Dear City Mayor and Councillors,

You are invited to attend the Meeting of Council to be held as follows for the transaction of the business indicated:

DATE: Wednesday, 17 July 2019

TIME: 9.30 am

PLACE: Council Chamber, Salford Civic Centre, Chorley Road, Swinton

Councillors are requested to ensure that their electronic equipment is on silent during Council meetings. Approval is given to officers and councillors to use social media during the business of council, subject to the protocol and social media policy.

AGENDA

1 Minute's silence and reflection for the victims of the Srebrenica Massacre July 1995

2 Any announcements or special business (including the submission of any urgent business) introduced by the Chair.

3 Apologies for absence
Declaration of Interests

Disclosure by Members of "Disclosable Pecuniary Interests" (as defined by The Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012), and Members’ “Personal Interests” in accordance with paragraph 12.1 of Salford City Council’s Code of Conduct for Members.

9.40 AM

Minutes of meeting held on 18 May 2019 (Pages 1 - 12)

9.45 AM

Public Questions

1. From Mrs Carol Boyce

"What are Salford City Council going to do to ensure Boddan Lodge Over 60’s Club Monton Green, can continue to serve the older people of Salford and to make positive contributions to their health, wellbeing and social support networks?"

2. From Mr Paul Wilson

"Why have ward Councillors, the Council and the Neighbourhood Manager not facilitated the reinstatement of the Community Committee as promised, so that the residents of Swinton South (like other wards in the city) have a Community Committee that meets in the evenings at least every other month."

10.15 AM

Receipt of Petitions/Communications

10.20 AM

EU Elections 23 June 2019 and New Walkden South Election 20 June 2019 Results (Pages 13 - 16)

Notification/Appointment of Cabinet 2019/20 (Pages 17 - 20)

Membership of Committees and Panels 2019/20 (Pages 21 - 30)

Appointment of Representatives to Outside Bodies 2019/20 (Pages 31 - 46)
Notice of Motion - Climate Emergency Declaration

To be moved by Councillor Kate Lewis and seconded by Councillor Sharmina August:-

Climate Emergency Declaration

Salford City Council notes the findings of the Intergovernmental Panel on Climate Change (IPCC) report ‘Global warming of 1.5°C’ published on 8 October 2018, in particular:

- That human activities are estimated to have already caused approximately 1.0°C of global warming above pre-industrial levels;
- That if we continue at the current rate, we are likely to surpass the Paris Agreement target of 1.5°C as early as 2030;
- That at the current level of commitments, the world is on course for 3°C of warming with irreversible and catastrophic consequences for humans and the natural world.

The City Council believes that:

- That the impacts of global temperature rise above 1.5°C, are so severe that governments at all levels must work together and make this their top priority.
- As well as large-scale improvements in health and wellbeing around the world, bold climate action can deliver economic benefits in terms of new jobs, economic savings and market opportunities.

Therefore, Salford City Council agrees:

- To declare a ‘climate emergency’.
- To establish a new task and finish group, with a remit to:
  - Seek advice from experts to develop a 5 Year carbon budget and set a challenging target date of 2038 for carbon neutrality in Salford;
Consider systematically the climate change impact of each area of the Council’s activities;

Make recommendations and set an ambitious timescale for reducing these impacts;

To assess the feasibility of requiring all risk and procurement assessments to include Carbon Emission Appraisals, including presenting alternative approaches which reduce emissions wherever possible.

Report to full Council with the actions the Council needs to take to address this emergency.

- To task a Director level officer with responsibility for reducing as rapidly as possible, the carbon emissions resulting from the Council’s activities.

- To equip all our staff with an awareness of the CO2 costs and impacts of everyday activities, and the ability and motivation to reduce emissions through widespread Carbon Literacy

- To produce a report to the next Full Council on the level of investment in the fossil fuel industry that our pensions plan and other investments have.

- That the City Mayor will write to the Prime Minister to inform her that Salford City Council has declared a climate emergency and ask her to provide the resources and powers necessary to deal with it.

INTERVAL 10.50 AM

11.00 AM

16 Statement of the Elected City Mayor

Please note in relation to items 17, 18, 19, 20 and 21 below, it is requested that, wherever possible, any questions are submitted in writing and e-mailed to the Democratic Services Section at decisionmakingandscrutiny@salford.gov.uk by no later than 48 hours before the meeting (i.e. by 9.30 am on Monday, 15 July 2019).

11.20 AM

17 General Questions or Comments to the Elected City Mayor

11.40 AM

18 General Questions or Comments to Cabinet Members on the discharge of responsibilities within their portfolios

- Cllr Paula Boshell - Statutory Deputy City Mayor
- Cllr John Merry - Deputy City Mayor and Lead Member for
Children’s and Young People’s Services
- Cllr Bill Hinds - Lead Member for Finance and Support Services
- Cllr Tracy Kelly - Lead Member for Housing and Neighbourhoods
- Cllr David Lancaster - Lead Member for Environment and Community Safety
- Cllr Derek Antrobus - Lead Member for Planning and Sustainable Development
- Cllr Gina Reynolds - Lead Member for Adult Services, Health and Wellbeing
- Cllr John Ferguson - Lead Member for Workforce and Industrial Relations

12.10 AM

19 General Questions or Comments to Chairs of Scrutiny Panels
- Cllr David Jolley - Overview and Scrutiny Board
- Cllr Adrian Brocklehurst - Children’s Scrutiny Panel
- Cllr Tanya Burch - Community and Neighbourhoods Scrutiny Panel
- Cllr Margaret Morris - Health and Social Care Scrutiny Panel
- Cllr Kate Lewis - Growth and Prosperity Scrutiny Panel

12.20 PM

20 General Questions or Comments on the discharge of functions of Joint Authorities and Outside Bodies

21 Scheduled Reports from Board Members (Pages 111 - 132)

The following reports are submitted for information with the intention they be noted. Members who have any questions, or require further information on the contents of these reports, are in the first instance advised to contact the representatives respectively indicated:-

- ForHousing Board (Cllrs Bellamy and Dawson)
- Windsor Albion Co-operative (Cllr Gina Reynolds)
- Stadium Joint Venture Company (Cllrs Boshell and Lancaster)
- Working Class Movement Library (Cllr Ferguson) (to follow/be tabled)

SCHEDULED FINISH 12.30 PM
Notes for Elected Members and Members of the Public

(a) **Addressing the Ceremonial Mayor during Council Meetings**

During Council meetings the City Mayor, Elected Members, Officers and members of the public shall address the Ceremonial Mayor as “Chair” when speaking at the Council meeting.

(b) **Points of Order and Personal Explanations**

a) If a Member or Officer stands on a point of order or to give a personal explanation:
   - the Member shall be heard immediately, and
   - any Member or Officer speaking shall sit down.

b) A point of order shall relate only to an alleged irregularity in the constitution or conduct of the meeting, and the Member or Officer shall immediately give details of the allegation (if possible, identifying any Standing Order or statute considered to have been broken).

c) A personal explanation shall only be to clear a misunderstanding of something said by the Member or Officer.

d) The ruling of the Chair on a point of order or a personal explanation shall be at his or her discretion.

In accordance with ‘The Openness of Local Government Bodies Regulations 2014’, the press and public have the right to film, video, photograph or record this meeting.

Miranda Carruthers-Watt
Monitoring Officer
SALFORD CITY COUNCIL

15 May, 2019

Meeting commenced: 9.35 a.m.
" adjourned: 10.50 a.m.
" re-convened: 11.10 a.m.
" ended: 12.35 p.m.

PRESENT: Councillor Ronnie Wilson - Ceremonial Mayor and Chair


85. APOLOGIES FOR ABSENCE

Apologies for absence were submitted on behalf of Mr Paul Dennett (City Mayor) and Councillors Samantha Bellamy, Jillian Collinson, Peter Connor, Stephen Hesling, Charlie McIntyre and Colette Weir.

86. DECLARATIONS OF INTEREST

There were no declarations of interest.

87. MINUTES OF PROCEEDINGS

The minutes of the meeting held on 20 March 2019 were approved as correct record.

88. RECEIPT OF PETITIONS/COMMUNICATIONS

Councillor Robert Sharpe submitted a petition on behalf of Little Hulton residents which sought consideration of the installation of a pedestrian crossing on Manchester Road, Little Hulton.

89. NOTIFICATION/APPOINTMENT OF CABINET 2019/20

RESOLVED: THAT this item be deferred until the next meeting and the attendance
of the City Mayor, in the meantime the following membership of the Cabinet and wider Mayoral Team remains unchanged:-

**Deputy City Mayors**
- Councillor Paula Boshell*
- Councillor John Merry

**Responsibility**
- Internal and City matters, Council reform, budget support and political executive
- Outward relationships, Manchester Devolution, Northern Powerhouse, Local Government Association and other external organisations, Children and Young People’s Services

**Lead Members**
- Councillor Tracy Kelly: Housing and Neighbourhoods
- Councillor David Lancaster: Environment and Community Safety
- Councillor Derek Antrobus: Planning and Sustainable Development
- Councillor Bill Hinds: Finance and Support Services
- Councillor John Ferguson: Workforce and Industrial Relations
- Councillor Gina Reynolds: Adult Services, Health and Wellbeing

**Executive Support Members**
- Councillor Roger Jones: Transport
- Councillor Stephen Coen: Culture, Leisure and Sport
- Councillor John Walsh: Education and Learning
- Councillor Jane Hamilton: Social Care and Mental Health

* Councillor Paula Boshell to fulfil the role of Statutory Deputy Mayor

90. MEMBERSHIP OF COMMITTEES AND PANELS AND THE APPOINTMENT OF CHAIRS AND DEPUTY CHAIRS FOR THE MUNICIPAL YEAR 2019/20

The City Mayor submitted a report containing details of the membership of committees for the Municipal Year 2019/20.

RESOLVED: THAT the membership of the committees and panels and the appointments of chairs and deputy chairs for the Municipal Year 2019/20, as detailed in the report now submitted (attached at Appendix A), be noted.

91. APPOINTMENT OF REPRESENTATIVES TO OUTSIDE BODIES 2019/20

The City Mayor submitted a report containing details of appointments to outside bodies, together with nominations and appointments to the Greater Manchester Combined Authority (GMCA)/Association of Greater Manchester Authorities (AGMA) for the Municipal Year 2019/20.

RESOLVED: (1) THAT the GMCA appointments and nominations of the City Council, as detailed on pages 3 to 6 of the report now submitted (attached at Appendix B), be approved.

(2) THAT appointments made by AGMA, as detailed on pages 7 to 9
of the report now submitted (attached at Appendix B), be noted.

(3) THAT the non GMCA and non AGMA nominations and appointments of the City Council, as detailed on pages 10 to 12 of the report now submitted (attached at Appendix B), be approved.

92. GREATER MANCHESTER TRANSPORT COMMITTEE – ROLE AND RESPONSIBILITIES

The City Solicitor submitted a report which (a) detailed the current Greater Manchester Transport governance arrangements and (b) in the context of the Devolution Agreement and specifically the GMCA (Greater Manchester Combined Authority) Transport Order 3, it then outlined suggested broad revised terms of reference for a reconstituted Greater Manchester Transport Committee, options for its structure, responsibilities and examples of how it could work in practice.

RESOLVED: (1) THAT approval be given to the establishment of the new Greater Manchester Transport Committee as a joint committee of the 10 districts, GMCA and Mayor.

(2) THAT approval be given to approve the Terms of Reference and Operating Agreement for the Committee as set out in Schedule 1 of the report.

(3) THAT the functions as set out in the Terms of Reference be delegated to the Transport Committee.

(4) THAT approval be given the appointment of Councillor Roger Jones as Executive Support for Transport, as Salford City Council’s representative on the Greater Manchester Transport Committee for 2019/20.

93. LOCAL ELECTIONS RESULTS 2019

The City Solicitor submitted a report detailing the results of the Local Elections, which had been held on Thursday, 2nd May, 2019.

The Ceremonial Mayor and the Deputy City Mayor extended congratulations and welcomes to the eight newly elected members and all other returning councillors.

Councillor Paula Boshell, Deputy City Mayor, also expressed thanks and best wishes to former Councillor Peter Taylor.

Thanks were extended to all staff who had been involved with organising and assisting with the election.

RESOLVED: THAT the report be noted.

94. STANDARDS COMMITTEE - ANNUAL REPORT

The City Solicitor submitted the first annual report of the Standards Committee, which provided an overview of the work they had undertaken from 1 March 2018 to
28 February 2019, in relation to promoting and maintaining high standards of conduct by elected and co-opted members.

RESOLVED: THAT the report be noted

95. NOTICE OF MOTION

Banyamulenge Community and the Gatumba Massacre

Councillor Wilson Nkurinziza moved the following motion, which was seconded by Councillor John Ferguson.

This Council notes:

- The Banyamulenge people, are ethnic Tutsi people, many of whom live on the High Plateau of South Kivu, in the eastern region of the Democratic Republic of the Congo (DRC), close to the Burundi-Congo-Rwanda border.
- Banyamulenge means “those from Mulenge”. Mulenge is a hill near Lemera in the east of DRC.
- The Banyamulenge have been a persecuted people. Since colonial times Banyamulenge have undergone discrimination and exclusion and over the last few decades thousands upon thousands have been murdered and massacred.
- On 13 August 2004, there was a massacre at the Gatumba refugee camp in Burundi where 166 people were massacred. All victims were from a minority Banyamulenge tribe.
- All were defenceless and slaughtered with machetes and burned alive with gasoline.
- The attack was carried out by a force of armed combatants, many of them members of the Forces for National Liberation (FNL). The FNL is a predominantly Hutu rebel movement known for its hostility to Tutsi people.
- Banyamulenge refugees are now settled around the world. 60 or so Banyamulenge refugees are now settled in Salford and many more across Britain.
- We welcome them to the safety of our community and value the positive contribution they are making to the culture and life in our city.
- The perpetrators of the massacre still haven’t been brought to justice, many still live free. The current Deputy Speaker of the Burundian Parliament Agathon Rwasa is widely suspected to have been one of the leading perpetrators of the massacre. Agathon Rwasa is the leader of the FNL.
- The FNL is believed to have been behind a series of other attacks, including the December 28th, 2000 Titanic Express massacre.
- The Titanic Express massacre was an event in which 21 people were killed in an attack on a Titanic Express bus, close to the Burundian capital Bujumbura.
The passengers, who had travelled from Kigali in Rwanda, were robbed of their valuables and then separated according to their ethnicity. Hutus and most Congolese were released unharmed. The Tutsis on board, and one British woman, Charlotte Wilson, who was travelling with her Burundian fiancé, were forced to lie face down on the ground and then shot.

In May 2001, the International Crisis Group attributed the Titanic Express attack to "troops under the order of Agathon Rwasa".

In January 2004, the Sunday Times announced the discovery of a document which appears to be an FNL report, signed by a senior commander, detailing how the Titanic Express massacre was carried out.

In June 2006, detailed eyewitness accounts of the attack were published in the book Titanic Express: Finding Answers in the Aftermath of Terror, by Richard Wilson, the brother of Charlotte Wilson.

During the civil war, the FNL was linked to the killing of Monsignor Michael Courtney, the Catholic Church's chief representative in Burundi.

The Most Reverend Michael Courtney (5 February 1945 - 29 December 2003) was the Apostolic Nuncio to Burundi and Titular Archbishop of Eanach Dúin.

In December 2003 gunmen fired at his car, Archbishop Courtney suffered gunshot wounds to the head, shoulder and leg and died from haemorrhaging during surgery. He was 58 years old.

Archbishop Courtney had been instrumental in the previous month's signing of a peace agreement between the Burundian government and the main opposition Hutu group which at the time was rejected by the FNL.

This Council resolves:

- To welcome and support our Banyamulenge community in Salford.
- To support the annual commemorations that take place to remember the crimes committed at Gatumba and to support the survivors, their families and a community that has been under attack.
- We support the Banyamulenge Community's call for justice. The criminal perpetrators need to be arrested and brought to justice.
- In particular, the Prosecutor of the International Criminal Court has to undertake an inquiry and issue warrants of arrest for those people involved in the massacres at Gatumba against the Banyamulenge and against all other attacks that the community has been subjected to including the Titanic Express massacre and the murder of Archbishop Michael Courtney.
- Agathon Rwasa needs to be held accountable for what he's done and prosecuted as a war criminal.
- To call upon the British Government and the European Union to put pressure upon the Government of Burundi to fully cooperate with the
International Community to ensure that the Banyamulenge community receive justice.

Councillor Wilson Nkurinziza and Councillor John Ferguson both spoke in favour of the motion.

Councillors Les Turner, Tanya Burch and Heather Fletcher all added their own support for the motion.

RESOLVED: THAT the motion, as moved by Councillor Wilson Nkurinziza and detailed above, be unanimously approved and adopted.

96. STATEMENT OF THE DEPUTY CITY MAYOR

Councillor Paula Boshell, Deputy City Mayor, made a number of announcements, highlighted issues and made comments as follows:-

(a) Sympathies were extended to all those who had been affected by the recent terrorist attack in Sri Lanka. Councillor Margaret Morris paid a personal tribute to Dr Sally Bradley, a former Director of Public Health in Manchester, who had been killed in the attack. Similar sentiments were also expressed in relation to the Manchester Arena attack, the second anniversary of which would be marked on 22 May 2019.

(b) Tribute was paid to George Darlington, the Conservative Party candidate for Walkden South Ward, who had sadly died after a short illness a few days before the recent Local Elections.

Councillor Karen Garrido expressed thanks to those elected members and officers who had provided support in the period following this sad news.

(c) Best wishes were extended to everyone who was currently observing the Islamic holy month of Ramadan, the end of which would be marked on 4 June by the Festival of Eid.

(d) Once again the Salford electorate had returned a Labour Council and they could be assured their interests would continue to be represented, particularly in terms of protecting those most vulnerable members of the community.

(e) The City Council continued to be at the forefront of creating more affordable homes and it remained at the heart of its priorities.

(f) Similar efforts were being made in attempting to reduce the number of rough sleepers in Salford and provide them with the support they needed to take them from the streets and into sustained long term accommodation. As part of this, the City Council had been successful in a bid of £692,000 for the Rapid Rehousing Pathway. This along with other initiatives, delivered by the Supported Housing Team, had resulted in Salford’s approach being identified as a model of best practice in Greater Manchester.
It was currently Mental Health Awareness Week (13 to 19 May 2019). This was an issue which was wide ranging and affected many people, not only them as individuals but also impacted on the lives of their friends and families. Many of the risk factors associated with mental health, were often associated with deprivation, were high in Salford, where in 2017/18, 36,300 adults were estimated to suffer with depression and, or, anxiety. Former Councillor Paul Longshaw's daughter Ella, would be running in the Salford 10k in September to raise funds for CALM (Campaign Against Living Miserably) and everyone was urged to support her efforts. Ella's Story

Reference was made to the incredible and valued role that foster carers provided for vulnerable and troubled young people and their continuing recruitment was vital. It was in view of this the City Council had recently approved a 40% rise in the skills payment they received.

Pension poverty remained a serious issue and it was important to raise awareness of it as part of the City Council’s wider Anti Poverty Strategy. According to Department for Work and Pensions (DWP) figures, approximately 50% of those eligible to claim Pension Credit nationally failed to do so. In Salford this equated to 5,180 people and potentially £12m unclaimed Pension Credit. With this in mind, the City Council’s Health Improvement Service, Welfare Rights Team, Debt Advice Team, Council Tax Benefits Team and the DWP, were working together to encourage take up of the Pension Credit by Salford residents who could otherwise be missing out.

Salford continued to grow, with new development in turn creating jobs, business opportunities and homes. Such developments included:-

- One New Bailey, where all office space had now been let.
- Two New Bailey, where major legal companies, Freshfields Bruckhaus Deringer and Eversheds had both signed agreements to lease office space.
- Three New Bailey, which was currently under construction and in 2022 would become the home for HMRC (Her Majesty’s Revenue and Customs) regional centre.
- RHS (Royal Horticultural Society) Bridgewater, which in addition to the main garden, currently being created in Worsley and the employment and economic benefits this created, was also delivering and supporting numerous community green space and garden projects across Salford.

