

**GREATER MANCHESTER COMBINED AUTHORITY**

Date: 24 November 2023  
Subject: Recruitment Update - Chief Executive Officer (GMCA & TfGM)  
Report of: Gillian Duckworth, GMCA Solicitor and Monitoring Officer & Mallicka Mandal, GMCA Director of People Services

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**PURPOSE OF REPORT**

The Resources Committee held on 27<sup>th</sup> October 2023 authorised the commencement of the recruitment process for a CEO (GMCA & TfGM) following the announcement by Eamonn Boylan that he intended to retire in May 2024.

This Committee approved the establishment of an Appointment Panel to undertake the recruitment process and make a final recommended appointment to the GMCA.

This report provides Committee with an update on the work of the Panel so far, specifically:

- Proposed Role Profile and broad timeline for recruitment
- Proposed Remuneration

**RECOMMENDATIONS**

Committee is asked to:

1. Consider and provide comment on Role Profile for the Group CEO role.
2. Approve Group CEO role to be advertised with remuneration in the range £220k - £250k.
3. Note the broad timeframe for the recruitment process.
4. Note that the Appointment Panel will undertake the recruitment and make a final recommendation for appointment directly to the GMCA meeting in March 2024.

**FINANCIAL IMPLICATIONS**

Reaffirming the GMCA decision in 2018 to combine the GMCA & TfGM CEO roles realises savings in salaries in the region of £250,000. It continues to enable considerable economies

of scale in addition to the financial savings, along with the opportunity for closer collaboration between the two organisations. A key requirement for the role will be to continue the work with both GMCA and TfGM to increase the level of integration of functions and activity between both organisations.

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## **CHIEF EXECUTIVE OFFICER GMCA & TfGM**

### **1. Background:**

The Resources Committee held on 27<sup>th</sup> October 2023 authorised the commencement of the recruitment process for a CEO (GMCA & TfGM) following the announcement by Eamonn Boylan that he intended to retire in May 2024.

The Committee also approved the use of a recruitment search and selection agency, to provide independent support to the recruitment process and approved the establishment of an Appointment Panel to undertake the recruitment and make a recommended appointment to the GMCA.

### **2. Group CEO role covering GMCA and TfGM**

The Appointment Panel has now met and agreed the development of the role description, broad timelines and remuneration.

The Panel discussed the development of a more hybrid approach with the creation of a genuine Group CEO role, supported by properly designated Managing Director roles in each of the constituent organisations with the responsibility for the management of leadership teams on a day-to-day basis.

Whilst this option carried additional cost in the form of augmentation of roles (primarily at the GMCA), it had the potential for significant savings compared to the cost of reinstating a full time CEO at TfGM.

The Panel have developed the role profile to take account of the complexities of the role, the need to work with districts and other key partners within the city region and also the ability to influence central government. Key points included:

- Recognition that a Group role will be attractive to candidates and be the most appropriate and reflect the complexities of the role
- Relationships to the Chief Fire Officer & fire service and GMP need to be made clear – an organogram would help illustrate relationships more clearly
- Interface of the role with the Health ICS partnership & NHS is important

- Recognition of the critical relationships with GM local authorities, including understanding of local government finance
- Interface with the Mayor, Deputy Mayor and recognising the Mayor's role as PCC
- Importance of communications and public affairs
- Role relationships to the GM Mayor, GM local authorities, MPs and Government
- Leadership – public sector reform change process, next era of devolution and developing the model
- Recognise the potential changes in Government in the future, and any subsequent change in key civil servant contacts

It was also of the strong view that the new Group CEO role could take a more strategic and outward facing approach to the further development of the GM agenda in light of the Single Settlement, while ensuring clear lines of accountability for the operation of the business of both organisations. A key requirement of the role will be to work with both GMCA and TfGM to increase the level of integration of functions and activity between both organisations.

This approach has been reflected in the amended Group CEO Role Profile, with emphasis on the ability to forge constructive and positive relationships within a complex environment with a multitude of local, regional and national stakeholders. The need for inspirational leadership to influence, shape and deliver the next stage of the city region's devolution journey, in a cohesive and collaborative manner is crucial for success in this role.

