices, technology roadmaps, organisation transformation, continual development and consistent service delivery at pan GM level.

- To act as focus and provide an escalation point for technical design related issues.

- To lead and guide procurement activities and be responsible for creating and maintaining relationships with partners and vendors.

- To shape investment plans in technology and roadmaps for both the GMCA Senior Leadership Team (SLT) and the Fire & Rescue Service Chief Leadership Team (CLT) to meet the needs of GMCA business plans and strategies, developing business cases that attract and secure funding.

- To provide advice relative to risk in relation to all aspects of IT security, working closely with risk owners and in line with the GMCA corporate risk process.

- To support Audit, Oversight and Scrutiny processes as and when appropriate and comply with organisational policies and procedures.

- To provide high quality advice and information to the Mayor and Chief Officers of the GMCA and Fire & Rescue Service on all ICT matters.

- To deputise for the CIO as required.

General

- To plan and manage financial resource effectively across multiple budgets, using an in depth understanding and interpretation of financial and management data to deliver public value.

- To manage staff and their development and wellbeing effectively in line with GMCA Digital and corporate objectives and values.

- To identify and contribute to upskilling opportunities for colleagues within and beyond the directorate

- To actively promote the values of GMCA

- To build effective relationships with clients, customers and key stakeholders.

- Where required, coach system users to develop effective skills, and provide guidance and support on the use of systems and tools to enable them to undertake their roles.

- Provide positive challenge to colleagues across the organisation in considering how things can be done better and more effectively.

- To review key performance indicators to identify and address issues arising, spot trends and take appropriate action to learn, share and improve.

- Communicate effectively to ensure all relevant stakeholders are informed and up to date with relevant information, statuses, and progress.

- Accurately prepare documentation, communications and information including letters, emails, contracts and records.

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

Knowledge & Experience

- Proven experience of multi-organisation, place-based digital strategy definition.

- Proven experience of leading Digital and Technology within a public sector organisation, with particular emphasis on enterprise architecture and its effective

ultilisation linking with data, technology and security architectures.

- Proven customer experience essential with a strong emphasis digital transformation.

- Experience in developing and delivering solutions for data and analytics in a complex multi organisational environment

- A proven track record delivering technical transformation in relation to data centre and cloud solutions

- A proven track record of achieving outstanding results within service operations environment including management of 3rd party suppliers and effective use of service management and system monitoring tools

- Experience in all aspects of supplier selection and supplier management in a fast paced political environment

- Experience in managing complex programmes and budgets

- Proven experience of successfully managing delivery of a wide range of complex digital programmes within a diverse workload to a structured management process.

- Experience of working effectively in a political environment, working with elected members, and in cooperation with public sector, third sector and private sector partners and stakeholders.Ensuring high professional standards are maintained and compliance with appropriate procedures and statutory requirements.

Skills & Behaviours

- **Achiever:** proven technical skills and ability to lead programmes to delivery working collaboratively with others.

- **Assured:** professionally credible, able to engage with authority and express what is needed, demonstrates initiative, confidence and personal responsibility for action.

- **Flexibility:** demonstrates the skills needed to work collaboratively across a range of partners in a contractual/partnership and collaborative settings**.**

- **Tenacious:** Experience of driving forward multiple large projects in challenging circumstances.

- **Strategic thinking:** Experience of identifying, defining and articulating strategic priorities in a complex multi-organisational context. Evidence of thinking cross-functionally, beyond one's own professional areas of specialism is important as is the ability to conceptualise new, collaborative ways of achieving shared goals.

- **Leader:** leads people/projects, with an ability to motivate, engage and develop people to deliver shared outcomes.

- **Motivator:** Experience of developing teams to achieve their maximum potential. Able to create circumstances where other people have the big ideas and present the successes.

- **Conscientious:** balanced and comprehensive thinker able to combine self-discipline, an organised approach to work with innovative practice.

- **Diplomat:** open to the views of others - able to constructively challenge and be challenged.

- **Astute:** able to work in and understand the political environment effectively managing political and reputational risks. Displaying integrity and confidentiality on sensitive matters of local and national importance.

- **Curious:** able to evaluate information and look for ways to change and improve performance, understands the bigger picture and broader context and is able to translate to a local setting.

- **Solutions Seeker:** understands the local context and able to identify outcomes focussed solutions to meet needs.

- **Resource Weaver**: able to build collaborative partnerships, brings together multi-faceted activities to improve performance and/or resolve business critical issues.

- **Values Based:** models and demonstrates our values and leadership behaviours.

- **Story Teller:** able to focus on priorities, present succinctly and translate complex ideas and information into meaningful and 'user-friendly' information; 'tells the story' to bring people along and ensure all audiences understand the key messages. High level and effective written and oral communication and presentation skills.

- **Digital knowledge:** A detailed understanding of digital trends, hot topics, challenges and opportunities in a GM, UK and international context.

- **Communication Skills:** Highly developed influencing and persuasive skills and ability to offer a persuasive argument both with internal and external stakeholders in order to achieve key milestones whilst retaining a positive attitude and relationship. Proven ability in managing relationships with project stakeholders at all levels of seniority through effective communication.

- **People Management:** Proven ability to motivate project teams to successful outcomes. Proven ability to secure and direct resources to fulfil work requirements over a wide area of service.

- **Organisation:** Proven experience of delivering complex projects within the public sector. Proven experience of delivering complex public sector projects across multiple organisations and that resulted in successful outcomes.

- **Partnership management:** Experience of forming and developing close, collaborative partnerships based on both contractual and non-contractual arrangements.

Page 34

Education, qualifications and associations

Essential
- Minimum 5 years working in IT
- Educated to degree level in a relevant subject or significant demonstrable experience
- Evidence of continuous professional development
- Relevant professional qualification, membership of a relevant professional body.

Desirable
- Microsoft or other vendor certifications within the relevant area
- TOGAF® Certified
- ITIL® 4 Foundation Certificate in IT Service Management
- Experience working in an ITIL aligned environment
- Experience of project management methodologies and principles

Special Requirements or Conditions

Essential:
Out of hours cover with an on-call rota
Hold a current full driving licence.
Occasional requirement to attend residential training courses

In return for your efforts we can offer a fantastic working environment with a motivated team who are committed to delivering an excellent service.

Benefits include:
Extensive sports and welfare programme
Flexible working
Local car parking facilities
On site gym
Frequent technical training

This page is intentionally left blank