The City Council continued to provide excellent services and attention was drawn to the following particular achievements:-

- The Bereavement Services team had received the Association for Public Service Excellence Best Team of the Year award.
- The School Meal Service over the last 12 months, had provided 2.5million healthy nutritional meals to Salford children.
- The Parks Team had received 5 Green Flag awards for key parks and
cemeteries across the City, in recognition of their quality maintenance and management.

The Refuse and Recycling revised collection services would result in over £1m savings over the first twelve months of its operation, with residual waste reduced by over 4,000 tonnes and recycling levels increased by 5% in the same period.

(i) Salford City Council would be staging a number of events as part of Armed Forces Week 2019, including a flag raising ceremony at Salford Civic Centre on Monday, 24 June and a parade and fun day at Winton Park on Sunday 29 June. The council had also launched a new housing support service for members of the armed forces community and their families.

(m) Thanks were extended to all the City Council’s officers and front line teams for their hard work, together with those the public perhaps did not see, who were all of equal importance in supporting others, including elected members. Together, their work, passion and commitment was vital in delivering the important services required by Salford and its citizens.

97. GENERAL QUESTIONS AND COMMENTS TO THE DEPUTY CITY MAYOR

Q1. Councillor Les Turner welcomed the positive tone of Councillor Boshell’s statement and echoed her sentiments with regard to the contribution and commitment of the City Council’s officers.

Councillor Kate Lewis also welcomed the positive nature of the deputy City Mayor’s statement, but commented that this was not always possible to achieve due to the economic and other restraints imposed on the City Council by H.M. Government.

Councillor Paula Boshell, Deputy City Mayor, welcomed Councillor Lewis’s and Councillor Turner’s comments.

Q2. Councillor John Merry referred to Salford’s membership of the Key Cities Group, which was a network of cities across England who shared knowledge to find solution to common problems, together with promoting and raising awareness with H.M. Government the ten per cent of the population’s economic interests the 19 members collectively represented.

Q3. Councillor Robert Sharpe referred to the petition for the creation of a pedestrian crossing at Manchester Road, Little Hulton which he had submitted earlier (see Minute 88) and the efforts of Mr Colin Dunning in drawing it together and raising awareness of the issue and suggested remedy, which was supported by him and the other Little Hulton ward councillors and he urged be given serious and full consideration.

Councillor Derek Antrobus, Lead member for Planning and Sustainable Development, replied that this matter would be fully investigated and hope a suitable solution could be found. He and the Deputy City Mayor, similarly acknowledged the efforts of Mr Dunning.
Q4. Councillor Arnold Saunders extended congratulations to Salford City FC on their recent Vanarama National League Playoff Final victory, which had secured their promotion to Sky Bet League 2, where they would play in the 2019/20 season.

Councillor Paula Boshell, Deputy City Mayor, echoed these comments.

Q5. Councillor Karen Garrido referred to a recent media article regarding the finances of the AJ Bell Stadium and sought clarification as the issues which had been raised by it.

The Chief Executive said Councillor Garrido would be provided with a written response. Councillor Paula Boshell said regular briefings were held with members of the Conservative Group with regard to the management of the stadium and she would be happy to discuss any relevant matters in that forum.

Q6. Councillor Heather Fletcher extended a welcome to the newly elected councillors and commented that the makeup of the Council chamber was increasingly becoming more representative of Salford’s diverse community.

Councillor Paula Boshell, Deputy City Mayor, echoed these comments.

Q7. Councillor Robin Garrido commented the Labour Party had lost approximately 4,500 voters in the recent local elections. Similarly their majorities in all the seats they had retained had been reduced, while those held by the Conservative Party had increased.

98. GENERAL QUESTIONS AND COMMENTS TO CABINET MEMBERS

Q1. Councillor John Merry, Deputy City Mayor, referred to H.M. Government’s recent announcement approving the funding the removal of cladding from private properties, but not doing the same in the case of the PFI funded flats in Pendleton and demonstrated the double standards in the manner they had dealt with this important issue.

Councillor Robin Garrido expressed concerns with regard to the length of time it had taken Salford City Council to undertake the removal of cladding on the flats in Pendleton.

Councillor John Merry replied Salford City Council had wanted a swift resolution to this matter, but H.M. Government’s delays in providing guidance, or giving authority to proposed actions, had continually prevented this. Tenders were currently being evaluated with an expectation that the necessary remedial works would commence in the near future.

Councillor Gina Reynolds said the residents concerned had been kept fully informed of developments and supported throughout the process. Councillor Kate Lewis added the matter was regularly considered by the Growth and Prosperity Scrutiny Panel and was a public forum at which residents had been welcomed and given a voice to raise issues of concern, or seek advice.
Q2. Councillor Lewis Nelson referred to the recent UN (United Nations) warnings regarding the irreparable impact of climate change and the growing movement, particularly amongst young people, urging governments across the world to recognise this and take action. At a more local level, he drew attention to the need to restore the City's many peat bogs to their natural state, for the benefit of the environment and the community.

Councillor Derek Antrobus, Lead Member for Planning and Sustainable Development, welcomed Councillor Nelson's comments, particularly in terms of peat bog restoration. He said their retention played an important role in carbon reduction and the Greater Manchester Spatial Framework (GMSF) prevented further peat extraction in the region.

Q3. Councillor Jim Cammell sought clarification with regard to recent media reports on the future of Swinton Park Golf Course and suggestions this was to become the site of a major housing development, particularly what powers Salford City Council had to prevent this.

Councillor Derek Antrobus, Lead Member for Planning and Sustainable Development, replied that at the moment no planning application had been submitted in relation to the future use of Swinton Park Golf Course, in the event it was, he outlined the procedures which would be followed and the powers which were available to the City Council to ensure the land was utilised in the best interests of the local community.

Q4. Councillor Laura Edwards referred to H.M. Government's recently announced reduction to the Access to All budget, which meant the proposed access improvements to, and refurbishment of, Walkden Railway Station would no longer proceed, despite them being identified as a priority by Transport for Greater Manchester (TfGM). She stressed the importance of these proposals being realised, particularly in terms of car parking at the site. Councillor Robin Garrido echoed these comments.

Councillor Roger Jones, Executive Support for Transport, replied that approximately half of the railway stations in Greater Manchester had similar access issues. TfGM had identified 5 stations in the region for improvements, of which 3 were in Salford, however H.M. Government had chosen to ignore this locally informed advice, instead to approve improvements to 73 stations across England, 2 of which were in Greater Manchester, but not none of those which had been originally prioritised. No explanation had been given for the rationale for this decision. He acknowledged Councillor Edwards concerns with regard to Walkden Railway Station and gave assurances TfGM would continue to pursue the planned improvements.

Q5. Councillor Ari Leitner sought an update on the recent measles vaccination programme in Broughton.

Councillor Gina Reynolds, Lead Member for Adult Services, Health and Wellbeing said the programme had been a success and the Public health Team continued to provide support to the local community, but she would provide Councillor Leitner with a fuller response outside of the meeting.
Councillor John Merry, Deputy City Mayor, expressed thanks to Councillor Arnold Saunders for his assistance in raising awareness and importance of the vaccination programme, particularly in engaging with the local Jewish community.

Q6. Councillor Sharmina August referred to the earlier announcement that this was Mental Health Awareness Week (see Minute 96(g)) and asked what support and services, Salford City Council provided in this regard.

Councillor Jane Hamilton, Executive Support for Social Care and Mental Health, replied the City Council and its partners were working hard to bring the issue to the fore and the recent publication of the All Age Mental Health Commissioning Strategy, outlined the vision for a city which had good mental health. Salford continued to invest in mental health services, with around £50.2m spent in 2018/19 and an agreed commitment to increase expenditure by a minimum of £1.5m annually, over the next two years. An overview was also provided of the wide ranging services currently provided. In conclusion she urged everyone to take a look at the Shining a Light on Suicide website, which gave an insight and provided information on this important issue, which affected so many. Shining a Light on Suicide

Q7. Councillor Heather Fletcher asked as the number of people suffering with alcohol dependent issues increased, what impact continuing restrains on public health funding were having on services in this regard.

Councillor Gina Reynolds, Lead Member for Adult Services, Health and Wellbeing, replied that since 2015, spending on public health had been reduced by £85m nationally and £3.5m locally, despite which, recovery services in Salford had been protected. She reported on the comprehensive services currently provided, which sought to reflect the priorities of the Greater Manchester Drug and Alcohol Strategy 2019/21. Currently, the completion rate for people undertaking drug and alcohol treatment in Salford was 38%, which was the second best in the United Kingdom. It was hoped this success rate could be maintained, if not improved upon, but the continuing financial restraints, which H.M. Government placed on Salford City Council, would make this an increasingly different challenge.

Q8. Councillor John Ferguson, Lead Member for Workforce and Industrial Relations, reported that the Pink Picnic, Salford’s annual lesbian, gay, bisexual and trans plus pride celebration would take place at Peel Park, Salford on Saturday, 20 June 2019 and encouraged support of the event.

99. PRESENTATION OF LONG SERVICE AWARDS

The Ceremonial Mayor made presentations to Councillor Derek Antrobus and Councillor David Jolley, in recognition of their 40 years service as elected members and their contribution to the City Council and the residents of Salford.

100. GENERAL QUESTIONS AND COMMENTS TO CHAIRS OF SCRUTINY PANELS

There were no questions or comments.
101. GENERAL QUESTIONS OR COMMENTS ON THE DISCHARGE OF FUNCTIONS OF JOINT AUTHORITIES AND OUTSIDE BODIES

There were no questions or comments.

RESOLVED: THAT the updates submitted in relation to the recent activities of the following bodies, be noted:-

- Salford Council for Voluntary Service (CVS)
- Bridgewater Canal Trust

102. CITY COUNCIL MEETINGS 2019/20

Submitted, the proposed schedule of City Council meetings for 2019/20.

RESOLVED: THAT approval be given to the following schedule of dates for City Council meetings during the Municipal Year 2019/20:-

Wednesday, 17 July, 2018
Wednesday, 18 September 2019
Wednesday, 20 November, 2019
Wednesday, 15 January, 2020
Wednesday, 26 February, 2020
Wednesday, 18 March, 2020
Wednesday, 20 May, 2020
(all commencing at 9.30 am and to be held at Salford Civic Centre)

Council Member Policy Forums will also be held on 19 June, and 18 December 2019.

Appendix A

07 Membership of Committees and Regi

Appendix B

08 Outside Bodies Reps 2019-20.doc
REPORT OF
THE RETURNING OFFICER

TO COUNCIL

ON
WEDNESDAY 17 JULY 2019

TITLE: RESULTS OF THE EUROPEAN ELECTION AND NEW ELECTION FOR
WALKDEN SOUTH WARD 2019.

RECOMMENDATIONS: That the report be noted.

EXECUTIVE SUMMARY:

This report is to inform the City Mayor and Members of the City Council the results
from the European Election held on Thursday 23 May 2019 and of the New Election
for Walkden South held on 20 June 2019.

BACKGROUND DOCUMENTS:

Statement of local totals for the European Election 23 May 2019
Declaration of result of poll Walkden South Thursday 20 June 2019.

KEY DECISION: NO
DETAILS:

1. The Salford results for the European Election held on 23 May 2019 were as follows:

<table>
<thead>
<tr>
<th>Party</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change UK - The Independent Group</td>
<td>1,436</td>
</tr>
<tr>
<td>Conservative and Unionist Party</td>
<td>3,401</td>
</tr>
<tr>
<td>English Democrats</td>
<td>384</td>
</tr>
<tr>
<td>Green Party</td>
<td>6,689</td>
</tr>
<tr>
<td>Labour Party</td>
<td>11,376</td>
</tr>
<tr>
<td>Liberal Democrats</td>
<td>7,110</td>
</tr>
<tr>
<td>The Brexit Party</td>
<td>14,867</td>
</tr>
<tr>
<td>UK European Union Party (UKEUP)</td>
<td>269</td>
</tr>
<tr>
<td>UK Independence Party</td>
<td>2,286</td>
</tr>
<tr>
<td>Mohmmad Aslam</td>
<td>68</td>
</tr>
<tr>
<td>Tommy Robinson</td>
<td>1,921</td>
</tr>
</tbody>
</table>

Electorate: 166,512

Verified ballot paper:
- polling stations: 30,519
- postal votes: 19,582

Percentage turnout: 30.09%

2. The election of Borough Councillor to the ward of Walkden South was sadly countermanded, by virtue of rule 55 of the Local Elections (Principal Areas) (England and Wales) Rules 2006 following the death of one of the candidates, George Andrew Darlington.

The New Election for Walkden South Ward was held on Thursday 20 June 2019.

The turnout for the election was 23.7 per cent with 2,030 votes cast.

Joshua Brooks, Labour Party was elected Ward Councillor.

KEY COUNCIL POLICIES: Council Constitution

EQUALITY IMPACT ASSESSMENT AND IMPLICATIONS: N/A

ASSESSMENT OF RISK: N/A
REPORT
OF
THE CITY MAYOR

TO
COUNCIL
ON
17 JULY 2019


RECOMMENDATION:
The Council is asked to note the membership of the Cabinet for 2019/20.

EXECUTIVE SUMMARY
This report provides details of a recent change and confirmation of the remaining membership of the Cabinet for 2019/20.

BACKGROUND DOCUMENTS: Council Constitution
(Available for public inspection)

KEY DECISION: N/A

DETAILS:
As City Mayor, I have recently taken the opportunity to review the membership of my Cabinet for the Municipal Year 2019/20 and in doing so, have appointed Councillor Mike McCusker to the newly created position of Executive Support Member for Planning, Housing and Sustainable Development.

The remainder of the membership is unchanged from 2018/19 and is as follows:-

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>City Mayor</td>
<td>Mr Paul Dennett</td>
</tr>
<tr>
<td>Statutory Deputy City Mayor</td>
<td>Councillor Paula Boshell</td>
</tr>
<tr>
<td>Position</td>
<td>Councillor</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>-------------------------------------</td>
</tr>
<tr>
<td>Deputy City Mayor/Lead Member for Children’s and Young People’s Services</td>
<td>Councillor John Merry</td>
</tr>
<tr>
<td>Lead Member for Finance and Support Services</td>
<td>Councillor Bill Hinds</td>
</tr>
<tr>
<td>Lead Member for Environment and Community Safety</td>
<td>Councillor David Lancaster</td>
</tr>
<tr>
<td>Lead Member for Planning and Sustainable Development</td>
<td>Councillor Derek Antrobus</td>
</tr>
<tr>
<td>Lead Member for Housing and Neighbourhoods</td>
<td>Councillor Tracy Kelly</td>
</tr>
<tr>
<td>Lead Member for Adult Services, Health and Wellbeing</td>
<td>Councillor Gina Reynolds</td>
</tr>
<tr>
<td>Lead Member for Workforce and Industrial Relations</td>
<td>Councillor John Ferguson</td>
</tr>
<tr>
<td>Executive Support Member for Education and Learning</td>
<td>Councillor John Walsh</td>
</tr>
<tr>
<td>Executive Support Member for Planning, Housing and Sustainable Development</td>
<td>Councillor Mike McCusker</td>
</tr>
<tr>
<td>Executive Support Member for Social Care and Mental Health</td>
<td>Councillor Jane Hamilton</td>
</tr>
<tr>
<td>Executive Support Member for Transport</td>
<td>Councillor Roger Jones</td>
</tr>
<tr>
<td>Executive Support Member for Culture, Leisure and Sports</td>
<td>Councillor Stephen Coen</td>
</tr>
</tbody>
</table>

*new position

KEY COUNCIL POLICIES: Council Constitution

EQUALITY IMPACT ASSESSMENT AND IMPLICATIONS: N/A

ASSESSMENT OF RISK: N/A

SOURCE OF FUNDING: N/A
LEGAL IMPLICATIONS Supplied by N/A

FINANCIAL IMPLICATIONS Supplied by N/A

OTHER DIRECTORATES CONSULTED: N/A

CONTACT OFFICER:

Michael Relph, Senior Democratic Services Officer
Tel: 0161 793 3013

WARD(S) TO WHICH REPORT RELATE(S): All
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REPORT
OF
The City Mayor

TO
Council
ON
17th July 2019

TITLE: Membership of Committees and Panels and the Appointments of Chairs and Deputy Chairs for the Municipal Year 2019 /20.

RECOMMENDATION: The Council is recommended to approve the amendments to the membership of committees and panels as detailed in the report.

EXECUTIVE SUMMARY

Under the Constitution the Council are required to approve or note as appropriate the membership of Committees and Panels for the 2019/20 Municipal Year.

BACKGROUND DOCUMENTS: Council Constitution (Available for public inspection)

KEY DECISION: N/A

DETAILS:

The following amendments are proposed in relation to the membership of the City Council committees and panels respectively indicated:-

<table>
<thead>
<tr>
<th>Committee Panel</th>
<th>New Member</th>
<th>Replacing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community and Neighbourhoods Scrutiny Panel</td>
<td>Councillor John Mullen</td>
<td>Councillor Mike McCusker</td>
</tr>
<tr>
<td></td>
<td>Councillor Joan Walsh</td>
<td>Councillor Lewis Nelson</td>
</tr>
<tr>
<td>Committee</td>
<td>Labour Group</td>
<td>Labour Group</td>
</tr>
<tr>
<td>----------------------------------------------</td>
<td>-------------------------</td>
<td>-------------------------</td>
</tr>
<tr>
<td>Health and Social Care Scrutiny Panel</td>
<td>Councillor Joshua Brooks</td>
<td>Councillor Tanya Burch</td>
</tr>
<tr>
<td></td>
<td><em>arising</em> Labour Group</td>
<td></td>
</tr>
<tr>
<td></td>
<td><em>vacancy</em></td>
<td></td>
</tr>
<tr>
<td>Licensing and Safety Regulatory Panel</td>
<td>Councillor Lewis Nelson</td>
<td></td>
</tr>
<tr>
<td>Planning and Transportation Regulatory Panel</td>
<td>Councillor Lewis Nelson</td>
<td>Councillor Joan Walsh</td>
</tr>
<tr>
<td>Audit and Accounts Committee</td>
<td>Councillor Joshua Brooks</td>
<td>Councillor Jim King</td>
</tr>
<tr>
<td>Lowry Committee</td>
<td><em>arising</em> Labour Group</td>
<td>Councillor Ann-Marie Humphreys</td>
</tr>
<tr>
<td>Standards Committee</td>
<td>Councillor Jim Dawson</td>
<td>Councillor Ann-Marie Humphreys</td>
</tr>
</tbody>
</table>

Full details of the membership of all committees and panels and reflecting the amendments detailed above, are attached at Appendix A

KEY COUNCIL POLICIES: Council Constitution

EQUALITY IMPACT ASSESSMENT AND IMPLICATIONS: N/A

ASSESSMENT OF RISK:

It is a requirement for Council to consider these appointments and nominations on an annual basis.