A recommended role description is attached for the Committees comments and final approval as Appendix 1.

### **3. Broad Recruitment Timeframes:**

Details of the selection process and dates are still under discussion with the recruitment agency. The timescales provided below represent key milestones in the process:

- Advertisement campaign/microsite goes live – week commencing 27/11/2023
- Advertisement closing date - 08/01/2024
- Longlisting, Technical Assessments and Shortlisting – January into February 2024

- Assessment Centre and Stakeholder Sessions, final Panel Interview early March 2024
- Appointment by GMCA – 22/03/2024

#### **4. Remuneration**

The recruitment agency have shared recommendations on remuneration with the Appointment Panel, recognising benchmarking and the uniqueness of this role. It was agreed that the Resources Committee be recommended to approve remuneration for the role as a range between £220k to £250k subject to final approval at appointment of a suitable candidate by the GMCA.

#### **4. Recommendations**

As set out in the front of this report.

## APPENDIX 1 – DRAFT ROLE PROFILE

### Role profile

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

### Job Purpose

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

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

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

### Key Accountabilities

#### 1. Leadership

Provide dynamic, strong and visible leadership across the city region. Articulating the vision for and with local authorities, health partners, business stakeholders, partner

organisations and staff to deliver significant public service reform. The role will bring all the above together to deliver transformational change for the city region successfully driving the city-region through the next phase of its devolution journey.

## 2. Stakeholder Management

The role will need to successfully work with a multitude of complex and key partnerships including with the GM Wider Leadership Team, Integrated Care Partnership and Greater Manchester Police to support the implementation of Greater Manchester's integrated approach to people and place. The role will also work closely with national government departments, including HMT, Transport, Health, DHLUC, and Regional MPs to maximise opportunities presented by the Single Settlement.

## 3. Strategy

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

## 4. Specialist Advice

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

## 5. People Management

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

## 6. Financial Management

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

7. Governance

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

8. Press Relations

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

9. Statutory Duties

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

10. Partnership Organisations

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

**General**

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



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

## **Knowledge, Skills, and Experience**

### **Knowledge & Experience**

- **Leadership and senior management**
  - Proven track record of successful senior leadership and management within a local authority, Government Department / Agency or similar high-profile organisation with comparable strategic impact, scope, complexity, accountabilities and resources.
- **Influence**
  - Significant successful experience as an organisational ambassador, influencing and negotiating at a senior level locally, regionally and/or nationally with government, senior partners, and leaders across all sectors.
- **Transformation**
  - Successful experience of leading and overseeing the transformation of the economic, social and political dynamics across a system focused on improving outcomes for communities.
- **Relationships and partnerships**
  - An excellent track record of building and sustaining positive relationships and partnerships at a senior level that have delivered tangible benefits nationally, across a region or large sub-region.
- **Strategic Resources**
  - Demonstrable evidence of effective strategic resource oversight and investment to deliver long-term priorities in a complex and comparable organisational context.
- **Organisational culture and performance**
  - A demonstrable record of establishing and maintaining a strong and effective performance culture, inspiring, motivating and empowering people to meet

corporate objectives and deliver excellent service.

- **Judgement and political awareness**

- Deep experience of exercising excellent judgment, providing sound advice and effective decision making at the most senior levels of organisations within a complex political environment, including giving guidance to senior politicians or their equivalent.

### **Skills, Values & Behaviours**

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

- Detailed knowledge of the work of national, regional and sub-regional bodies and the role of the GMCA and how they can contribute to improving social and economic outcomes.
- Thorough understanding and knowledge of the approach to inclusive growth and the ambitions of GM to reform public services to ensure that all people and places can benefit.
- Outstanding ambassadorial, public speaking and communications skills.

### **FOR POLITICALLY RESTRICTED POSTS:**

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

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

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

## **Corporate Duties**

*Do not behave in way which discriminates against your fellow employees, or potential employees on the grounds of their sex, sexual orientation, marital status, race, religion, creed, colour, nationality, ethnic origin or disability.*

*Safeguard at all times confidentiality of information relating to staff and pensioners. Refrain from smoking in any areas of Service premises.*

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

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

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

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

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

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

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

