

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 impact on the health of GM residents.
Resilience and Adaptation	G	The Growth Location programme will seek to deliver resilient 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 target	<p>The role holder will be responsible for developing the growth location programme, a key</p> <p>G Positive impacts overall, whether long or short term.</p> <p>A Mix of positive and negative impacts. Trade-offs to consider.</p> <p>R Mostly negative, with at least one positive aspect. Trade-offs to consider.</p> <p>RR Negative impacts overall.</p>	
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 programme 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 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			
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			
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					
Le	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. There 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)

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.

Corporate Duties

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- 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.

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