SOURCE OF FUNDING: N/A

LEGAL IMPLICATIONS Supplied by N/A

FINANCIAL IMPLICATIONS Supplied by N/A

OTHER DIRECTORATES CONSULTED: N/A

CONTACT OFFICER:
WARD(S) TO WHICH REPORT RELATE(S): All
Overview & Scrutiny Board
Leader of the Opposition
Chairs and Vice Chairs of all other Scrutiny Panels

Councillors
- Turner
- Garrido, Karen
- Bellamy
- Brocklehurst
- Burch
- Edwards
- Jolley (C)
- King (VC)
- Lewis
- Morris
- Sharpe

<table>
<thead>
<tr>
<th>Children’s Scrutiny Panel (12)</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 Labour</td>
</tr>
<tr>
<td>2 Conservative</td>
</tr>
</tbody>
</table>

Councillors
- Collinson
- Leithner
- Brocklehurst (C)
- Cammell
- Edwards (VC)
- McCusker
- Nelson
- Pevitt
- Reynolds, N
- Wade
- Walsh, Joan
- Wilson

<table>
<thead>
<tr>
<th>Health &amp; Social Care Scrutiny Panel (12)</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 Labour</td>
</tr>
<tr>
<td>2 Conservative</td>
</tr>
</tbody>
</table>

Councillors
- Saunders
- 1 Conservative Vacancy
- 1 Labour Vacancy
- Bellamy (VC)
- Bentham
- Brookes
- Burch
- Dawson
- Hesling
<table>
<thead>
<tr>
<th>Community &amp; Neighbourhoods Scrutiny Panel (12)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Councillors</strong></td>
</tr>
<tr>
<td>• Garrido, Karen (VC)</td>
</tr>
<tr>
<td>• Turner</td>
</tr>
<tr>
<td>• Barnes</td>
</tr>
<tr>
<td>• Burch (C)</td>
</tr>
<tr>
<td>• Fletcher</td>
</tr>
<tr>
<td>• Humphreys</td>
</tr>
<tr>
<td>• McCusker</td>
</tr>
<tr>
<td>• Mullen</td>
</tr>
<tr>
<td>• Nelson</td>
</tr>
<tr>
<td>• Ryan</td>
</tr>
<tr>
<td>• Walker</td>
</tr>
<tr>
<td>• Warner</td>
</tr>
<tr>
<td>• Wheeler</td>
</tr>
<tr>
<td>• Walsh, Joan</td>
</tr>
<tr>
<td><strong>10 Labour</strong></td>
</tr>
<tr>
<td><strong>2 Conservative</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Growth &amp; Prosperity Scrutiny Panel (12)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Councillors</strong></td>
</tr>
<tr>
<td>• Garrido, Robin</td>
</tr>
<tr>
<td>• Ward</td>
</tr>
<tr>
<td>• August</td>
</tr>
<tr>
<td>• Critchley</td>
</tr>
<tr>
<td>• Dickman</td>
</tr>
<tr>
<td>• Hesling</td>
</tr>
<tr>
<td>• Jolley</td>
</tr>
<tr>
<td>• Lewis (C)</td>
</tr>
<tr>
<td>• Nkurunziza</td>
</tr>
<tr>
<td>• Sharpe (VC)</td>
</tr>
<tr>
<td>• Weir</td>
</tr>
<tr>
<td>• Wheeler</td>
</tr>
<tr>
<td><strong>10 Labour</strong></td>
</tr>
<tr>
<td><strong>2 Conservative</strong></td>
</tr>
</tbody>
</table>
### Licensing and Safety Regulatory Panel (15)

**Councillors**
- Saunders
- 1 Conservative Vacancy
- 1 Labour Vacancy
- August
- Dawson
- Fletcher (VC)
- Humphreys
- King
- McCusker
- Nelson
- Nkurunziza
- Walsh, Joan
- Warmisham (C)
- Warner
- Weir
- Wilson

#### Planning and Transportation Regulatory Panel (15)

**Councillors**
- Clarke
- Garrido, Karen
- Antrobus
- Burch
- Cammell
- Dawson (VC)
- Dickman
- Edwards
- Linden
- Mashiter (C)
- Morris
- **Nelson**
- Reynolds, N
- Sharpe
- Walker
- Walsh, Joan

### Corporate Parenting and Regulatory Panel

All Members (Panel)

**Councillors**
- Collinson
- Brocklehurst
- Edwards
- Jolley
- Kelly
- Ryan
- Wade
- Walsh, Joan
- Walsh, John

### Employers’ Forum (14)

12 Labour  
2 Conservative

**Councillors**
- Garrido, Karen
- Turner
- Barnes
- Bentham
- Boshell
- Cammell
- Ferguson
- Humphreys
- Kelly
- Lancaster
- Lewis
- Nkurunziza
- Walker
- Walsh, John

### Equal Opportunities Forum (13)

11 Labour  
2 Conservative

**Councillors**
- Saunders
- 1 Conservative Vacancy
- Boshell
- Ferguson
- Fletcher
- Hamilton
- Kelly
- Nkurunziza
- Reynolds, Neil
- Ryan
- Wade
- Walsh, John
- Warmisham

**OTHER COMMITTEES**
Audit & Accounts Committee (8)

7 Labour
1 Conservative who is also the Chair
Assistant Mayor for Finance and Support Services invited to attend

Councillors
- Garrido, Robin (C)
- Brooks
- Coen
- Connor
- Connor
- Jolley
- Jones
- King
- Pevitt
- Walsh, John

Council Agenda Setting Group

2 Labour
2 Conservative
City Mayor, 2 Deputy City Mayor’s, Ceremonial Mayor, Deputy Ceremonial Mayor, Chief Whip and Chair of Overview and Scrutiny

- Paul Dennett - City Mayor
- John Merry CBE - Deputy City Mayor
- Paula Boshell - Deputy City Mayor
- Charlie McIntyre –Ceremonial Mayor
- John Mullen – Deputy Ceremonial Mayor
- Jim Dawson - Labour Chief Whip
- David Jolley - Chair of the Overview and Scrutiny Board

Councillors
- Garrido, Karen
- Turner
- Ferguson
- Lancaster

Electoral Matters Working Group

All Members (Panel)

Lowry Committee

3 Labour
1 Conservative

Boshell - Deputy City Mayor
Antrobus – Lead Member for Strategic Planning and Sustainable Development
Merry - Lead Member for Services for Children and Young People Services
Coen - Executive Support Member, Leisure and Sport

Councillors
## Standards Committee

6 Labour  
2 Conservative  
2 Independent Members

### Councillors

- Turner
- Garrido, Karen
- Barnes
- Cammell
- **Dawson**
- Hinds
- **Humphreys**
- Lewis
- Mullen

### Independent (non political)

- Nicolé Jackson (Chair as appointed by Committee)
- 1 vacancy

## Standing Advisory Council for Religious Education (SACRE)

5 Labour  
2 Conservatives

### Councillors

- Saunders
- 1 Conservative Vacancy
- Brocklehurst
- Burch
- Critchley
- Mullen
- Wilson
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REPORT
OF
The City Mayor

TO
Council
ON
17th July 2019.

TITLE: Appointments of representatives to Outside Bodies 2019/20 Municipal Year.

RECOMMENDATION: Following on from the initial report submitted in May 2019, Council is recommended:

1. To agree the outstanding GMCA appointments and nominations as listed on pages 3 to 6 (highlighted in red)
2. To note the outstanding AGMA nominations as listed on pages 7 to 9 (highlighted in red)
3. To note to the outstanding appointment to Outside Bodies (non AGMA appointments) on pages 10 to 12 (highlighted in red)

EXECUTIVE SUMMARY.

Under the Constitution the Council are required to approve or note as appropriate the appointment and nomination of representatives on Outside Bodies on an annual basis.

Persons appointed or nominated and then appointed in respect of AGMA nominations are so appointed in accordance with the Local Authorities (Indemnities for Members and Officers) Order 2004. Full details of the indemnity policy are shown on page 13.

BACKGROUND DOCUMENTS: Council Constitution
(Available for public inspection)

KEY DECISION: N/A

DETAILS: see attached documents
KEY COUNCIL POLICIES: Council Constitution

EQUALITY IMPACT ASSESSMENT AND IMPLICATIONS: N/A

ASSESSMENT OF RISK:
It is a requirement for Council to consider these appointments and nominations on an annual basis.

SOURCE OF FUNDING: N/A

LEGAL IMPLICATIONS Supplied by N/A

FINANCIAL IMPLICATIONS Supplied by N/A

OTHER DIRECTORATES CONSULTED: N/A

CONTACT OFFICER: Karen Berry, Service Manager Elections and Democratic Services

0161 793 3318

WARD(S) TO WHICH REPORT RELATE(S): All
<table>
<thead>
<tr>
<th>Body</th>
<th>Nominations Required</th>
<th>Length of Term</th>
<th>Meeting requirements</th>
<th>Notes</th>
<th>To be completed by Democratic Services Managers - LA Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>GM Combined Authority</td>
<td>10 members - 1 to be appointed by each LA Plus 1 substitute member from each LA Plus GM Mayor</td>
<td>1 year</td>
<td>Monthly</td>
<td></td>
<td>City Mayor</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Councillor Merry – Deputy City Mayor</td>
</tr>
<tr>
<td>GM Waste &amp; Recycling Committee</td>
<td>2 nominations from each LA (with the exception of Wigan). GMCA to agree final membership</td>
<td>Up to 30 April 2020</td>
<td></td>
<td>The Committee will have 15 members to ensure political proportionality and gender balance. Chair of the Committee to be agreed by the GMCA following recommendation from the Waste &amp; Recycling Committee.</td>
<td>Councillor Lancaster – Lead Member Councillor R Garrido</td>
</tr>
<tr>
<td>Committee</td>
<td>Membership Details</td>
<td>Frequency</td>
<td>Terms of Reference</td>
<td>Chairperson</td>
<td></td>
</tr>
<tr>
<td>------------------------------------------------</td>
<td>------------------------------------------------------------------------------------</td>
<td>----------------</td>
<td>--------------------</td>
<td>-----------------------------------</td>
<td></td>
</tr>
</tbody>
</table>
| **GMCA Audit Committee**                       | 4 members (cannot be Leaders) & 2 Substitute members invited from across GM nominated by the LAs, if they wish to do so. GMCA to agree final membership | Up to 30 April 2020 | Quarterly | Cannot be Leaders  
GM Political Balance rules apply  
Plus 2 Independent persons |
| **GM Transport Cttee (formerly TfGMC)**        | *11 Members - 1 member from each LA (2 from Manchester)                              | Up to 30 April 2020 | To be confirmed |
|                                                | *Appointment process subject to separate report, which includes Terms of Reference & Operating Agreement to be considered by the GM LAs  
Annual meetings in May 2019  
The Committee will have 23 members to ensure political proportionality and gender balance. |
| **GM Culture & Social Impact Fund Cttee**      | 10 Members - 1 member from each LA, invited from across GM, plus 1 substitute member from each LA  
GMCA to agree final membership | Up to 30 April 2020 | X2 per year | *recommend membership to replicate the AGMA Statutory Functions Cttee |
|                                                |                                                                                   |                |                    | Councillor Coen –  
Executive Support  
Substitute  
Councillor Lancaster – Lead Member |
| **Health & Social Care Partnership Board** | 10 members – 1 member to be appointed by each LA  
Plus 1 substitute from each LA |  | City Mayor  
Substitute: Councillor Merry – Deputy City Mayor |
| **Health & Social Care - Joint Commissioning Board** | 10 members – 1 member to be appointed by each LA  
Those appointed to appoint their own deputies | Bi-monthly | *Those appointed to appoint their own deputies  
Councillor Merry – Deputy City Mayor  
Substitute: Councillor G Reynolds |
| **Transport for the North – Scrutiny Committee** | 1 member & 1 substitute member invited from across GM, nominated by the LAs, if they wish to do so.  
To be appointed by the GMCA |  | Councillor Jones – Executive Support |
| **GMCA Overview & Scrutiny Committees** | Each LA is requested to make 6 nominations – *See Notes  
GMCA to agree final membership | Up to 30 April 2020 | Monthly  
* Process for appointments previously circulated by Nicola Ward on 4 April 2019  
*4 of these nominations should be from the ruling group and 2 from the major opposition  
Councillors K Garrido and Leitner |
group, except where there is a hung council (or no opposition group). Districts with a three way hung council are expected to be politically inclusive in their nominations.

<p>| NW European Programmes Local Management Committee | Nominations no longer required | *Disestablished | - |
| NW Regional Flood and Coastal Committee | 3 members invited from across GM, nominated by the LAs, if they wish to do so, those appointed to appoint their own deputies | Up to 30 April 2020 | Quarterly | *Those appointed to appoint their own deputies | Councillor Mashiter |</p>
<table>
<thead>
<tr>
<th>Body</th>
<th>Nominations Required</th>
<th>Length of Term</th>
<th>Meeting Requirement(s)</th>
<th>Notes</th>
<th>To Be Completed by Democratic Services Managers – LA Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>AGMA Executive Board</td>
<td>9 Leaders, 1 City Mayor of Salford, (plus GM Mayor) to be appointed by the LA</td>
<td>1 year</td>
<td>As and when required</td>
<td>City Mayor, Councillor Boshell – Statutory Deputy City Mayor and Councillor Merry – Deputy City Mayor</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Plus 2 substitutes from each LA</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Statutory Functions Committee</td>
<td>10 members (1 per Authority invited from across GM to be appointed by the LA</td>
<td>Up to 30 April 2020</td>
<td>X2 per year</td>
<td>*recommend membership to replicate the GM Culture &amp; Social Impact Fund Cttee</td>
<td>Councillor Coen – Executive Support</td>
</tr>
<tr>
<td></td>
<td>Plus 1 substitute member from each LA</td>
<td></td>
<td></td>
<td></td>
<td>Substitute Councillor Humphreys</td>
</tr>
<tr>
<td>Police and Crime Panel</td>
<td>10 members (1 per Authority (cannot be Leaders) invited from across GM to be appointed by the LA</td>
<td>1 year</td>
<td>At least 3 times per year</td>
<td>Cannot be Leaders Plus 2 Independent members</td>
<td>Councillor Lancaster – Lead Member</td>
</tr>
<tr>
<td>Police &amp; Crime Steering Group</td>
<td>10 members (1 per Authority (cannot be Leaders) invited from across GM to be appointed</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>


|GM Health Scrutiny Committee| 10 members (1 per Authority) invited from across GM to be appointed by the LA | 1 year | Quarterly | Chairs of Health Scrutiny or scrutiny members ideally (must be non-Executive/Cabinet Members) | Councillor Morris – Scrutiny Chair
Substitute Cllr Bellamy |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning and Housing Commission</td>
<td>10 members (1 per Authority) invited from across GM to be appointed by the LA AGMA Executive to agree final membership</td>
<td>Up to 30 April 2020</td>
<td>Quarterly</td>
<td>Members to be drawn from LA Planning &amp; Housing portfolio holders GM Political Balance rules apply Plus Leader portfolio holder for Planning &amp; Housing</td>
<td>Councillor Antrobus – Lead Member</td>
</tr>
<tr>
<td>GM Pensions Fund Management Panel</td>
<td>10 members (1 per Authority) invited from across GM to be appointed by the LA AGMA Executive to agree final membership</td>
<td>1 year</td>
<td>Quarterly Sub-groups may also require attendance (there are four)</td>
<td>In previous years members have been drawn from LA Lead Executive members</td>
<td>Councillor Barnes</td>
</tr>
<tr>
<td>Halle</td>
<td>1 member invited from across GM nominated by the LAs, if they wish to do so, to be appointed by</td>
<td>1 year</td>
<td></td>
<td></td>
<td>Councillor Humphreys</td>
</tr>
<tr>
<td>Peoples History Museum</td>
<td>1 member invited from across GM nominated by the LAs, if they wish to do so, to be appointed by AGMA Executive</td>
<td>1 year</td>
<td>Quarterly</td>
<td>Charity Trustee role</td>
<td>Councillor Sharpe</td>
</tr>
<tr>
<td>------------------------</td>
<td>-------------------------------------------------------------------------------------------------</td>
<td>--------</td>
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<tr>
<td>Christie Hospital NHS foundation Trust</td>
<td>1 member invited from across GM nominated by the LAs, if they wish to do so, to be appointed by AGMA Executive</td>
<td>3 years</td>
<td>Council of Governors</td>
<td>Councillor Boshell – Statutory Deputy City Mayor</td>
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## NON AGMA APPOINTMENTS

<table>
<thead>
<tr>
<th>BODY</th>
<th>Nominations / Expressions of Interest for 2018/19</th>
<th>CONDITIONS OF APPOINTMENT</th>
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</thead>
</table>
| 1. Booth Charities | City Mayor  
Councillor Lancaster - Lead Member for Environment and Community Safety  
**Councillors Burch and Dawson** | Report to Council twice per year |
| 2. Bridgewater Canal Trust | Councillor Burch  
Paul Gill | Report to Council Bi-Annually |
| 3. Bridgewater Canal Project Board | Member from three wards  
Winton – Councillor Lancaster - Lead Member for Environment and Community Safety  
Barton – Councillor Mullen  
Worsley – Councillor K Garrido | Annual report to Council |
| 4. Centre for Local Economic Strategies | City Mayor  
Councillor Jones, Executive Support for Transport (substitute) | Annual report to Council |
| 5. Cityco | City Mayor  
Alternate Director; Chief Executive Jim Taylor | Annual report to Council |
| 6. City of Salford Relief of Distress Fund | Ceremonial Mayor, Cllr C McIntyre  
Deputy Ceremonial Mayor, Cllr J Mullen  
Councillor Hinds, Lead Member for Finance and Support services  
**Councillor G Reynolds, Lead Member for Adults Services, Health and Wellbeing** | Annual report to Council |
| 7. City West Board  
**2 Members** | Councillor Dawson  
Councillor Bellamy | Report to Council twice a year |
<p>| 8. General Assembly of the University of Manchester | City Mayor | Annual report to Council |
| 9. Governing Body of Salford Royal Hospital NHS Foundation Trust | Councillor Critchley | Annual report to Council |
| 10. Groundwork Manchester, Salford, Stockport, Tameside &amp; Trafford | Councillor N Reynolds | Annual report to Council |</p>
<table>
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<tr>
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<th>Nominations / Expressions of Interest for 2018/19</th>
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<tbody>
<tr>
<td>11. Inspiring Communities Together (ICT)</td>
<td>Councillor Hamilton</td>
<td>Kersal or Irwell Riverside Councillor</td>
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<td>12. Key Cities</td>
<td>Deputy City Mayor, Cllr Merry</td>
<td>Annual report to Council</td>
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<tr>
<td>13. LGIU General Assembly</td>
<td>Deputy City Mayor Councillor Merry</td>
<td>Current rep will continue unless LGIU is notified otherwise</td>
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<tr>
<td>14. LGIU Local Government Flood Forum</td>
<td>Councillor Antrobus - Lead Member for Planning and Sustainable Development</td>
<td>Annual report to Council</td>
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<td>15. Local Government Association General Assembly</td>
<td>City Mayor</td>
<td>Annual report to Council</td>
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<td>Deputy City Mayor Councillor Merry</td>
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<td></td>
<td>Statutory Deputy City Mayor</td>
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<td>Councillor Boshell</td>
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<td>16. Manchester Port Health Authority</td>
<td>Councillor Nkurunziza</td>
<td>Annual report to Council</td>
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<td>Councillor Brocklehurst</td>
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<td></td>
<td>Cllr Ryan</td>
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<td>Councillor Connor</td>
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<td>17. Manchester Science Park (Directorship)</td>
<td>City Mayor</td>
<td>Annual report to Council</td>
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<td>Alternate Director, Chief Executive Jim Taylor</td>
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<td>18. North West Employers Organisation</td>
<td>Councillor Ferguson</td>
<td>Annual report to Council</td>
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<td>19. Salfordian Trust</td>
<td>Councillor Collinson</td>
<td>Annual Report to Council</td>
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<td>Councillor Hinds, Lead Member for Finance and Support Services</td>
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<td>20. Salford Council for Voluntary Service - Executive Committee</td>
<td>Councillor Linden</td>
<td>Annual report to Council</td>
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<td>Councillor Edwards</td>
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<td></td>
<td>(As observers)</td>
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<td>21. Salford Foyer Management Board</td>
<td>Councillor Warmisham</td>
<td>Annual report to Council</td>
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<tr>
<td>22. Salford Unemployed &amp; Community Resource Centre</td>
<td>Councillor Walsh, Executive Support for Education and Learning</td>
<td>Annual report to Council</td>
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<td></td>
<td>Councillor Hinds, Lead Member for Finance and Support Services</td>
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<td>Councillor Ferguson, Lead Member for Workforce and Industrial Relations</td>
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<tr>
<td>23. SALIX Parent Board nominations</td>
<td>Councillor Bentham</td>
<td>Report to Council twice per year</td>
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<td>Councillor King</td>
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<tr>
<td>24. Stadium Joint Venture Company (Directorships)</td>
<td>Statutory Deputy City Mayor, Cllr Boshell</td>
<td>Annual report to Council</td>
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<td>Councillor Lancaster, Lead Member for Environment and Community Safety</td>
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</table>
| 26. Reserved Forces and Cadet Association for NW England | Councillor Saunders  
Councillor Morris  
Councillor Warner                                                               | Annual report to Council                        |
| 27. Salford Disability Forum              | Councillor Hamilton                                                                                              |                                                   |
| 28. The Landing at MediaCityUK Limited    | City Mayor, Chair  
Deputy City Mayor Cllr Boshell  
**Debbie Brown/Jim Taylor**, Chief Executive  
Deputy City Mayor Cllr Merry (as observer) | Annual report to Council                        |
| 29. The Lowry Centre Trust                | Jim Taylor, Chief Executive  
Deputy City Mayor Councillor Merry  
Councillor Hinds, Lead Member for Finance and Support Services | Annual Report to Council                        |
| 30. Working Class Movement Library        | Councillor Ferguson, Lead Member for Workforce and Industrial Relations                                           | Annual report to Council                        |
| 31. Windsor and Albion Tenant Management  | Councillor Reynolds, Lead Member for Adult Services, Health and wellbeing                                         | Annual Report to Council                        |
| 32. University of Salford – University Council | Deputy City Mayor Councillor Merry                                                                          |                                                   |
| 33. Urban Vision Strategic Partnership    | Councillor Antrobus, Lead Member for Planning and Sustainable Development  
David Seager                                                          |                                                   |
Indemnity Policy

Terms of Indemnity

1 The Council will, subject to the exceptions set out below, indemnify each of its councillors and officers against any loss or damage suffered by the councillor or officer arising from his/her action or failure to act in his/her capacity as City Mayor, Councillor or officer of the authority.

