

## GMCA Resources Committee

Date: 26<sup>th</sup> May 2023  
Subject: Establishment of Delivery Manager Roles  
Report of: Eamonn Boylan, Chief Executive GMCA & TfGM

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### Purpose of Report

The purpose of this report is to seek approval from the Committee on the establishment of additional Delivery Manager roles as part of the Delivery Team within the GMCA Place Directorate.

### Recommendations:

The GMCA is requested to:

1. Authorise the GMCA Chief Executive to progress the establishment of two additional Delivery Manager Roles (Senior pay-scale SM7) for a period of 2 years.
2. Note that funding for the Roles has been made available from the Department of the Levelling Up, Housing and Communities (DLUHC) to support activity that aligns directly with the approach that has been adopted by the Delivery Team.

### Contact Officers

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

**Results of the [Sustainability Decision Support Tool](#) to be included here:**

A [Training Video](#) is available on how to use the tool.

### **Risk Management**

There are no risk management implications.

### **Legal Considerations**

There are no legal considerations.

### **Financial Consequences – Revenue**

There are no capital financial consequences.

### **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 Delivery Team was established in 2019 to support Local Authorities in the delivery of priority projects across Greater Manchester. Since its establishment it has grown to include 4 Delivery Managers and a Delivery Director and has been instrumental in the effective management and deployment of the Getting Building Fund and Brownfield Housing Fund.
- 1.2 The Delivery Team has a key role in supporting the continued development of the Growth Locations identified within Greater Manchester, working in collaboration with the Local Authorities to provide direct capacity support in relation to projects and manage the deployment of revenue support to commission necessary external consultancy support.
- 1.3 Funding has been made available from the Department of the Levelling Up, Housing and Communities (DLUHC) to support activity that aligns directly with the approach that has been adopted by the Delivery Team. The purpose of this report is to seek approval to establish the post.

## 2. Background and Context

- 2.1 In February 2022, the GMCA were made aware of the opportunity to access Local Growth Capacity Support from the Department of the Levelling Up, Housing and Communities (DLUHC). The funding was being made available to provide revenue grant payments to all Mayoral Combined Authorities (MCA), Combined Authorities (CAs) and the Greater London Authority (GLA) with the intention that the funding is used by MCAs/CAs/GLA to build their support infrastructure to provide direct support to Local Authorities within their geographical areas to help successfully deliver LA capital projects across ongoing and future capital funding schemes. This further funding and the proposed intention aligns directly with the approach that has been adopted by the Delivery Team.
- 2.2 With the signing the Greater Manchester Devolution Deal in March 2023 further funding has been devolved to Greater Manchester that can be utilised to deliver priority projects. Specifically, £150m of Brownfield Housing Funding has been allocated to GM to be spent over the next 3 years with the Single Settlement expecting to provide further similar devolved funding for a further 4 years.

- 2.3 The Delivery Managers will provide direct support to the Local Authorities to support progression of priority projects across GM and support the allocation and management of further capital funding awarded to GM as part of the Devolution Deal.

### **3. Role**

- 3.1 The postholder will be accountable to the GMCA Delivery Director and will be responsible for supporting development and delivery of priority projects as agreed with the relevant Local Authorities, acting as part of the wider Delivery Team.

### **4. Level of Remuneration**

- 4.1 The salary is proposed at SM7 (£60,725 - £ 66,028) in line with the senior pay scales and as evaluated for identical Delivery Manager roles already established within the Delivery Team.

### **5. Financial Implications**

- 5.1 The role will be time limited to 2 years to match the timing that revenue funding is being provided by DLUHC.
- 5.2 There are, therefore, no additional revenue burdens being placed on the GMCA as a result of creating the post.

**GMCA**BOLTON  
BURYMANCHESTER  
OLDHAMROCHDALE  
SALFORDSTOCKPORT  
TAMESIDETRAFFORD  
WIGAN**ROLE PROFILE****GM DELIVERY MANAGER**

<b>Job Title:</b>	GM Delivery Manager	<b>Date:</b>	May 2023
<b>Reporting Line:</b>	GM Delivery Director	<b>Salary:</b>	SM 7
<b>Team:</b>	GM Delivery Team	<b>Business Area:</b>	GMCA

**JOB PURPOSE**

In order to successfully meet future housing needs in Greater Manchester, GMCA recognises the need to increase and accelerate housing delivery across our city region. The role holder will be part of the GM Delivery team to support delivery of Greater Manchester's housing delivery objectives and priorities. The role holder will support the objectives set out in the GM Housing Strategy.