This indemnity will not extend to loss or damage directly or indirectly caused by or arising from:

a) any criminal offence, fraud or other deliberate wrong doing or recklessness on the part of the councillor or officer;

b) any act or failure to act by the City Mayor, Councillor or employee otherwise than in his/her capacity as a councillor or officer of the authority, or

c) failure by the City Mayor or Councillor to comply with the authority’s Code of Conduct for Councillors.

2 The Council will, subject to the exceptions set out below, indemnify the City Mayor and each of its councillors and officers against the reasonable costs which he/she may incur in securing appropriate legal advice and representation in respect of any civil or criminal proceedings or Part 3 proceedings (see below) to which he/she is subject.

a) “Criminal proceedings” includes any interview or investigation by the Police, and any proceedings before a criminal court, in the United Kingdom.

b) “Part 3 proceedings” means any investigation or hearing in respect of an alleged failure to comply with the authority’s Code of Conduct for Councillors under Part 3 of the Local Government Act 2000 (potential liability to suspension/disqualification).

c) This indemnity will not extend to Part 3 proceedings where the allegation has been referred to the Monitoring Officer for local investigation and/or determination by the Standards Committee.

d) This indemnity shall not extend to any advice or representation in respect of any claim or threatened claim in defamation by the councillor or officer.

e) The City Mayor, Councillor or officer must have acted in good faith.
3. Where the City Mayor, Councillor or officer avails him/herself of this indemnity in respect of defending him/herself against any criminal or civil proceedings or Part 3 proceedings, the indemnity is subject to a condition that if, in respect of the matter in relation to which the councillor or officer has made use of this indemnity –

a) the City Mayor, Councillor or officer is convicted of a criminal offence in consequence of such proceedings; or

b) a Case Tribunal or the Standards Committee determine that the councillor has failed to comply with the Code of Conduct for Councillors or the City Mayor or councillor admits that he/she failed to comply with the Code;

c) and in either of the above cases the conviction or determination is not overturned on appeal, the City Mayor, Councillor or officer shall reimburse the authority for any sums expended by the authority pursuant to the indemnity.

d) Where the Council arranges insurance to cover its liability under this indemnity; the requirement to reimburse in Paragraph 3.2 shall apply as if references to the authority were references to the insurer.

4. For the purpose of these indemnities, a loss or damage shall be deemed to have arisen to the councillor or officer “in his/her capacity as a councillor or officer of the authority” where:

a) The act or failure to act was outside the powers of the Council, or outside the powers of the councillor or officer, but the councillor or officer reasonably believed that the act or failure to act was within the powers of the authority or within the powers of the councillor or officer (as appropriate) at the time that he/she acted or failed to act, as the case may be;

b) The act or failure to act occurred in the discharge of the functions of the City Mayor, Councillor or officer of the Council and/or in their capacity as a councillor or employee of another organisation, where the councillor or officer is, at the time of the action or failure to act, a councillor or employee of that organisation either –

i. in consequence of his/her appointment as such City Mayor, councillor or officer of that organisation by the Council; or

ii. in consequence of his/her nomination for appointment as such City Mayor, Councillor or officer of that organisation by the Council; or

iii. where the Council has specifically approved such appointment as such a City Mayor, Councillor or employee of that organisation for the purpose of these indemnities.
The Council undertakes not to sue (or join in action as co-defendant) a councillor or an officer of the Council in respect of any negligent act or failure to act by the councillor or officer in his/her capacity as a councillor or an officer of the Council, subject to the following exceptions:

a) Any criminal offence, fraud or other deliberate wrongdoing or recklessness on the part of the councillor or officer; or

b) Any act or failure to act by the councillor or officer otherwise than in his/her capacity as a councillor or officer of the authority.

These indemnities and undertaking will not apply if a City Mayor, Councillor or officer, without the express permission of the Council or of the appropriate officer of the Council, admits liability or negotiates or attempts to negotiate a settlement of any claim falling within the scope of this indemnity.

These indemnities and undertaking are without prejudice to the rights of the Council to take disciplinary action against an officer in respect of any act or failure to act.

These indemnities and undertaking shall apply retrospectively to any act or failure which may have occurred before 21st September, 2011 and shall continue to apply after the councillor or officer has ceased to be a councillor or officer of the authority as well as during his/her term of office or employment by the authority.

The City Mayor, Councillor or officer shall have a duty to inform the Council’s Monitoring Officer immediately he/she becomes aware of any claim or potential claim against the Council or any circumstances likely to result in any financial loss to the Council, and will follow the advice of the Monitoring Officer and the City Treasurer.

The City Mayor, Councillor or officer shall also be under a duty to co-operate with and assist the Council in the conduct of any legal proceedings to which the indemnity relates including, where required, giving evidence.

The indemnity shall not apply to cover acts or omissions carried out by a City Mayor, Councillor as a result of him/her obtaining a position on an outside body in a personal capacity without the Council making the appointment.

The indemnity does not extend to any fine imposed upon a councillor personally by any court or any award made against a City Mayor, Councillor personally by a Court or a Tribunal.
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REPORT OF THE MONITORING OFFICER

TO COUNCIL

ON
17th JULY 2019

TITLE: APPOINTMENT OF INDEPENDENT PERSONS

RECOMMENDATION:

It is recommended that Council approves the appointment of two Independent Persons as follows:
- Caroline Wolfenden
- Jonathan Storey

EXECUTIVE SUMMARY:

The purpose of this report is to enable Salford City Council to adopt the arrangements for investigating and deciding upon complaints against Members.

Under the provisions of the Localism Act 2011, the Council has a local Code of Conduct and arrangements in place to deal with complaints about member conduct.

Independent Persons can also be called upon in the event of the proposed dismissal of Statutory Officers.

The Council is looking to appoint two independent persons to help discharge these arrangements.

Following the resignation of one of the Councils Independent Persons, interviews were conducted on 10th June 2019. The Selection Panel consisted of Councillors Kate Lewis, Karen Garrido and John Mullen, assisted by Karen Berry.

Council is asked to agree the appointment of Caroline Wolfenden and Jonathan Storey to act as an Independent Persons for a period of one year.

It is considered important to have a pool of Independent Persons that can be called upon to assist the Council with Standards matters etc and to increase resilience.
Having three Independent Persons will ensure good governance within the Council and by Councillors. Good governance underpins the Council’s values.

BACKGROUND DOCUMENTS:

- Localism Act 2011;
- Members Code of Conduct;
- Council Constitution.

KEY DECISION: NO

KEY COUNCIL POLICIES:

- Members Code of Conduct;
- Council Constitution.

EQUALITY IMPACT ASSESSMENT AND IMPLICATIONS: N/A

ASSESSMENT OF RISK:

The appointment of Independent Persons is a requirement of the Localism Act 2011.

LEGAL IMPLICATIONS Supplied by: City Solicitor

Under the provisions of the Localism Act 2011, the Council has a local Code of Conduct and arrangements in place to deal with complaints about member conduct.

FINANCIAL IMPLICATIONS Supplied by: Michael Rogerson x2743

There is an existing revenue budget of £1,200 from which this can be funded.

PROCUREMENT IMPLICATIONS Supplied by: Not applicable

HR IMPLICATIONS Supplied by:
The interviews were conducted by a Panel comprising three Elected Members of the Standards Committee and the Service Manager.

OTHER DIRECTORATES CONSULTED: Not applicable

CONTACT OFFICER: Karen Berry TEL NO: 0161 793 3318

WARDS TO WHICH REPORT RELATES: All
REPORT OF THE LEAD MEMBER FOR WORKFORCE AND INDUSTRIAL RELATIONS

TO COUNCIL

ON

17TH JULY 2019

TITLE: SERVICE REALIGNMENT, PUBLIC HEALTH & LEADERSHIP CHANGES

RECOMMENDATIONS:

Council are asked to:

1. Note the content of the report as agreed by the Workforce Panel on 11th June 2019;
2. Note the recommendation of the Workforce Panel on 11th June 2019; and approve the remuneration levels as agreed by that panel.
3. Note the total savings to the cost of senior management posts since 2015.

EXECUTIVE SUMMARY:

This report sets out the approach to achieve changes to leadership arrangements and responsibilities together with the realignment of functions following the resignation of the Strategic Director for Public Health, Strategy & Policy - a post which also carries the statutory responsibilities for public health.

The report also sets out the revised arrangements for the statutory Director of Public Health and describes further reductions in cost for senior leadership of £132,482, resulting in a total reduction of in excess of £1 million since 2015.

BACKGROUND DOCUMENTS:

KEY DECISION: YES / NO
DETAILS:

1. **Background**

This report sets out the approach to achieve changes to leadership arrangements, following the resignation of the Strategic Director for Public Health, Strategy and Policy - a post which also carries the statutory responsibilities for public health.

The Chief Executive has, since his appointment, continually reviewed management arrangements to reduce costs over recent years in response to fiscal challenges, reducing resources and changes to services. In line with this approach and building on the principles of flexibility and fluidity to deliver the mayoral priorities this report sets out a number of changes to the organisation structure and management arrangements and demonstrates further financial savings in senior management costs.

Further opportunities have arisen following the departure of the Strategic Director Public Health, Strategy and Policy to think differently about the position and role of public health in Salford

The approach outlined provides capacity to continue to carry out the Council’s public health responsibilities, whilst continuing to deliver intelligence led change, improvement and transformation.

2. **Organisational redesign phased approach**

The approach taken to organisational design has been phased and adaptive to respond to a constantly changing environment. Whilst it is desirable to future proof structures as much as possible, it has been recognised that the City Council and partners need to continue to be agile and responsive to reflect this. Therefore, the approach taken with our organisational structure has been flexible and will always be subject to future change.

The key changes implemented within the first phase of organisation redesign during 2015/16 resulted in savings for the City Council and are detailed below:

- Director of Finance & Corporate Business
- Director of Service Reform and Development
- City Solicitor (Monitoring Officer)
- Strategic Director for Children and Adult Services (DCS and DASS roles)
- Deletion of Strategic Director for Health & Social Care
- Shared Director of Public Health with Bolton

Further changes since this point have included:

- Deletion of Director of Finance & Corporate Business
- Deletion of Director of Regeneration
- Deletion of Assistant Director Customer Services
- Deletion of Assistant Director (Place)
- Deletion of Deputy Director (Place)
- Deletion of Assistant Director (SEN & Inclusion)
- Creation of Directorate for People & re-designation of Strategic Director
- Creation of Place Directorate & re-designation of Strategic Director
- Director of Service Reform broader remit & responsibility for customer services and all enabling functions
- Temporary arrangements for shared CEX with Trafford

These changes have resulted in annual savings of circa £900k being achieved due to reductions in senior management at Assistant Director and above since 2015.

The changes outlined in this report further rationalise the leadership and management arrangements with a reduction of one director post reducing the senior leadership team (Assistant Director and above) to 19 FTE substantive posts and will provide additional savings to the council of £132,482 taking savings from senior leadership changes to £1,032,482. The senior leadership team (Assistant Director and above) capacity has therefore been reduced by over a third during this time.

As a direct result of the reduction in directors from six to three FTE since 2015 the remaining posts at this level have grown significantly and now cover the portfolios previously held by six directors. The Strategic Director for People now covers the remit and statutory responsibilities for both Adult (DASS) and Children Services (DCS) and will also be taking on responsibility for the DPH and the strategic commissioning function; the Strategic Director for Place now covers environment, community safety, housing and regeneration together with the imminent transfer of Urban Vision and the contract management for Salford Community Leisure.

Whilst these posts have been sized and scored under the relevant job evaluation scheme as being significantly different from the previous roles resulting in an overall increase in job evaluation score, under the current pay model there is no flexibility to increase pay.

The Director of Service reform remit and role has broadened and now has full service responsibility for customer services (including revenues, benefits and gateways) together with the support and enabling functions of finance, HR and organisational development, communications, legal and governance and procurement and will also take on responsibility for the strategy, policy and intelligence functions. The post will therefore be re-designated as Strategic Director for Service Reform as reflected in the outcome of the job evaluation.

3. Looking forward

Whilst previous changes have moved towards the creation of a sustainable organisational form it was always acknowledged that the resulting organisational structure would not be set in stone and will need to be flexible and adaptive to respond to a constantly changing environment.

The GM “Further Faster” model for of public service delivery places reform at the heart of the regional strategic ambitions. With a commitment to reshaping public services based on the principles of place-based working and integrated delivery,
supporting as many people as possible to contribute to and benefit from the opportunities that inclusive growth brings.

Leading the way in Salford through local services working together across organisational boundaries focused on people and place we are transforming the role of public services taking a more proactive approach. Building on the principles of early intervention and prevention aiming to deliver appropriate services at the right time, supporting people to become healthier, more resilient and empowered.

This is reflected in our approach to reforming public services at a local level through the creation of place based integrated teams with co-located professionals from across public services working together delivering services for health and care and as we continue to embed and develop our early help integrated neighbourhood system. With the next phase for place based working being to bring these models together aligned with the recently redesigned model for customer services and also the ongoing developments for integrated commissioning through single commissioning arrangements with the CCG.

Any further organisational changes must continue to reflect our cross organisational approach to delivering the Mayoral priorities. The key priority for tackling poverty continues to require a cross service response and recognition that there is a council wide responsibility to deliver on this agenda. This can only be delivered through a multi-disciplinary and matrix management approach across service and organisational boundaries.

As we continue to develop different models of integrated service delivery to ensure the best outcomes for our residents through a blend of direct delivery and commissioned services, we must continue to strengthen our approach to commissioning (through social value principles) whilst also embedding the City Mayor’s Commissioning Principles in any review of service provision. The quality of service provision remains at the top of our considerations.

### 3.1 Single Commissioning Arrangements

In March 2018, Cabinet agreed to explore the development of a single integrated health and social care fund for children’s, public health, adults and primary care spend between the City Council and NHS Salford Clinical Commissioning Group (CCG) to be effective from 1st April 2019.

Historically our commissioning system sat across the City Council and the CCG – delivered through strong partnership working yet operating separately.

Bringing our planning, decision making and budget decisions closer together will directly affect the experience of our residents – ensuring they are able to see the right people, in the right place, with the right skills and experience. Salford City Council and Salford CCG have a long and successful history of integrated commissioning for health and social care that has already demonstrated the value of working in this way.
Through more integrated decision making we will be able to ensure the coordinated and proactive care essential to achieve the population health outcomes we have agreed and meet the needs of our growing and ageing population. Integrated care is most easily achieved when planning, decision making and investment decisions are also unified.

Further integration will enhance the opportunity for both democratic and clinical involvement in a wider range of decisions. Elected members bring a strong democratic voice, local passion and perspective and GPs' also bring perspective through their day to day interaction with local people. Both have strong local insight and understanding. Bringing the two perspectives together, alongside wider clinical and professional expertise across the system will provide the opportunity to ensure all resource and service decisions benefit from the combined perspective. Bringing democratic and clinical decision making closer together, will also simplify decision making, reduce bureaucracy and directly benefit residents.

As outlined above there have been significant changes across the City Council and with our partners which are informing and influencing our future operating models. In addition to the significant changes being driven through the devolution agenda at a Greater Manchester level, the local transformation agenda is impacting on how we organise and align services.

In parallel to the whole scale public service reform agenda the council continues to deliver business as usual changes to respond to fiscal challenges and other operational factors. A number of challenges / strands have started to emerge as a result of the environmental factors outlined above, combined with internal personnel changes through and natural turnover at a senior leadership level.
The diagram above illustrates the framework by which we will operate. The principle of matrix management, teams of colleagues working on tasks relevant to them and a fluid approach to deliver the mayoral priorities.

4. Public Health in Salford

The formal transfer of responsibility for the local delivery of public health to local government in April 2013 created a new context for the appointment of directors of public health after that date. This together with a drive for more efficient use of resources has enabled opportunities for collaboration and shared delivery at a local level to be explored and developed. Subsequently since November 2015 shared leadership arrangements were in place for the public health functions of Salford City Council and Bolton Council through the shared Director of Public Health resulting in a financial saving to Salford. However, following the appointment of a new Chief Executive at Bolton Council and the resignation of the Salford Strategic Director for Public Health, Strategy and Policy this arrangement ceased in August 2018 resulting in the full costs for a substantive Director of Public Health (DPH) transferring back to Salford.

The approach outlined in a report to the Workforce Panel in September 2018 put in place interim arrangements to provide capacity to continue to carry out the Council’s responsibilities for public health, whilst evaluating the impact of the integrated commissioning work with the CCG and also providing a further in year maximum saving of £57,418 to the council.

4.1 The Role of the Director of Public Health

The most fundamental duties of a DPH are set out in law, however how these statutory functions translate in to everyday practice depends on a range of factors that are shaped by local needs, priorities and organisational context. The DPH is the strategic lead for achieving population health and therefore provides professional intelligence, analysis and guidance within the council and for health partners to inform needs assessment that leads to effective commissioning and delivery plans across health and social care but also Place. The DPH leads on specific public health functions but also provides leadership of a system based approach to delivering on population health.

The Department of Health guidance outlines that there are certain aspects of the role that should be undertaken by all Directors of Public Health:

- be the person who elected members and senior officers look to for leadership, expertise and advice on a range of issues, from outbreaks of disease and emergency preparedness through to improving local people’s health and access to health services;
• know how to improve the population’s health by understanding the factors that determine health and ill health, how to change behaviour and promote both health and wellbeing in ways that also reduce inequalities in health;
• provide the public with expert, objective advice on health matters;
• be able to promote action across the life course, working together with local authority colleagues such as the director of children’s services and the director of adult social services, and with NHS colleagues;
• work through Local Resilience Fora to ensure effective and tested plans are in place for the wider health sector to protect the local population from risks to its health;
• work with local criminal justice partners and Police and Crime Commissioners (as Salford forms part of the Greater Manchester Combined Authority this role is fulfilled by the GM Mayor) to promote safer communities; and
• work with wider civil society to engage local partners in fostering improved health and wellbeing.

In addition, within their local authority the DPH needs to be able to:
• be an active member of the health and wellbeing board, advising on and contributing to the development of Joint Strategic Needs Assessments and Joint Health and Wellbeing Strategies, and commission appropriate services accordingly;
• take responsibility for the management of their authority’s public health services, with professional responsibility and accountability for their effectiveness, availability and value for money;
• play a full part in their authority’s action to meet the needs of vulnerable children, for example by linking effectively with the Local Safeguarding Children Board; and
• contribute to and influence the work of NHS commissioners, helping to lead a whole system approach across the public sector. The Director of Public Health has an ex officio place on the CCG Governing Body.

4.2 Statutory functions of the Director of Public Health

A number of the DPH’s specific responsibilities and duties arise directly from Acts of Parliament - mainly the NHS Act 2006 and the Health and Social Care Act 2012 and related regulations. Some of these duties are closely defined but most allow for local discretion in how they are delivered.

These statutory responsibilities are designed to match the corporate public health duties of the local authority. The exception is the annual report on the health of the local population – the DPH has a duty to write a report, whereas the authority’s duty is to publish it.

The statutory functions and responsibilities of the DPH are outlined below:
• all of their local authority’s duties to take steps to improve the health of the people in its area;
any of the Secretary of State’s public health protection or health improvement functions that s/he delegates to local authorities, either by arrangement or under regulations – these include services mandated by regulations made under section 6C of the 2006 Act, inserted by section 18 of the 2012 Act;

- exercising their local authority’s functions in planning for, and responding to, emergencies that present a risk to the public’s health;
- their local authority’s role in co-operating with the police, the probation service and the prison service to assess the risks posed by violent or sexual offenders; and
- such other public health functions as the Secretary of State specifies in regulations;
- their local authority’s public health response as a responsible authority under the Licensing Act 2003, such as making representations about licensing applications;
- if the local authority provides or commissions a maternity or child health clinic, the DPH has responsibility for providing Healthy Start vitamins; and
- must have a place on their local health and wellbeing board.

The new single commissioning arrangements for Salford offer additional opportunities to enable the newly focused DPH role to provide the expert intelligence and analysis which will inform single commissioning for future need. There needs to be strong collaboration between the Director of Public Health and the Strategic Director for People and it is therefore proposed that this post be aligned with the People Services directorate with direct line management for the DPH sitting with the Strategic Director for People. In line with statutory requirements the post will be accountable to the Chief Executive however, as a system leadership role and joint appointment the post will also be responsible to the Chief Accountable Officer of the CCG and hold a key place on the CCG Governing Body.

The post will provide whole system leadership working across the wider health and care system through Salford Together and will influence across Salford and Greater Manchester.

As well as acting as the statutory Director of Public Health the post holder will be integral to the leadership and development of the single commissioning arrangements.

The development of single commissioning arrangements with the Clinical Commissioning Group will enhance the opportunity for the DPH to co-ordinate the needs assessment and intelligence functions that will support and inform effective integrated commissioning across health and care in addition to leading on population health.

This post will no longer have service responsibility for other council strategy, policy, performance and data functions and commissioning for drugs and alcohol and sexual health services will transfer under the responsibility of the Assistant Director, Integrated Commissioning. Therefore, the post of Strategic Director for Public Health, Strategy and Policy has been deleted.
The DPH role will continue to have line management responsibility for the Public Health Consultant and responsibility for health protection and the core public health functions and team including strategic intelligence and public health intelligence analytics through the Strategic Intelligence Manager and the Senior Intelligence Analysts. The DPH role should develop greater alignment with the responsibilities of the Place Directorate and this will be fulfilled with support from the Public Health Consultant in order to ensure that population health strategy and delivery is integrated across all services.

Following discussions with NHS Salford CCG consideration has been given to developing the DPH role further as a joint post with the CCG. As a system leader the role will lead on improving health and wellbeing and reducing health inequalities. This role will take the lead for advising across a mature yet complex and innovative health system on public health matters and will also influence the wider place agenda to address health inequalities in Salford. The role will therefore form a key part of the emerging joint leadership arrangements for the single commissioning arrangements and the post holder will be a member of the CCG Governing Body and have a direct line to the Chief Accountable Officer. The post will therefore be co-financed with a £40,000 contribution towards salary costs from the CCG.

A new role profile for the revised Director of Public Health post is attached at Appendix 1, supplemented by the recommended Faculty of Public Health job description.

5. Strategy, policy & intelligence

The use of data and analytics to inform decision making is well established in Salford with strong intelligence functions across the council and health. There is an opportunity to strengthen this by bringing the strategy, policy, performance, and intelligence functions together into a single team aligned with the Service Reform directorate whilst retaining strong links with the integrated commissioning function and People & Place directorates.

The strategy, policy, performance, and intelligence functions will therefore be at the core of the organisation, strengthening support to the City Mayor and Chief Executive for both policy development and research. There is a need to identify a dedicated policy and strategy resource to deliver the Mayoral priorities and to provide this support function to the Mayoral office.

However, the public health intelligence team will continue to be managed by the new DPH role and the Strategic Director People and the Chief Accountable Officer for the CCG will establish working arrangements to ensure alignment of intelligence includes the total health and care system and is effectively linked with the Service Reform directorate.

6. Job Evaluation

As detailed in the Pay Policy Statement the council uses the chief officer job evaluation scheme developed by the Local Government Employers. This scheme applies to all senior posts paid on locally determined salary points from spinal column
point 53 and above, incorporating all chief officer posts. This provides assurance that all pay differentials can be objectively justified through the use of job evaluation mechanisms which directly establish the relative levels of posts and grades according to the requirements, demands and responsibilities of the role.

The posts within the council falling within the definition of ‘chief officers’ for this purpose are those at second tier which is Assistant Director and above and constitutes the council’s Senior Leadership Team.

As a direct result of the reduction in directors from six to three FTE since 2015 the remaining posts at this level have grown significantly and now cover the portfolios previously held by six Directors. The Strategic Director for People now covers the remit and statutory responsibilities for both Adult and Children Services and will also be taking on responsibility for the DPH and the strategic commissioning function; the Strategic Director for Place now covers environment, community safety, housing and regeneration together with the imminent transfer of Urban Vision and the contract management for Salford Community Leisure.

Whilst these posts have been sized and scored under the relevant job evaluation scheme as being significantly different from the previous roles resulting in an overall increase in job evaluation score, under the current pay model there is no flexibility to increase pay.

The Director of Service reform remit and role has broadened and now has full service responsibility for customer services (including revenues, benefits and gateways) together with the support and enabling functions of finance, HR and organisational development, communications, legal and governance and procurement and will also take on responsibility for the core strategy, policy and intelligence functions. The post should therefore be re-designated as Strategic Director for Service Reform. The salary scale, as determined by the outcome of the job evaluation exercise, is £107,140 to £122,859 per annum in line with the existing Band A of the senior pay structure.

The new Director of Public Health post has been evaluated under the job evaluation scheme for Local Government Chief Officers and Senior Managers and sized, scored and ranked accordingly. The job evaluation outcome sizes and scores the post beyond the range for Local Scale Band D (Assistant Director) yet below the range for Band A (Strategic Director). It is therefore recommended to establish a new pay band at Local Scale Band C with a salary range of £90,000 to £105,000.

The Workforce Panel have established an Appointment Panel responsible for the recruitment and selection to this post. In making the appointment of the Director of Public Health the appointment panel will act jointly with the Secretary of State for Health.

The appointment will be in accordance with the JNC for Chief Officer terms and conditions. The NHS Pensions Order for Public Health allows the City Council to offer an NHS Pension to those working in Public Health regardless of the terms and conditions under which they are employed, therefore the successful applicant will have eligibility to remain in the NHS pension scheme if they are already a member.
7. Leading Salford

The #LeadingSalford leadership framework has been developed with clear expectations of leaders and managers in Salford. This framework is intended to address the issue of clarity of expectations in terms of how leaders and managers operate and their behaviours. It is underpinned by a consistent approach to leadership development and has been designed to enable everybody to understand what it means to be a leader in Salford.

Effective leaders and managers are critical to the success of our reform agenda and therefore investment in developing their skills is essential.

The framework is based on values-based leadership and describes the behaviour required for leadership of self, others, outcomes and the way forward. There are four main components to the framework - leadership behaviours, management skills, development activities and our values. The values based leadership element is at the heart of the framework to ensure that all of our leadership expectations are grounded in modelling and embedding the values in the way managers and their teams work. Effective leaders are values driven and trustworthy, their behaviour is consistent and ethical and they follow through and deliver on commitments.

The #LeadingSalford leadership framework and expected behaviours are now the cornerstone by which leadership roles are designed and how we recruit and select our leaders.

KEY COUNCIL POLICIES:

EQUALITY IMPACT ASSESSMENT AND IMPLICATIONS:

ASSESSMENT OF RISK:

LEGAL IMPLICATIONS: Supplied by: Mary Sutton, Head of Litigation and Employment Group email: m.sutton@manchester.gov.uk telephone: 0161 234 3465

In appointing the Director of Public Health the local authority is required to act jointly with the Secretary of State for Health and in accordance with the statutory guidance on Directors of Public Health in Local Government. The arrangements outlined in this report are compliant with those requirements.

The proposed changes to remuneration of Chief Officers are noted. These proposals are compliant with the constitution as they are recommended for approval by full Council.
FINANCIAL IMPLICATIONS: Supplied by: Joanne Hardman, Chief Finance Officer

The report outlines the savings that have been achieved through reductions in senior management posts at an Assistant Director level and above since 2015 and the further savings associated with the current proposed changes - with total savings of in excess of £1 million. Reductions in senior management costs in recent years have helped to mitigate budget pressures across the wider organisation. The current proposals will be reflected in budget assumptions for 2019/20 onwards.

PROCUREMENT IMPLICATIONS: Supplied by: N/A

HR IMPLICATIONS Supplied by: Are contained within the body of the report.

OTHER DIRECTORATES CONSULTED: All

CONTACT OFFICER: Jim Taylor TEL NO: 0161 793 3400

WARDS TO WHICH REPORT RELATES:
## Director of Public Health

<table>
<thead>
<tr>
<th>Directorate:</th>
<th>People Services</th>
<th>Grade:</th>
<th>Local Scale Band C</th>
<th>Salary:</th>
<th>£90,000 - £105,000</th>
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<td>Location:</td>
<td>Civic Centre</td>
<td>Hours:</td>
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**About the role**

- Provides whole system leadership working across the wider health and care system through Salford Together influencing across Salford and Greater Manchester.
- Provides leadership and direction for Public Health to improve and protect the health, reduce inequalities and transform the health and wellbeing of the population of Salford and also within the Greater Manchester City Region.
- Acts as the statutory chief officer for Public Health and be the principal adviser on all health matters to elected members, Corporate Management Team, the Clinical Commissioning Group and the Health and Wellbeing Board, with a leadership role spanning all three domains of public health: health improvement, health protection and healthcare public health.
- Act as the lead advisor across Salford’s health system on all matters relating to public health and population health with direct accountability to the Chief Executive with reporting lines to the Strategic Director for People and the Chief Accountable Officer of NHS Salford CCG.
- Be a key member of Salford Clinical Commissioning Group’s governing body.
- Play a key role in the emerging joint leadership for single commissioning arrangements in Salford.
- Is accountable for all statutory responsibilities delegated to the authority as outlined in the relevant sections of the NHS Act 2006 as inserted by the Health and Social Care Act 2012 as below:
  - all of their local authorities’ duties to take steps to improve the health of people in its area;
  - any of the Secretary of State’s public health protection or health improvement functions that s/he delegates to local authorities, either by arrangement or under regulations – these include services mandated by regulations made under section 6C of the 2006 Act, inserted by section 18 of the 2012 Act;
  - exercising their local authorities’ functions in planning for, and responding to, emergencies that present a risk to public health;
  - their local authorities’ role in co-operating with the police, the probation service and the prison service to assess the risks posed by violent or sexual offenders; and
  - such other public health functions as the Secretary of State specifies in regulations;
  - their local authority’s public health response as a responsible authority under the Licensing Act 2003, such as making representations about licensing applications;
  - if the local authority provides or commissions a maternity or child health clinic, the DPH has responsibility for providing Healthy Start vitamins; and
  - must have a place on their local health and wellbeing board.
- Be an active member of the health and wellbeing board, advising on and contributing to the development of the joint strategic needs assessment and joint health and wellbeing strategies, and commission appropriate services accordingly.
- Develops and maintains effective working relationships with all relevant partners at City, sub-regional, regional and national level and play a pivotal role in influencing the Greater Manchester system on Public Health issues.

**Our priorities**

Creating a better and fairer Salford with the Great Eight

We all have a vital role to play in providing a range of services across Salford. We want to make a real difference to the lives of Salford people. Our vision is to create a better and fairer Salford and provide the best possible quality of life for the people of the city.

yourzone.salford.gov.uk/thegreateight
**Key outcomes**

- You will provide specialist support, advice and influence across the health system to achieve our shared priorities and improve health and care outcomes, whilst also ensuring that public health is integrated across all council priorities and services in line with Salford’s Locality Plan.

- As a system leader you will lead on improving health and wellbeing and reducing health inequalities.

- Play a lead role in the leadership and development of the single commissioning arrangements with Salford City Council and NHS Salford CCG.

- On behalf of the authority take responsibility for ensuring delivery of the public health mandated services such that the full range of benefits are delivered to residents of the authority. These services include; sexual health services, NHS Health Check, specialist public health support to CCGs. This will include taking responsibility for the relevant outcome indicators and working across organisational boundaries.

- Strategically lead on improving the health and wellbeing of our residents which is underpinned by statutory duties placed on local government to take such steps as our Council considers appropriate to improve health of its residents.

- Ensure development and maintenance of systems and processes to enable the authority to work with partners to respond to major incidents including health protection threats. As the statutory DPH, you will lead on those aspects that the Secretary of State delegates to the authority.

- To strategically influence and act on the broad determinants and behaviours influencing health at a system, community and individual level. This will include transforming and redesigning population health programmes to enhance health & wellbeing outcomes for the City’s residents.

- Provides visible, strategic leadership for Public Health, which embodies the City Council’s Leadership Framework, and develops a culture that promotes innovation and creativity in service transformation and delivery.

- Improve the efficiency, effectiveness, safety, reliability, responsiveness and equity of Council and NHS health and care services through applying insights from multiple sources including formal research, health surveillance, needs analysis, service monitoring and evaluation.

**What we need from you**

- Professional credibility and capability through proven experience, expert and specialist knowledge across all domains of population health and wellbeing.

- Ability to shape, pursue actively and evaluate your own personal and professional development, to practise within the framework of the GMC’s Good Medical Practice and the UKPHR’s Code of Conduct.

- Taking a ‘whole system’ approach, looking for every opportunity to solve problems, tackling complex issues and making recommendations regarding services, resident’s care and wider determinants of health.

- Skilled communicator who communicates with clarity, conviction and enthusiasm and is able to demonstrate integrity, create rapport and build trust and confidence.

- Understands the bigger picture and broader context and is able to translate to a local setting.

- Having a high level of intellectual rigour, political awareness, negotiation, motivation skills and flexibility.

- Working to high standards setting challenging goals that are focused on outcomes, not activities; not accepting mediocrity.

- Being open to learning and sharing your knowledge and skills with others; providing coaching and support to others to help them achieve their objectives and potential.

- Ability to 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.

- Models and demonstrates the City Council’s values and leadership behaviours, creating a shared purpose and positive permission culture that enables people to thrive through development, involvement and well-being.
Our leadership behaviours

As a values-based leader you will:

- Model the values and embed them in the way your team delivers services
- Hold people accountable for delivering the values
- Respect and care for others, treating everyone fairly, recognising the importance of ensuring equality of opportunity for all, and listening and acting on the things people say
- Be honest, taking responsibility for your actions and decisions
- Use resources that you are trusted with wisely

To lead and develop people you will:

- Listen to understand, not to defend
- Give people the freedom to use their initiative
- Provide opportunities for people to discuss and solve problems and issues
- Regularly provide coaching and support to others to help them achieve their objectives and potential
- Appreciate and build on people’s strengths
- Motivate, engage, encourage and inspire others in order to be the best they can be

To build and communicate a vision for the future you will:

- Be optimistic and ambitious for the city and its people, helping others to understand the need to transform public services
- Build strong collaborative relationships to find creative ways to make services more sustainable and flexible
- Recognise and value the strengths of people and places, taking a strengths-based approach to make the most of opportunities
- Support people through change, in undertaking new things, and taking risks
- Take a place and whole system approach in designing, delivering and leading services
- Ensure an inclusive approach with the aim of reflecting the increasing diversity of Salford

Our values

Pride
I’m proud of and committed to our city, its people, our work, and I demonstrate the Spirit of Salford in everything I do.

Passion
I am optimistic and ambitious for the city and its people, being creative and positive about change and making the most of opportunities.

People
I respect and care for others, treating everyone fairly, listening and acting on the things people say.

Personal responsibility
I am honest, taking responsibility for my actions and decisions and using resources that I am trusted with wisely.

intranet.salford.gov.uk/ourvalues
Application guidance

We are a values based organisation so reflecting our values or a values based approach in your evidence will support your application.

The ‘Key outcomes’, ‘What we need from you’ and ‘our leadership behaviours’ sections of the Role Profile are there to give you an understanding of what we would like to see reflected in your application. Don’t give up if you are not able to reflect all of these in your application.

This role description is supplemented by the full description of responsibilities as outlined in the Faculty of Public Health standard documentation appended.
REPORT OF
City Solicitor

TO
Council

ON
17 July 2019

TITLE: Review of AGMA Constitution

RECOMMENDATIONS: Council is requested to:

1. To note that the AGMA Executive Board & GMCA have agreed the amendments to the AGMA Constitution.
2. To agree the revised AGMA Constitution.
3. To appoint the GMCA substitute member as the substitute member for the AGMA Executive Board.

EXECUTIVE SUMMARY:

To inform members that the AGMA Executive Board had agreed a number of amendments to the AGMA constitution following a review by the GMCA Monitoring Officer.

BACKGROUND DOCUMENTS:
- AGMA Constitution
- The GMCA (Functions and Amendment) Order 2019

KEY DECISION: YES / NO
1. INTRODUCTION

1.1. The GMCA Monitoring Officer undertook a review of the AGMA Constitution and proposed a number of changes to the Constitution, which were approved by the GMCA & AGMA Executive Board on 28 June 2019.

1.2. A revised version of the AGMA Constitution accompanies this report. New wording appears in tracked changes in the revised version.

1.3. The main revisions are requested to reflect the change in GM Transport governance arrangements. Following the making of the Transport Order, districts, GMCA and the Mayor have agreed to establish a new GM Transport Committee as a joint committee of the 10 districts, the GMCA and the Mayor and to enter into a new Operating Agreement.

1.4. In addition the number of substitute members has been reduced to 1 member, and it is suggested that this be same substitute member as appointed to the GMCA, given that meeting of the GMCA and AGMA Executive Board take place on the same day.

1.5. Further, the range of functions carried out by AGMA has significantly reduced due to the increase in the functions of the GMCA since 2017 by way of new statutory Orders. Work in relation to a number of functions is now undertaken within the GMCA and where relevant commended to the Greater Manchester constituent councils by the GMCA.

2. RECOMMENDATIONS

2.1. Recommendations are set out at the beginning of this report.

KEY COUNCIL POLICIES:

EQUALITY IMPACT ASSESSMENT AND IMPLICATIONS: None arising directly out of this report

ASSESSMENT OF RISK: None arising directly out of this report

LEGAL IMPLICATIONS Supplied by: AGMA
The report concerns the legal aspects of the governance arrangements of AGMA
FINANCIAL IMPLICATIONS Supplied by: AGMA
None arising directly out of this report

PROCUREMENT IMPLICATIONS Supplied by: AGMA
None arising directly out of this report

HR IMPLICATIONS Supplied by: AGMA
None arising directly out of this report

OTHER DIRECTORATES CONSULTED: N/A

CONTACT OFFICER: Karen Berry TEL NO: 0161 793 3318

WARDS TO WHICH REPORT RELATES: All
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THE ASSOCIATION OF GREATER MANCHESTER AUTHORITIES

CONSTITUTION

AS AGREED AT A MEETING OF THE ASSOCIATION IN TRAFFORD ON 27 NOVEMBER 2015
Operating agreement and Constitution

(Joint Arrangements) Committee

This agreement is made on November 27th 2015 between:

The Parties in this Agreement, and who have executed this Agreement.

WHEREAS:

(1) Each of the Parties is a local authority within the meaning of the Local Government Acts 1972 and 2000 for the purposes of their administrative areas, or is a combined authority within the meaning of the Local Democracy, Economic Development and Construction Act 2009.

(2) The Executive and full Council of each of the Parties (or in the case of a combined authority a meeting of that combined authority) has determined by resolution to establish (or to subsequently join) this joint committee for the purposes of exercising agreed functions over their ‘combined administrative area’.

(3) The joint committee was established as the (Joint Arrangements) Committee and is called the AGMA Executive Board, AGMA being the acronym for the Association of Greater Manchester Authorities.

(4) The Greater Manchester Combined Authority (“the GMCA”) was established on 1 April 2011 with a remit covering transport, economic development and regeneration functions, and it was subsequently agreed that the GMCA may join the AGMA Executive Board as a Full Member (it having previously been an Associate Member of AGMA).

THIS AGREEMENT witnesses as follows:

1. Key principles

1.1. The Parties are committed to joint working in relation to the functions covered by this Agreement.

1.2. The Parties have established a joint committee which provides streamlined decision making; excellent co-ordination of services across the combined administrative area; mutual co-operation; partnering arrangements, and added value in the provision of shared services.
1.3. The Parties are committed to open and transparent working and proper scrutiny and challenge of the work of the joint committee.