Work undertaken by the team will be aligned where possible with Homes England to draw on their expertise and facilitate and enable better access for Local Authorities to Homes England programmes.

The team will have three critical objectives:

- To drive forward initiatives that support the GM Housing Strategy
- To create a strategic relationship with Homes England to influence national approaches to assessing housing investment and enable better access to programmes for GM partners and enable delivery of joint objectives.
- To manage the district support that will be provided from Evergreen surpluses

The team will provide additional resource and support to projects where this is requested by Local Authorities and is available. The GM Delivery Team, along with the GM Land and Property and the Core Investment Team will seek to work with Local Authorities where available specialist support is requested.

**KEY RELATIONSHIPS**

### **Key working relationships and contacts:**

- Corporate Directors, Heads of Service, Planning (& related technical) Officers, and Members in Local Authorities
- Key senior representatives of external stakeholders including other Government Departments, housebuilders, private developers, landowners, financiers, LEP's, National organisations such as the HCA, the Environment Agency, Highways England, English Nature and English Heritage

## **KEY RESPONSIBILITIES**

- Support the delivery of priority housing schemes identified in the GMSF and the objectives of the GM Housing Strategy
- Utilize strategic pipelines to engage and support future planning discussions in relation to transport and wider infrastructure delivery
- responsible for team financial budgets and appropriate allocation of resources
- Preparation of development appraisals and viabilities, and the assessment of development risk
- The development and delivery of de-risking strategies (e.g. securing planning, carrying out demolition works, delivering infrastructure) aimed at making schemes development-ready for developers
- Taking a lead role in the procurement of consultant teams and other relevant advisers to support the work of the team. Including the pro-active management of consultants
- Drafting of approval papers to obtain committee and Board approval for projects at key stages
- Take the lead of the disposal of assets, liaising with procurement, legal, finance and technical teams to ensure procurement is undertaken in line with guidelines and achieves positive outcomes for the GMCA
- Developing a professional network of agents and landowners in order to maintain a high profile for the GMCA and to generate new business
- Be prepared to work positively in a team environment, within a broad matrix management culture
- To liaise with developer partners to ensure that obligations and timelines are adhered to on sites under contract
- To proactively engage with corporate colleagues to be able to respond to key programme messages and guidance
- To represent GMCA where directed and advocate GMCA's role in supporting driving up housing supply, increasing home ownership and supporting devolution and local growth.
- Multi-site working including attendance at housing sites on occasion
- To work collaboratively across teams and undertake work as necessary to fulfil the objectives of GMCA.

**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

- Degree level education/equivalent or considerable experience within the development industry
- Appropriate professional membership, MRICS being desirable.
- Demonstrate a broad understanding of development markets with a particular focus on the residential market in their local area
- Thorough knowledge of the development process, pre-acquisition, land transactions, de-risking and construction
- Considerable demonstrable experience in delivering residential development
- Experienced project manager, able to demonstrate delivery of projects to time and budget
- Through personal example, open commitment and clear action, ensure diversity is positively valued, resulting in equal access and treatment in employment, service delivery and communications.
- Substantial prior experience of project and/or programme management
- Staff Management (formal and informal)
- Working with stakeholders from different backgrounds (private, voluntary and public sectors)
- Ability to identify, assess and manage risks to the success of the project. Experience of working on projects within a project environment and to a structured project management methodology.
- Experience of managing programme/project teams, motivating staff and working across organisations to deliver quality outcomes.
- Experience of managing complex projects or programmes with multiple stakeholders and funding strands.
- Experience of developing strategic relationships across stakeholders and at all levels in order to persuade, negotiate and influence.
- Experience of managing budgets including external funding and financial reporting.

### Skills & Behaviours

- Excellent project management skill and the ability to manage multiple complex projects simultaneously.
- Demonstrate personal commitment to continuous self-development and service improvement

- Ability to manage and motivate project resources using matrix management, providing strong leadership and direction to the team.
- Well-developed communication and interpersonal skills, including written, oral and multi-media presentation
- To build and maintain good working relationships and effective communication with public sector partners, agencies and bodies to develop and deliver the project in line with agreed objectives.
- Ability to develop detailed project schedules including the ability to develop and monitor project progress through the effective application of project management methodology.
- Ability to plan, direct and coordinate activities to manage and implement interrelated projects and workstreams from project initiation through to implementation. Create work schedules, prioritising, preparing in advance and setting realistic timescales for own-self and others.
- Knowledge and experience in digital platforms and tools used in the industry.

### **Corporate Duties**

- 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.
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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.

**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