1.4. Any new Parties to this agreement after the agreement becomes effective will have all the same rights and responsibilities under this agreement.

1.5. The Parties are committed to ensure that any decisions, proposals, actions whether agreed or considered will be subject to an obligation upon the Leader of each of the Parties to report it to their own authorities.

1.6. The collective name of the parties who are signatories to this operating agreement shall be the Association of Greater Manchester Authorities.

2. Definitions

'AGMA Executive Board' (hereinafter called 'the Board') means the Joint Committee established under this Agreement.

'functions' means those functions of the Parties delegated from time to time to the joint committee to discharge and set out in Schedule 1.

'the combined administrative area' means the local government areas of the Parties combined.

'the Parties' means the signatories to this agreement for the time being.

'voting members' means the appointed elected member(s) of each of the Participating Parties in the decision.

'Sub-committees' will only comprise elected members with decision making powers.

'Commissions' may comprise of elected and non elected members whose decisions are subject to ratification by the Board.

'elected member' includes, in addition to elected councillors, an Elected Mayor and, in the case of the GMCA, also an Interim Mayor.

'Commission Work Programme' means an annual Work Programme required to be agreed by the Board under section 87.4 of this constitution. One will be required for each Commission set up under section 8-7 of this constitution. It will set out the main areas of work, objectives and targets for each Commission for the forthcoming year plus any financial requirements in terms of contributions from the Parties, to be determined under clause 4615.2 of this constitution. Commissions may, at their discretion or if required by the Board, seek to formally amend or revise their Work Programme during each year.
‘Lead Authority’ means the authority appointed by the Parties under this agreement to lead on a specified matter or function.

‘Participating Parties’ means those parties which have delegated to the Board the functions set out in Schedule 1

‘GMCA’ means the Greater Manchester Combined Authority.

‘Leader’ includes an Elected Mayor and, in the case of the GMCA, also an Interim Mayor.

‘Chief Executive’ means the Head of Paid Service of an authority.

3. Objectives

3.1. The objectives of the Board are to:

(i) improve outcomes in the economic, social and environmental conditions across the combined administrative area.

(ii) Streamline decision making where joint arrangements already exist.

(iii) Develop and agree current and new areas of joint working.

(iv) Develop joint working arrangements with the GMCA.

4. Powers and functions

4.1. The Board is established under section 9EB of the Local Government Act 2000 and Parts 2 and 4 of the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012, and section 101(5) of the Local Government Act 1972 enabling the Parties to perform the functions in the manner set out in this agreement.

4.2. The Board has the power to take decisions on behalf of the Parties in relation to those functions set out in Schedule 1. The role of the Board is restricted to those matters described in Schedules 1 and 2. The Board may only exercise those functions delegated to it by the parties and the Board reserves the right to refuse the delegation. The delegation of functions to the Board may be amended or withdrawn by resolution of any of the Parties. Where any such resolution affects any financial liabilities and/or commitments of the Board twelve months notice must be given in writing not later than 31 March in any year to withdraw with effect from 1 April in the following year from any of the functions of the Board.

5. Terms of reference

5.1. The terms of reference of the Board will be as set out in Schedule 2.
6. Membership and voting rights

6.1. The Board comprises the Leader of each of the Parties to this agreement. Each of the Parties will appoint for each Municipal Year two additional members of their Executive (or in the case of the GMCA two additional members of that authority) one of whom may substitute for the Leader as necessary. The Parties will inform the Secretary to the Board in writing of these annual appointments. An individual may not at any given time sit on the Board as a representative of more than one Party. Where, as a consequence of overlapping authority memberships, one Party’s additional member currently sits on the Board on behalf of a second Party, that additional member may only act as a substitute for the Leader of the first Party if during the time they do so they are also substituted for in respect of their role representing the second Party.

6.2. The term of office of each member of the Board shall be for as long as the member is the Leader of the appointing authority or a member of that authority’s Executive (or in the case of the GMCA a member of that authority) in relation to substitute members.

6.3. Non-voting advisers may attend the Board from any or all of the Parties or from other organisations as the Board may agree. These advisers may participate in the debate but may not vote.

6.4. The following can be “Associate Members”:

- The Greater Manchester Fire and Rescue Authority
- The Greater Manchester Police and Crime Commissioner
- The Greater Manchester Waste Disposal Authority
- The Transport for Greater Manchester Transport Committee
- The Greater Manchester Local Enterprise Partnership

Together with any local authority or any joint committee of local authorities outside Greater Manchester subject to the agreement of the Board. These Associate Members may participate in the debate but may not vote.

7. Sub-committees/Commissions/advisory groups

7.1. The Board may establish sub-committees, commissions and or advisory groups as it may determine.

7.2. When establishing a sub-committee, commissions and or advisory groups the Board will agree the:

(i) terms of reference for the sub-committee, commission and or advisory groups.
(ii) size and membership of the sub-committees, commissions, and or advisory groups including co-optees.

(iii) the period where appropriate for which the sub-committee or commission will remain constituted.

(iv) chair of the sub-committee or commission or will delegate the appointment to the sub-committee or commission.

7.3. Within the arrangements to be agreed at 8. 7. 2 above the Board will ensure that there is political and geographical proportionality across sub committees, commissions and advisory groups and that, as far as is possible, this will also apply within individual sub-committees, commission and advisory groups.

7.4. Any Commission created under clause 8. 7. of this constitution shall be required to produce, on at least an annual basis, a Commission Work Programme for approval by the Board. This Work Programme will need to include any specific budget requirements. The Board will indicate, when confirming each Commission Work Programme, for which elements they are prepared to waive the process described in clauses 87. 6 and 87. 7 below. If agreement on issues where the Board are prepared to waive the process set out in 87. 6 and 87. 7 cannot be reached without a vote a 2/3 majority of the Participating Parties will be needed as set out in clause 1211. 3 of this agreement.

7.5. The Board shall appoint a Lead Officer in relation to each Commission with delegated authority to take all necessary actions and decisions, in consultation with the relevant Commission, to implement the Work Programme of that Commission which has been approved by the Board.

7.6. Following each meeting of any Commission established under clause 87. 1 above it will be a requirement of the Chair of the Commission, within two working days of the Commission meeting to provide the AGMA Secretary with a record of proceedings within two working days of each meeting. The AGMA Secretary will then e-mail a record of proceedings of the meeting to all members of the Board within two working days of receipt.

7.7. Following the issuing of any record of proceedings from a Commission meeting, any Party may, within 5 working days, refer any item considered at that meeting to the Board for reconsideration, except where it has previously been agreed that this process can be waived as set out in clause 87. 4 above. The Party must set out the reasons for referral in a Notice signed by the Chief Executive of the Board member or named substitute appointed under clause 6. 1. The notice must be served in accordance with clause 24-23 of this constitution.
7.8. Any proposed decision on any such issue referred to the Board under clause 8.7 above must be considered at the next meeting of the Board and shall not take effect until after the Board has considered the matter.

7.9. In relation to any Commission set up under clause 8.1 above, notice of meetings and access to agendas and reports will be in accordance with The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 or Part VA and Schedule 12A of the Local Government Act 1972 as appropriate.

8. Delegation to sub-committees and officers

8.1. The Board will establish a scheme of delegation and will review the scheme annually.

9. Meetings and procedure

9.1. A Chair and up to 3 Vice Chairs (“the four offices”) will be appointed by the Board from amongst its membership.

9.2. The Chair of the Board will be appointed from the largest political group represented on the Board. Where two or more political groups have an equal number of seats on the Board, the group which holds the larger number of seats on district councils within the combined administrative area will be regarded as being the largest political group.

9.3. Subject to (b) below 3 Vice Chairs of the Board will be appointed by the Board from its number under the following principles:

(a) If more than one political group is represented on the Board then all the four offices will not be occupied by members from the same group
(b) If less than three political groups are represented on the Board, then the Board may choose not to make an appointment to one of the three Vice Chair positions
(c) If at least three political groups are represented on the Board, the three largest political groups will be entitled to at least one of the four offices
(d) For the purposes of (c) above, where two or more political groups have an equal number of seats on the Board, the group which holds the larger number of seats on district councils within the combined administrative area will be regarded as being the largest political group

9.4. If the Chair is present at a meeting of the Board he/she will preside. If the Chair is not present, if there is a Vice Chair from the same political group as the Chair he/she will preside; if neither the Chair nor that Vice Chair is present one of the other Vice Chairs will preside. In the
absence of the Chair and all the Vice Chairs, the meeting will elect a Chair for that meeting from those present.

9.5. The Chair and Vice Chairs (sitting as a sub-committee) may have decision making powers delegated to them. Such powers will require to be delegated by the full Board.

9.6. The quorum of the Board will be two thirds of participating Parties for any particular function listed in Schedule 1 that is under discussion

9.7. The Board will conduct its business in accordance with this operating agreement and Schedule 3 to this agreement.

10. Agenda setting and access to meetings and information

10.1. The agenda for the Board shall be agreed by the Chair of the Board.

10.2. Notice of meetings and access to agendas and reports will be in accordance with The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 or Part VA and Schedule 12A of the Local Government Act 1972 as appropriate and the Board Rules of Procedure as set out in schedule 3.

11. Decision making

11.1. The principle of decision making by the Board shall be that, wherever possible decisions of the Board will be made by agreement, without the need for a vote. Where this is not possible a vote may be taken where the Chair considers it to be necessary or where any Voting Member requests that a vote be taken. The vote will be by way of a show of hands and the vote of each member recorded in the Minutes.

11.2. In the event of a vote, only the appointed member(s) of each of the Parties present at the meeting shall be entitled to vote (including the Chair). In the event of a tied vote the Chair has no second or casting vote. Any motion or proposal which results in a tied vote will be deemed not to have been agreed.

11.3. The following areas have been identified as matters of strategic importance, where – as a matter of last resort if agreement cannot be reached without a vote – a 2/3 majority of the Participating Parties will be needed:

1. adoption of sub regional strategic policies and plans.
responses to Government consultations.

3. decisions with financial consequences/costs to the member authorities (e.g. AGMA Units contributions, budgets - if any – delegated to individual Commissions, etc).

4. decisions/recommendations on levies/precepts of joint authorities.

5. endorsement of strategic plans produced by the new Commissions.

6. Associate Membership under Clause 6.4.

7. Proposed amendments to this Agreement

11.4. For the following areas a simple majority need only apply

1. appointments to external bodies.

2. appointments to the new Commissions when established.

3. election to any of the four offices set out in section 10.1 above.

11.5. For issues not covered in Clauses 11.3 or 11.4 where agreement cannot be reached without a vote the presumption will be that a two thirds majority of the Parties will be needed.

11.6. Where the effect of a particular proposition, if adopted by the Board, would give rise to contractual or financial implications for any of the Parties, then a vote must be taken and the vote(s) of the appointed member(s) of the effected Party (ies) on of the proposition shall be recorded.

12. Forward Plan

12.1. The Board will produce a register of forthcoming key decisions (“forward plan”) in accordance with the requirements of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

13. Scrutiny

13.1. Scrutiny arrangements will be in accordance with the statutory provisions referred to in Schedule 4 Operating Agreement between the Parties and the GMCA dated 1st April 2011 which is set out in Schedule 4.

14. Lead authorities and allocation of roles
14.1. In order to achieve the objectives of the Board, the Parties may appoint one or more Lead Authority/ies for any of the functions under this Agreement. All governance arrangements will be in accordance with the CIPFA/SOLACE guidance for the time being and using the Lead Authorities standing orders and financial regulations.

14.2. Staff from the Lead Authority or any other Authority are commissioned to provide services, advice and support to the Board and will continue to be employees of the relevant Lead Authority or said other Authority.

14.3. Responsibility for the following support functions to the Board will be allocated to one or more of the Parties as Lead Authority as agreed by the Board from time to time:

(i) the provision of legal advice and services.
(ii) the provision of financial advice and services.
(iii) secretariat support and services.
(iv) communications support and services.

14.4. In order to provide accountability for these support functions, the Board shall appoint:

(a) The GMCA Head of Paid Service as Secretary
(b) The GMCA Treasurer as Treasurer
(c) Such other officer(s) as may be deemed appropriate.

These appointments may be terminated and/or new appointments made at any Meeting of the Board.

14.5. The cost of the services and advice set out in this section and additional services agreed will be apportioned and paid for in accordance with paragraph 16.15.

15. Budgetary arrangements/ delegated funds

15.1. The Board shall prepare a budget to cover all its expenses which will be submitted to and agreed by the Board before submission of the levy to each of the Parties by the last day of February in each year.

15.2. Each party to this levy agreement shall agree to pay a contribution to fund the budget as unanimously agreed by the Parties or, in default of agreement, proportionate to its resident population at the relevant date as estimated by the Registrar General.
15.3. For the purposes of Clause 16.2 the relevant date is 30th June in the financial year which commenced two years previously.

16. Amendments to this operating agreement

16.1. This Agreement may be amended following a resolution of two thirds of the Board and also approved by two thirds of the Parties.

16.2. The operation of the agreement will also be subject to annual review.

17. New membership and cessation of membership

17.1. New Parties may join the Board provided that the Executive and full council of the joining Party (ies) and of all the Parties to the agreement for the time being so resolve.

17.2. Any of the Parties may cease to be a party to this Agreement following notice of cessation subsequent to a decision by the relevant Party/ies. A minimum of twelve months notice is required for any Party to leave the Board and in any event, any notice of cessation can only be effective at the end of a financial year.

17.3. Termination of this agreement must be by agreement of all but one of the Parties who are signatories to the agreement when any such termination is proposed.

18. Dispute resolution

18.1. Any dispute between the Parties arising out of this Agreement which cannot be settled by the Chief Executives of the Parties shall be referred to a single arbitrator to be agreed between the Parties, or, where no agreement can be reached, and having regard to the nature of the dispute, by an arbitrator nominated by the Chair of the Local Government Association and will be carried out in accordance with the provisions of the Arbitration Act 1996 as amended or modified and in force for the time being.

19. Mutual indemnification

19.1. Each of the Parties is responsible for its own personnel and property and any consequential losses arising out of this agreement, and for the personnel and property and consequential losses of each of the other Parties of any decision taken by a party to this agreement under clauses 4.2 and 17.2.

19.2. Each of the Parties shall ensure that they have a sufficient policy of insurance for any work that they undertake on behalf of the Board and for a period of six years after termination of this Agreement.
20. **Intellectual Property**

20.1. The Board will not acquire any right, title or interest in or to the intellectual property rights of the Parties unless agreement to do so is given by the party or parties with the right.

20.2. Any issues, challenges or claims in relation to any intellectual property rights shall be advised to each of the Parties immediately, and any intellectual property right claim shall be managed by the Parties as agreed.

21. **Data Protection, Freedom of Information, information sharing & confidentiality**

21.1. Subject to the specific requirements of this clause, each of the Parties shall comply with its legal requirements under data protection legislation, freedom of information and associated legislation, and the law relating to confidentiality.

21.2. An authority will be appointed as Lead Authority for the purposes of ensuring compliance with any legal requirements relating to these issues should they arise directly in relation to the Board (as compared to information held by the Parties to this Agreement).

21.3. The Board will abide by any Information Sharing Protocol in relation to information shared between the Parties, any third parties and the Board.

22. **Severability**

22.1. If any term, condition or provision contained in this agreement shall be held to be invalid, unlawful or unenforceable to any extent, such term, condition or provision shall not affect the validity, legality or enforceability of the remaining parts of this agreement.

23. **Notice**

23.1. Any notice, demand or other communication required to be served under this Agreement shall be sufficiently served if delivered personally to or sent by pre-paid first class recorded delivery post or email to the address of the

Association of Greater Manchester Authorities  
c/o Governance & Scrutiny Team  
GMCA  
Churchgate House  
56 Oxford Street  
Manchester  
M1 6EU  
GMIST  
PO Box 532
If so sent any such notice, demand or other communication shall, subject to proof to the contrary, be deemed to have been received by the addressee the time of personal delivery or on the second working day after the date of posting or unsuccessful transmission as the case may be.

24. **Counterparts**

24.1. This agreement may be executed in any number of counterparts, all of which when taken together shall constitute one and the same instrument.

25. **Exercise of statutory authority**

25.1. Without prejudice to this agreement, nothing in this agreement shall be construed as a fetter or restriction on the exercise by any of the parties of their statutory functions.

26. **Appointment to External Bodies**

26.1. Not less than two months before the Annual Meeting of the Board it shall be the responsibility of the Secretary to advise Parties of those positions on other bodies to which the Board need to make nominations for the forthcoming year.

26.2. It shall be the responsibility of Chief Executives of each of the Parties to advise the Secretary, in writing and not less than 15 days before the Annual Meeting of the Board, of any nominations which that Party wishes to make to those positions that have been identified by the Secretary under Clause 2726.1 of this agreement.

26.3. Nothing in Clause 2726.2 should be taken as assuming that any positions held by any person at the time that the Secretary issues information under Clause 2726.1 of this constitution are automatically re-nominated for consideration at the Annual General Meeting. For any such position it will be the responsibility of Chief Executives of any Party to confirm to the Secretary, in writing and not less than 15 days before the Annual Meeting of the Board, where any existing representatives are to be re-nominated.

26.4. It shall be the responsibility of the Secretary to advise Parties of all nominations received for representation on outside bodies. This
advice must be issued in writing to Parties not less than 14 days before the Annual Meeting of the Board.
SCHEDULE ONE

A. General functions

1. To promote and improve the economic, social and environmental well-being of Greater Manchester, and to assist the GMCA in the production of an integrated strategy for Greater Manchester to set out the key economic, social and environmental objectives for the combined administrative area.

2. Where the Parties have decided it is appropriate to operate at the level of the combined administrative area,
   (a) development and adoption of sub regional strategic policies and plans
   (b) responses to regional, national and international consultations

3. To hold to account bodies which impact upon the social, economic and environmental well being of Greater Manchester; including any Joint Authorities operating within the combined administrative area.

4. Undertake and publish research to support any function exercised by this agreement.

B. Financial Functions

5. Agree any financial matters related to the exercise of any of the functions set out in this schedule.

6. Monitoring of the budgets and expenditure of all authorities or bodies having power to issue a precept or levy on the Parties and effecting appropriate consultation with them and taking appropriate action.


C. Planning & Housing

8. Developing and coordinating the operation of a Greater Manchester Spatial Strategy as a framework for underpinning and linking partners Local Development Frameworks and Core Spatial Strategies.

9. To coordinate and manage joint Local Development Framework activity across the combined administrative area on behalf of the 10 local planning authorities, in circumstances where this is agreed as appropriate.

10. To develop and coordinate the operation of a Greater Manchester Housing strategy.

11. To determine the future allocation of any pooled public sector housing resources across the combined administrative area and provide a sub-regional context for managing the scale, distribution and mix of new housing development.

D. Environment
12. Preparation and co-ordination of delivery of strategic plans and projects, design of infrastructure for the combined administrative area for the purpose of protecting and improving environmental quality, and liaison and advice with the Board and other work areas to ensure alignment of Plans and projects with environmental objectives.

13. Establish, and where appropriate, provide a governance pathway for agencies, groups and organisations whose remit is to drive forward environmental priorities.

14. Establishment and Management of effective strategy, plans and infrastructure to co-ordinate and deliver an effective response to Climate Change, including the establishment of a Climate Change Agency for the combined administrative area.

15. Together with the Greater Manchester Waste Disposal Authority (WDA), and Wigan Metropolitan Borough Council in its role as a WDA, to develop a comprehensive city regional sustainable waste management approach that encompasses commercial, industrial and construction and demolition waste streams, delivers synergies and economies of scale, and promotes sustainable production and consumption.

E—Health

16. To develop a shared health vision for Greater Manchester.

17. To provide leadership and challenge for the development and delivery of high level health indicators within the context of a shared vision.

18. To coordinate the necessary response within Greater Manchester to the Audit Commission Review of health Inequalities within Greater Manchester and any such subsequent reviews.

19. To oversee, when appropriate, any interface between health and social care functions where this is appropriate at a Greater Manchester level.

F—Public Protection

20. To oversee where appropriate, measures to protect the community from terrorism, disasters and organised crime.

21. To collaborate in measures to ensure reduction in crime and disorder and to improve community safety.

22. To co-ordinate measures to improve service delivery in the field of public protection to ensure services that best meet the needs of the community and raise public confidence.

G—Improvement and Efficiency

23. To establish a Manchester City Region Improvement and Efficiency Strategy.

24. To provide effective overarching governance arrangements to deliver the Strategy, identify innovative ways of working to deliver the Strategy, maximise skills,
knowledge and expertise within the City Region to deliver the strategy and seek and secure available funding.

H . Other Miscellaneous Functions

11.9. To act as:

i.) the joint committee for trading standards and related functions for the purposes of paragraph 15 of Schedule 8 to the Local Government Act 1985;

ii.) a joint committee in respect of the grants and schemes pursuant to Section 48 of that Act (subject to the provisions of that section and taking account of the fact that the GMCA is not a constituent council for the purposes of a Section 48 scheme);

iii.) a joint committee in respect of schemes and relevant activities under Section 88 of that Act;

iv.) a joint committee in respect of the Greater Manchester County Record Office;

v.) a joint committee for such other purpose or purposes as all the Parties concerned may at any time agree.
SCHEDULE TWO

TERMS OF REFERENCE

The terms of reference for the Board are to:-

(a) conduct its business and direct its affairs in accordance with any policies and guidelines which may from time to time be jointly agreed by the parties to this agreement and as set out in this agreement;

(b) receive and, if approved, adopt recommendations from the Business Leadership Council, or any Sub Committee or Commission set up by virtue of this agreement with or without amendment, addition or deletion;

(c) work together in order to achieve the promotion or improvement of the economic, physical and social well being of the Manchester City Region, its people and businesses, through measures and joint actions which member authorities may determine from time to time;

(d) work with other appropriate agencies and bodies beyond Greater Manchester in order to achieve the above objective;

(e) operate within the regional context of N W England and whatever regional structures and arrangements are in place;

(f) provide a forum for the discussion of matters of common concern and interest;

(g) provide a means of co-ordination and decision-making in respect of joint action and working including the monitoring of joint professional teams and units;

(h) exercise statutory functions which the parties to this agreement are required or empowered to refer or delegate to joint committees;

(i) to consult and liaise with other bodies or organisations of a public or quasi-public nature exercising functions or carrying out activities which are of importance to Greater Manchester;

(j) to provide a forum for consulting with other bodies on issues of common interest;

(k) to keep under review expenditure incurred and services provided by Joint Authorities and to keep under review and control expenditure incurred and services provided by the parties to this agreement s and other bodies, teams or units under arrangements or statutory provisions whereby costs are recoverable from or chargeable to some or all of the parties to this agreement, whether by levy or otherwise;

(l) to watch over, protect and promote the interest, rights, powers, functions and duties of the parties to this agreement and local government generally in Greater Manchester; and

   to provide a means for the formulation and expression of joint views of the parties to this agreement to the Local Government Association, central government and other
bodies and organisations in respect of legislation, proposed legislation and other matters of concern, interest or relevance to Greater Manchester;

to provide a means of contact and liaison with institutions of the European Communities and to advance the interests of Greater Manchester in Europe and elsewhere in the world; and

(m) approve an annual statement of accounts of the Board made up to the 31st March in each year for submission to its Annual General Meeting.
SCHEDULE 3

Rules of Procedure

1. Annual General Meeting.

There will be an Annual General Meeting of the Board in the June of each year.

The AGM will annually elect –

The Chair
Vice Chairs

See Paragraphs 40.7 of the Operating Agreement.

2. Duration of Appointments.

See Paragraph 6 of the Operating Agreement.

3. Servicing.

See paragraph 4514.3 of the Operating agreement.

4. Meeting Agendas.

(i.) The Chair of the Board will decide upon the agenda for the meetings of the Board. He/she may put on the agenda of any meeting any matter which he/she wishes

(ii.) Any member of the Board may require the Secretary to make sure that an item is placed on the agenda of the next available meeting of the Board for consideration.

(iii.) The Secretary will make sure that an item is placed on the agenda of the next available meeting of the Board where any Commission or the Business Leadership Council have resolved that an item be considered by the Board.

(iv.) Any Party to this agreement may ask the Chair of the Board to put an item on the agenda of a meeting of the Board for consideration. If the item is in line with the Terms of Reference (Schedule 2) then this request must be agreed by the Chair and the item considered at the next available meeting of the Board. The notice of the meeting will give the name of the Party which asked for the item to be considered.

(v.) The Secretary or Honorary Treasurer may include an item for consideration on the agenda of a meeting of the Board.
(vi.) Any item proposed to be included on the agenda for any Board meeting in accordance with 4(i)-(v) above which is not submitted before 5 clear days of the meeting shall not be included on the agenda for that meeting unless it is agreed by the Chair. In this case the amended agenda for the meeting will state the reason for the late acceptance of any such item.

See also Paragraphs 7, 8, and 9 and 10 of the Operating Agreement.

5. Substitutes.

See Paragraph 6 of the Operating Agreement.

6. Sub-Committees.

See Paragraphs 8 & 9 7 & 8 of the Operating Agreement.


See Paragraph 12-11 of the Operating Agreement.

8. Quorum.

See Paragraph 10-9 of the operating Agreement.


(i) A motion or amendment shall not be discussed unless it has been proposed and seconded.

(ii) A Member shall address the Chair and direct any speech to the question under discussion. If two or more Members indicate they wish to speak the Chair shall call on one to speak first.

(iii) An amendment shall be
(a) to leave out words
(b) to leave out words and insert or add others
(c) to insert or add words
   but any such amendment must not have the effect of introducing a new proposal into or of negating the original motion.

(iv) A Member shall not speak for longer than 5 minutes on any matter without the consent of the Board.

(v) No Member shall address the Board more than once on any issue unless this be by invitation of the Chair, but the mover of an original motion may reply, in which reply no new matter shall be introduced, but the reply shall be confined strictly to answering the previous observations.
(vi) A Member may claim to speak on a point of order or in personal explanation and shall be entitled to be heard forthwith. A point of order shall relate only to an alleged breach of a specified statutory provision or this constitution or any of its Schedules and the way in which the Member raising it considers that it has been broken. A personal explanation shall be confined to some material part of a former speech by him in the current debate which may appear to have been misunderstood. The ruling of the Chair on a point of order or on the admissibility of a personal explanation shall not be open to discussion.

(vii) If an amendment is rejected other amendments may be moved on the original motion. If an amendment is carried, the motion as amended shall take the place of the original motion and shall become the motion upon which any other amendment may be moved.

(viii) A further amendment shall not be moved until the Board has disposed of every amendment previously moved, provided that the Chair shall have discretion to allow debate to take place on two or more amendments.

(ix) A Member at the conclusion of a speech of another representative may move without comment

(a) that the question be now put
(b) that the debate be now adjourned
(c) that the Board proceed to the next business
(d) that the Board do now adjourn

If such a motion is seconded, the Chair, shall, subject to the mover’s right to reply, put the motion to the vote, and if it is carried - in case (a) - the motion then before the meeting shall, subject to the right of reply, be put to the vote; or in case (b) - the debate on the motion then before the Board shall stand adjourned until the next ordinary meeting of the Board; or in case (c) - the motion then before the Board shall be regarded as lost and the Board shall proceed to the next item on the Agenda, if any; or in case (d) - the meeting shall stand adjourned.

(x) If the Chair is of the opinion that the matter before the Board has been sufficiently discussed he may put the motion that the question now be put

The Chair shall decide all questions of order and any ruling by the Chair upon such questions and the interpretations of these Standing Orders, and upon matters arising in debate shall be final and shall not be open to discussion.

10. Admission of Public.

All meetings of the Board shall be open to the Public (including the Press) except to the extent that they are excluded whether during the whole or part of the proceedings either:-
(i) In accordance with Section 100A(2) of the Local Government Act 1972 or Regulation 4(2)(a) of the The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012; or

(ii) By resolution passed to exclude the public on the grounds that it is likely, in view of the nature of the proceedings, that if members of the public were present there would be disclosure to them of exempt information as defined in Section 100I of the Local Government Act 1972 (and Regulation 2 of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012). Any such Resolution shall identify the proceedings or the part of the proceedings to which it applies and state the description, in terms of Schedule 12A to the Local Government Act 1972 of the exempt information giving rise to the exclusion of the public.

11. Public Rights of Appeal

i) This Rule applies where a member of the public has requested the Secretary that a report to be considered at a meeting of the Board or any public meeting of a Committee or Commission operating under this constitution which contains exempt information should be discussed in the public part of the agenda or that s/he should have access to inspect the report or any background document

ii) If the Secretary (after consulting the Chief Officer responsible for the report) agrees to the request, the report (and any requested background document) will be made available to the member of the public and on the GMCA/AGMA website.

iii) If the Secretary (after consulting the Chief Officer responsible for the report) refuses the request, s/he must give the member of the public reasons for the decision, together with details of the appeals procedure.

iv) The process for appealing against the Secretary’s decision is as follows:

   (a) the appellant must write to the Secretary at least 24 hours before the meeting in question and any request after this time will be invalid.

   (b) The appeal will be dealt with in private as the first item on the agenda

   (c) The Secretary or the relevant Chief Officer will give the reasons for their decisions (without the appellant being present) and will answer questions from members

   (d) The appellant will then be called into the meeting and the Chair will summarise the reasons given for the refusal
(e) The appellant will be given an opportunity to address the meeting and to justify their request and members will be able to ask questions of the appellant (but having regard to the confidentiality of the item).

(f) The appellant will then withdraw and the meeting will consider and determine the appeal.

12. Disorderly Conduct.

(i) If the Chair is of the opinion that a Member has misconducted, or is misconducting him or herself by persistently disregarding the ruling of the Chair or by behaving irregularly, improperly or offensively or by wilfully obstructing the business of the Board the Chair may notify the meeting of that opinion and may take any of the following actions either separately or in sequence:

(a) the Chair may direct the Member to refrain from speaking during all or part of the remainder of the meeting

(b) the Chair may direct the Member to withdraw from all or part of the remainder of the meeting

(c) the Chair may order the Member to be removed from the Meeting

(d) the Chair may adjourn the meeting for such period as shall seem expedient to him

(ii) In the event of general disturbance which in the opinion of the Chair renders the due and orderly dispatch of business impossible, the Chair, in addition to any other power invested in the Chair, may without question, adjourn the meeting of the Board for such periods as in the Chair's discretion shall be considered expedient.


Any member of the Board may, with the agreement of the Chair, raise an item of urgent business during the course of any meeting of the Board.

See also section 4 (vi) of this Schedule

14. Declaration of Interests.

(i.) Any elected member of the Board or any Commission or Sub Committee established under this operating agreement must disclose any personal interests in any business conducted by any meeting held under this operating agreement in accordance with the Member's Code of Conduct.
(ii.) Any other person who is a member of any Commission or Sub Committee established under this operating agreement must disclose any personal interests in any business conducted by any meeting held under this operating agreement. Such a declaration must occur at the start of the relevant item of business or as soon the interest becomes apparent. Upon declaration of any such personal interest it shall be for the other members of the meeting to determine what action should be taken as a result of the disclosure of any personal interest.

15. Access to Documents.

(i) Notices Of Meeting

At least five clear days notice of any meeting of the Board will be given by posting details of the meeting at the address specified in Paragraph 24.3.1 of this operating agreement

(ii) Access To Agenda And Reports Before The Meeting

Copies of the agenda and reports of the Board, if available, will be available for inspection at the address specified in Paragraph 24.3.1 of this operating agreement at least five clear days before the meeting. If an item is added to the agenda later, the revised agenda and any such item will be open to inspection at the time the item is added to the agenda.

(iii) Supply of Copies

Copies of:
- any agenda and reports which are open to public inspection;
- any further statements or particulars necessary to indicate the nature of the items in the agenda;

shall be available from the address specified in Paragraph 24.1 of this operating agreement to any person on payment of a charge for postage and any other costs.

(iv) Access To Minutes Etc After The Meeting

Copies of the following will be made available for six years after a meeting:
- the minutes of the meeting, records of decisions taken, together with reasons, for all meetings of the Board, excluding any part of the minutes of proceedings when the meeting was not open to the public or which disclose exempt or confidential information;
- a summary of any proceedings not open to the public where the minutes open to inspection would not provide a reasonably fair and coherent record;
- the agenda for the meeting; and
- reports relating to items when the meeting was open to the public.

(v). Background Papers
The author of the report will set out in every report a list of those documents (called background papers) relating to the subject matter of the report which in his/her opinion:

- disclose any facts or matters on which the report or an important part of the report is based; and
- which have been relied on to a material extent in preparing the report

(vi) Public inspection of background papers

Background papers listed in any report shall be made available by the authority which employs the author of any such report. One copy of each will be made available for public inspection for four years after the date of the meeting.

15a Public Rights of Appeal

This Rule applies where a member of the public has requested the Secretary that a report to be considered at a meeting of the Board or any public meeting of a Committee or Commission operating under this constitution which contains exempt information should be discussed in the public part of the agenda or that s/he should have access to inspect the report or any background document.

If the Secretary (after consulting the Chief Officer responsible for the report) agrees to the request, the report (and any requested background document) will be made available to the member of the public and on the GMCA website.

If the Secretary (after consulting the Chief Officer responsible for the report) refuses the request, s/he must give the member of the public reasons for the decision, together with details of the appeals procedure.

The process for appealing against the Secretary’s decision is as follows:

(a) the appellant must write to the Secretary at least 24 hours before the meeting in question and any request after this time will be invalid.

(b) The appeal will be dealt with in private as the first item on the agenda.

(c) The Secretary or the relevant Chief Officer will give the reasons for their decisions (without the appellant being present) and will answer questions from members.

(d) The appellant will then be called into the meeting and the Chair will summarise the reasons given for the refusal.

(e) The appellant will be given an opportunity to address the meeting give and to justify their request and members will be able to ask questions of the appellant (but having regard to the confidentiality of the item).
(f) The appellant will then withdraw and the meeting will consider and determine the appeal.

16. Suspension of Rules of Procedure

Any of the preceding Rules of Procedure Orders may be suspended at any meeting so far as regards any business on the Agenda for such a meeting, providing that the majority of the members present and voting so decide.
SCHEDULE 4

Scrutiny Arrangements

[The former content of Schedule 4 was replaced by the new scrutiny arrangements contained in Schedule 3 of the Operating Agreement between the Parties brought into effect on 1st April 2011 and amended June 2012 as set out below (note that the references therein to “this Constitution” are to the GMCA Constitution).]

The former content of Schedule has been superseded by the statutory scrutiny arrangements established under Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017 and the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013.
1. Introduction

1.1 Schedule 3 to the Operating Agreement dated 1st April 2011 and made between (1) the GMCA and (2) the Constituent Councils contains a protocol that provides a framework for carrying out joint scrutiny work of:

(a) The AGMA Executive Board;

(b) The GMCA;

(c) TfGMC; and

(d) TfGM

1.2 The key provisions of this Scrutiny Protocol in relation to the GMCA, TfGMC and TfGM are set out for information below.

1.3 The Scrutiny Protocol will be reviewed annually to ensure that it remains relevant.

1.4 References in these Arrangements to major and strategic decisions of the TfGMC taken in accordance with the delegations set out in Part 3 Section B II of this Constitution include major and strategic decisions taken by sub-committees of TfGMC in accordance with such delegations.

2. Objectives of scrutiny of the GMCA, TfGMC and TfGM

2.1 These arrangements have been established to act as a focus for the scrutiny and challenge of the GMCA, the TfGMC and the TfGM, and for investigating matters of strategic importance to residents within the combined administrative area covered by the Constituent Councils.

2.2 The role of these arrangements will include:

(a) monitoring:

(i) the decisions of the GMCA; and
(ii) major and strategic decisions of the TfGMC which are taken by the TfGMC in accordance with the delegations set out in Part 3 Section B II of this Constitution;

and to make recommendations for improvement and/or change;

(b) investigating matters of strategic importance to residents of the Constituent Councils and reporting with recommendations to the GMCA or the TfGMC as appropriate;

(c) reviewing the performance of the GMCA against objectives within the Greater Manchester Strategy;

(d) facilitating the exchange of information about the work of the GMCA and the TfGMC and to share information and outcomes from reviews;

(e) The role of these arrangements in relation to the TfGM will include:

(i) monitoring the TfGM’s delivery of transport services against the Local Transport Plan and to make recommendations for improvement and/or changes;

(ii) obtaining explanations from the TfGM regarding its delivery of transport services.

(f) The terms of reference for these scrutiny arrangements and the work programme in relation to scrutiny of the GMCA and the TfGMC will be subject to an annual review.

3. Operation of Scrutiny Arrangements for GMCA, TfGMC and TfGM

3.1 A pool of elected members (the “Scrutiny Pool”) will be established which will comprise of 3 councillors from each of the Constituent Councils. Appointees to the Scrutiny Pool must not be members of the Executive Board, the GMCA (including substitute members) or the TfGMC. Both sexes must be represented within the 3 elected members from each of the Constituent Councils.

3.2 Appointments to the Scrutiny Pool by the Constituent Councils will be made in accordance with the principles of political balance set out in Section 15(5) of the LGHA 1989.

3.3 Any elected member appointed to the Scrutiny Pool under these scrutiny arrangements who is also appointed to any Committee or Sub Committee of the GMCA cannot participate in the operation of the scrutiny arrangements on any issues which were taken at any meeting of the GMCA or any Committee or Sub Committee of the GMCA at which they were present.

3.4 The term of office for members of the Scrutiny Pool will be one year from the date of the annual council meeting of the Constituent Council that appoints them to the Scrutiny Pool unless:

(a) they cease to be an elected member of the Constituent Council that appointed them;

(b) they wish to no longer participate in these arrangements; or

(c) the Secretary to AGMA is advised by any of the Constituent Councils that it wishes to change one or more of its appointees to the Scrutiny Pool in accordance with paragraphs 3.1-3.3 of this Clause 3.
3.5— Non-voting members may be co-opted to participate in these arrangements from all or any of the associated authorities or from other organisations as the Scrutiny Pool members may decide.

4.— Meetings of Scrutiny Pool Members

4.1— The members appointed to the Scrutiny Pool under Clause 3 above will hold at least one joint annual meeting and may convene additional joint meetings in accordance with these arrangements.

4.2— At the annual joint meeting the Scrutiny Pool members will:

(a) elect a Chair and Vice Chair. The Chair and Vice Chair must come from different political groups.

(b) determine the areas of review and scrutiny that they wish to pursue during the ensuing 12 months.

(c) agree to establish Scrutiny Panels from amongst their number in order to carry out agreed areas of review and scrutiny.

4.3— The quorum for this annual meeting and any other joint meetings held under this Clause 4 will be 10, and must include representatives of at least 7 of the Constituent Councils.

4.4— The principle of decision making at any such joint meeting shall be that, wherever possible decisions will be made by agreement, without the need for a vote. If a vote is necessary it will be a simple majority of those present and the Chair will not have a casting vote.

4.5— The venue for each annual meeting and any other joint meetings held under this Clause 4 will be decided by the Chair and notified to Constituent Councils for inclusion on their Council web sites.
4.6 Notice of the annual meeting and any other joint meetings held under this Clause 4 will be sent to each Scrutiny Panel member in accordance with the requirements of the Local Government Act 1972.

4.7 The Chair will approve the agenda for each annual meeting and any other joint meetings held under this Clause 4; however, any member of the Scrutiny Panel will be entitled to require an item to be placed on the agenda for the meeting.

4.8 Subject to paragraphs 4.1-4.7 of this Clause 4, meetings will proceed in accordance with the Rules of Procedure set out at Schedule 3 to the AGMA Operating Agreement.

5. Call in of decisions

5.1 Call in of decisions of GMCA and TfGMC

(a) Members of the Scrutiny Pool appointed under this Protocol will have the power to call in:

(i) any decision of the GMCA;

(ii) any major or strategic decision of the TfGMC which is taken by the TfGMC in accordance with the delegations set out in Part 3 Section B II of this Constitution.

5.2 Publication of Notice of Decisions

(a) When:

(i) a decision is made by the GMCA; or

(ii) a major or strategic decision is made by the TfGMC in accordance with the delegations set out in Part 3, Section B II of this Constitution;
the decision shall be published, including where possible by electronic means, and shall be available from the normally within 2 days of being made. It shall be the responsibility of the Secretary to send electronic copies of the records of all such decisions to all members of the Scrutiny Pool within the same timescale.

(b) The notices referred to at subparagraph 5.2(a) above will bear the date on which they are published and will specify that the decision will come into force, and may then be implemented, as from 4.00 pm on the fifth day after the day on which the decision was published, unless 5 members of the Scrutiny Pool object to it and call it in.

5.3 Call-in of decisions of the GMCA, and the TfGMC

(a) During the “Call-in” period specified at subparagraph 5.2(b) above the Secretary shall:

(i) call in a decision of the GMCA for scrutiny by a joint meeting of Scrutiny Pool members if so requested by any five members from the Scrutiny Pool, and shall then notify members of the GMCA of the call-in. The Secretary shall call a joint meeting of Scrutiny Pool members on such date as he/she may determine, where possible after consultation with the Chair of the Scrutiny Pool, and in any case within 2 weeks of the decision to call-in;

(ii) call in a major or strategic decision made by the TfGMC in accordance with the delegations set out in Part 3, Section B II of this Constitution for scrutiny by a joint meeting of Scrutiny Pool members if so requested by any five members from the Scrutiny Pool, and shall then notify members of the TfGMC of the call-in. The Secretary shall call a joint meeting of Scrutiny Pool members on such date as he/she may determine, where possible after consultation with the Chair of the Scrutiny Pool, and in any case within 2 weeks of the decision to call-in.

(b) If, having considered:

(i) a decision made by the GMCA; or

(ii) a major or strategic decision made by the TfGMC in accordance with the delegations set out in Part 3, Section B II of this Constitution

the joint meeting of Scrutiny Pool members is still concerned about it, then it may refer it back to the GMCA or the TfGMC (as appropriate) for reconsideration, setting out in writing
the nature of its concerns. If a decision is referred by a joint meeting of Scrutiny Pool members to the GMCA or the TfGMC (as appropriate), then the GMCA or the TfGMC (as appropriate) will reconsider the decision before adopting a final decision.

(c) If, following an objection to:

(i) a decision of the GMCA; or

(ii) a major or strategic decision made by the TfGMC in accordance with the delegations set out in Part 3, Section B II of this Constitution;

the joint meeting of Scrutiny Pool members does not refer it back to the GMCA or the TfGMC (as appropriate) for reconsideration, the decision shall take effect on the date of the joint meeting of Scrutiny Pool members.

(d) The call-in procedure set out above, shall not apply where:

(i) the decision being taken by the GMCA; or

(ii) the major or strategic decision made by the TfGMC in accordance with the delegations set out in Part 3, Section B II of this Constitution;

is urgent.

(e) For the purposes of subparagraph 5.4(d) above a decision will be urgent if any delay likely to be caused by the call-in process would seriously prejudice the interests of the GMCA, the Constituent Councils, or the residents and/or businesses of Greater Manchester. The record of the decision and the notice by which it is made public shall state whether in the opinion of the decision making body, (having considered the advice of the Head of Paid Service and/or the Monitoring Officer and/or the Treasurer) the decision is an urgent one, and therefore not subject to call-in. The GMCA or the TfGMC (as appropriate) must agree both that the decision proposed is reasonable in all the circumstances and to it being treated as a matter of urgency.

(f) The call-in procedure set out above shall not apply where, in relation to:

(i) a decision taken or matter to be considered by the GMCA or the Executive Board, or
(ii) a major or strategic decision taken or to be considered by TfGMC, or

(iii) a decision or matter that has already been reviewed by the Scrutiny Pool members under either the call-in procedure or pre-policy scrutiny.

6. Key principles for the operation of the scrutiny arrangements

6.1 The Constituent Councils will work together to maximise the exchange of information and views, to minimize bureaucracy and make best use of the time of members and officers of other bodies or agencies.

6.2 Members of the Scrutiny Pool will, when considering reviews, determine whether the issue is more appropriately dealt with by one of the Constituent Councils or elsewhere and will not duplicate the work of existing bodies or agencies.

6.3 Subject to prior consultation, the Constituent Councils will respond positively to requests for information, or for the attendance of a member or officer at any meetings set up under these arrangements.

6.4 While it is ultimately for each Constituent Council to decide who it considers the most appropriate person(s) to speak on its behalf at any meetings set up under these arrangements consideration will be given to meeting specific requests.

6.5 Dates and times for officer and member attendance at any meetings set up under these arrangements should be by agreement.

6.6 Members appointed under these arrangements may request the attendance of officers employed by the Constituent Councils to answer questions and give evidence at any meetings set up under these arrangements. All such requests must be made via the Chief Executive of the relevant Constituent Council. If any request is declined by the Chief Executive, he/she must state the reasons for so doing.

6.7 When considering any matter in respect of which a Scrutiny Panel member appointed under these arrangements is subject to a party whip the member must declare the existence
of the whip and the nature of it before the commencement of any deliberations on the matter. The declaration, and the detail of the whipping arrangements, shall be recorded in the minutes of the meeting.

7. Scrutiny Panels

7.1 The annual meeting of members of the Scrutiny Pool will establish Scrutiny Panels to undertake agreed scrutiny reviews. Membership of the Scrutiny Panels will be determined at the annual meeting and the principle of political balance from across Scrutiny Pool members must be applied when membership is agreed.

7.2 Scrutiny Panels established by this Clause 7 shall include representatives from at least 7 of the Constituent Councils. Each Scrutiny Panel shall appoint a Chair and Vice Chair from amongst its members. Unless unanimously agreed by all members appointed to any Scrutiny Panel, the Chair and Vice Chair of each Scrutiny Panel must come from different political groups.

7.3 Scrutiny Panels established under this Protocol must be appointed to carry out specific scrutiny tasks and be time limited. Their continuation will be subject to confirmation at each annual meeting of the Scrutiny Pool members. Any Scrutiny Panel continuing for more than two years must be subject to confirmation by the Executive Board and/or the GMCA as appropriate.

7.4 The Executive Board and/or the GMCA may also, if they choose, request that a Scrutiny Panel drawn from amongst members appointed under Clause 3 of this Protocol be appointed to examine a specific issue in more detail and report back its findings to the Executive Board and/or the GMCA as appropriate.

8. Reviews and recommendations

8.1 The process of joint scrutiny will be an open and transparent process designed to engage the Constituent Councils, their residents and other stakeholders.
8.2 Meetings will be held in public unless the meeting decides to convene in private in order to discuss confidential or exempt information, in accordance with the relevant provisions of the LGA 1972 or LGA 2000.

8.3 The terms of reference, timescale and outline of any review will be agreed by Scrutiny Pool members appointed at their annual meeting.

8.4 Different approaches to scrutiny reviews may be taken in each case but members will seek to act in an inclusive manner and will take evidence from a wide range of opinion. The Scrutiny Pool will make specific efforts to engage with hard to reach groups.

8.5 The primary objective of any Scrutiny Panel established under these arrangements will be to reach consensus on its recommendations, but where a minimum number of 2 members express an alternative to the majority view, they will be permitted to produce a minority report.

8.6 Voting if needed will be by a show of hands and a simple majority will be required to approve any recommendation.

9. Budget and Administration

9.1 The annual meeting of Scrutiny Pool members will prepare a budget to cover the costs of operating these arrangements in the forthcoming year and will submit this to the Executive Board and to the GMCA for agreement.

9.2 Contributions to the costs of the joint scrutiny arrangements shall be determined by apportioning the costs in such proportions as the Constituent Councils unanimously agree or, in default of such agreement, in proportion to the total resident population at the Relevant Date of the area of each Constituent Council as estimated by the Registrar General.

9.3 The budget will be required to meet all officer support to the joint scrutiny arrangements, including research support.

9.4 The decisions and recommendations of any Scrutiny Panels set up under these arrangements will be communicated to the Executive Board and/or the GMCA and/or the
TfGMC and/or the TfGM as appropriate, other Scrutiny Pool members and Constituent Councils as soon as possible after resolution by those appointed to any such Scrutiny Panel.

10. Support and advice to scrutiny arrangements

10.1 Members appointed to any Scrutiny Panel under these arrangements may ask individuals or groups to assist it on a review by review basis and may ask independent professionals for advice during the course of reviews. Such individuals or groups will not be able to vote.

10.2 Members appointed to any Scrutiny Panel under these arrangements may invite any other person to attend their meetings to answer questions or give evidence; however attendance by such persons cannot be mandatory.

11. Linking Sub-Regional Scrutiny with Local Scrutiny

11.1 The Scrutiny Officer of each Constituent Council will ensure that the work programmes and minutes relating to the work carried out by the Scrutiny Pool in scrutinising the Executive Board, GMCA, TfGMC and TfGM are circulated appropriately within their own Constituent Council’s scrutiny arrangements.

11.2 The Secretary shall within 2 weeks of every meeting of a Scrutiny Panel produce an e-briefing or all members of the Constituent Councils that provides a user-friendly summary of the issues discussed at the Scrutiny Panel, together with links to any relevant reports and presentations. The Secretary shall quarterly produce an e-briefing for all members of the Constituent Councils that provides an updated work programme relating to the work to be carried out by the Scrutiny Panels in scrutinising the Executive Board, GMCA, TfGMC and TfGM.

11.3 Each Constituent Council will nominate one of the 3 members of that Constituent Council who have been appointed to the Scrutiny Pool in accordance with paragraph 3.1 of this Protocol to act as that Constituent Council’s “AGMA Scrutiny Link”. The AGMA Scrutiny Link will be responsible for reporting back to their own Constituent Council on the scrutiny work carried out by the Scrutiny Pool in relation to the Executive Board, GMCA, TfGMC and TfGM. The AGMA Scrutiny Link will also be responsible for reporting to the Scrutiny Pool any issues identified locally by their own Constituent Council which may warrant scrutiny at a sub-regional level. The nomination of an AGMA Scrutiny Link and the way in which this role will be performed will be determined by each Constituent Council.
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Report Title: ForHousing Update Report

Report Author: Henry Terefenko, ForHousing CEO

Report For: Salford City Council

Report Purpose:
The purpose of the report is to inform the full council on the activities of ForHousing in Salford on behalf of the ForHousing Board members.

1. Background & Detail

1.1 ForHousing (formerly known as City West Housing Trust)
On the 1st April 2019, the ForViva Group implemented a new simplified structure, with a single social housing arm and a commercial arm. Villages Housing Association, and Villages Community Housing Association transferred their engagements to City West Housing Trust, which subsequently changed its name to ForHousing.

ForHousing is now fully operational and communication with all tenants and stakeholders is ongoing to ensure that this change is embedded and fully understood.

1.2 Growth in Salford
The ForHousing development programme continues to deliver a significant number of new high quality homes across the City. In the last year, 202 new homes have been developed or acquired in Salford, including;

- **Corporation Road, Eccles** - named Narbonne House in Eccles Town Centre, this development provides 33 x 1 and 2 bed apartments for Affordable Rent.
- **Great Clowes Street, Broughton** – named McLaren House, this new build scheme provides 14 x 1 and 2 bed apartments as an LGBT+ friendly development, all for Affordable Rent.
- **Russell Court, Walkden** – this development provides an additional 7 x 1 and 2 bed bungalows, in place of the obsolete bedsit block, to complement the existing older persons bungalows, all for Affordable Rent
- **Whittlebrook, Walkden** – this development provides 10 x 2 & 3 bed family houses, in place of the obsolete bedsit block, all for Affordable Rent
- **Radclyffe Park, Ordsall** – Provides 39 x 1, 2 and 3 bed duplex apartments at 80% of Market Rent, aimed at Key Worker tenants.
- **Hulton Square, Ordsall** – Provides 99 x 1, 2 and 3 bed apartments and duplex’s for PRS tenants.

The ForHousing development programme is on-going and the further current live developments on site are;

- **Tyne Court, Walkden** – 36 apartments (18 x 1 bed & 18 x 2 bed) for Affordable Rent, in place of the obsolete bedsit block, due for completion August 2019. Total investment £3.21m.
- **Barton Lane, Eccles** – 48 apartments (27 x 2 bed & 21 x 1 bed) for Affordable Rent, due for completion September 2020. The total investment for this scheme is £5.01m.
- **Haddon Road, Peel Green** – 12 x homes being developed as entry level housing to prevent homelessness. All homes are 1 bed 1 person part-furnished apartments. Once complete they will be let at a sub-Social Rent, at the equivalent of the Shared Accommodation rate of £67.20 per week, inclusive of all utility bills and wi-fi. These are being developed under the ForFutures branding and will receive wrap around tenancy support to assist residents into stable employment. These homes are due for...
1.3 Reducing Homelessness

ForHousing continues to support the Council’s activities in making provision for homeless households in Salford, this is done through ensuring that we exceed our nominations agreement of 75% of ForHousing properties being allocated via Choice Based Lettings, as well as engaging and undertaking specific projects to reduce homelessness:

**Salford Rough Sleeper Initiative**
14 rough sleepers have taken up ForHousing properties through the Salford Rough Sleepers Programme. Delivered by Salford City Council, this programme offers access to accommodation whilst also offering one to one support in relation to wellbeing, finances and health through Council co-ordinators and support workers.

**Statutory Temporary Accommodation**
A total of 32 statutory temporary accommodation properties have been provided to Salford City Council. The properties provide homes for single people and families and include adapted homes to enable people who have a disability to live independently. Temporary accommodation saves the public purse £48 per day per households (£16 a day for ForHousing homes compared to £64 a day for Local Authority sourced temporary accommodation).

**Domestic Abuse Initiative**
Two properties have been allocated to the Salford Domestic Abuse Initiative. Delivered by Salford City Council for non-statutory households, this is to provide safe, secure and suitable accommodation for households fleeing domestic abuse.

**Salford Registered Providers Homelessness Pledges**
ForHousing led on the coordination of Salford Registered Providers Homelessness Pledges, which were to support the delivery of the Homelessness Strategy strategic objectives.

**GM Social Impact Bond**
5 rough sleepers have taken up ForHousing tenancies through the Social Impact Bond. This Greater Manchester Homes Partnership supports the most entrenched rough sleepers to access accommodation and support in building a new life. Support to enable individuals to sustain a tenancy includes intensive emotional and practical support to access appropriate health, training and employment services. When identifying accommodation we take into account the individual needs of the client including access to local services and resources to reduce isolation upon relocation.

**GM Housing First Programme**
ForHousing have committed to support the GM Housing First programme, with the commitment of 10 properties within the first year of delivery. The programme went live in Salford at the beginning of June, and ForHousing already have 2 participants on offer for a tenancy with ForHousing.

**Homes for Cathy**
ForHousing has recently become a member of Homes for Cathy and we have signed up to the nine pledges / commitments which are –

- To contribute to the development and execution of LA homelessness strategies
- To operate flexible allocations and eligibility policies which allow individual applicants’ unique set of circumstances and housing history to be considered
- To offer constructive solutions to applicants who aren’t deemed eligible for an offer of a home
- To not make any tenant seeking to prevent their homelessness, homeless
- To commit to meeting the needs of vulnerable tenant groups
- To work in partnership to provide a range of affordable housing options which meet
the needs of all homeless people in their local communities
  o To ensure that properties offered to homeless people should be ready to move into
  o To contribute to ending migrant homelessness in the areas housing associations operate
  o To lobby, challenge and inspire others to support ending homelessness

A Bed Every Night
ForHousing responded to the Greater Manchester Mayor's A Bed Every Night initiative by providing donations of 150 hot food sachets and 50 individual personal hygiene and toiletry packs for people homeless over the winter months who accessed bed spaces at two venues across Salford.

Care Leavers – Resettlement Passport
Care leavers are one of the key groups known to be at risk of being homeless with 30 per cent of those who are homeless having been in care at some point in their lives. ForHousing have a robust programme in place for Care Leavers, through our Resettlement Passport programme where the objective is to improve skills of applicants to enable care leavers to sustain a tenancy – providing person centred support to those that are identified as high risk of tenancy failure.

ForHousing work alongside Next Steps to offer a ‘Resettlement Passport’ to all care leavers. This is a ten module online learning programme which includes: managing your tenancy, benefits and budgeting, shopping and cooking on a budget, setting up your own place, managing utility bills, security, emergency and fire, housekeeping and DIY and avoiding debt, community awareness and isolation.

Working alongside Next Step Care Leavers Service within Salford we are assisting them in alleviating the challenges and barriers which they experience in respect of accommodation for the young people within their service. At present, Next Step have direct access to one source of accommodation within Salford, this being Lane End supported accommodation, whereby there are 8 bed spaces for young people who require accommodation which hasn’t been able to be sourced from other channels.

The implementation of the Resettlement Passport allows ForHousing to offer an enhanced pre tenancy support measure for all care leavers to ensure that they are tenancy ready, allowing them to successfully move directly into permanent general needs accommodation within ForHousing ownership with floating support.

In addition, Care leavers are able to register for accommodation as of 12 weeks prior to the 18th birthday. ForHousing has adopted the approach that whereby an applicant with statutory homeless duty places for the offer of accommodation, a license agreement will be drafted for the period of time prior to the 18th birthday with a tenancy agreement being issued as of this date. The benefit of this approach being that the offer of accommodation is not a missed opportunity for those approaching homelessness and in turn supports a reduction in the number of homeless applicants being delayed with access to accommodation.

21 care leavers have increased their skills to sustain a tenancy through the Resettlement Passport. Participants confirmed the training had enhanced their skills with overall confidence increasing by 80% for all users, confidence in other areas also increased (managing debts and a budget 60%, Managing neighbour relationships 60%, Understanding benefits and entitlement 60%, Paying bills including services and council tax 40%, Keeping property safe and secure 40%, How to report to the landlord 40%, Decorating a home 20% and Managing changes in benefit claim 20%) All care leavers who have been provided with accommodation as a result of the Resettlement Passport have, to date sustained their tenancies.

Annual Rough Sleeper Count
ForHousing staff members volunteered to assist Salford City Council in their official annual rough sleeper count which took place in November 2018. Support was provided to ensure that there were sufficient resources to conduct the count, along with providing advice to rough
sleepers along with winter welfare packs.

Tenancy support and Sustainment Service
We provide a tenancy support and sustainment service for all our tenants living in Salford who are identified as being at risk of losing their tenancy and may require some additional support.

When a resident starts to miss rent payments and rent arrears start to build-up, we recognise that this can often be a sign of other problems in their lives including, physical, emotional or mental health problems. Even if arrears are purely a consequence of living on a low income, this in itself can make people anxious and stressed. Increasingly the organisation is working with these customers in a person-centred way to resolve matters before arrears rise to high levels, in order to avoid having to evict tenants, which has a high human cost and significant financial cost to the organisation. We adopt a case management person centred approach and support provided is dependent on the tenants needs, but will last typically for a 3 to 6 month period.

During the period April 18 – March 19, 121 tenants received support from the service which included:
- £27k awarded to tenants in welfare benefits and grants such as DLA, PIP or ESA.
- £9k of tenant debt was written off
- £50k of tenant debt was managed at a more affordable rate
- 88 Welfare Benefit applications were completed
- 63 tenants were referred to specialist debt agencies

The long term objective of the service is to support tenants to maintain their independence after the support has been withdrawn or reduced towards increasing independence. As at the end of March 2018 97% of tenants had managed to sustain their tenancies 12 months after their support had ended.

1.4 Improving lives
ForHousing’s vision of ‘improved lives’ is underpinned by the Community Impact Strategy. Its principles are based on working openly and in partnership so that together we make a difference to lives and futures.

The key aims of the Community Impact Strategy are that by 2020, residents will:
- Have increased quality of life
- Where able to, be working and / or learning
- Feel that where they live is safe
- Be actively contributing towards making their neighbourhood a great place to live

ForHousing has several initiatives in Salford to deliver quality outcomes under each of these aims. We are working with partners, stakeholders and customers to deliver projects that matter locally, supporting the development of sustainable, self-reliant communities with high levels of active citizenship, pride and well-being.

The Community Impact Strategy has four themes; Health, Education & Employment, Safe Communities and Neighbourhoods.

1.5 Highlights from each theme last year include:

Health
Empowering Young Women
During Summer 2018 the Empowering Young Women programme helped young women aged between 11 and 16 to raise their aspirations, specifically aiming to develop a greater sense of emotional and physical wellbeing whilst gaining self confidence and self-esteem. The 16 week programme included self defence, body image, relationships with food including nutrition and cooking, the impact of social media, mental wellbeing, internet safety, relationships and domestic abuse. There were 26 participants with an average age of 13
Play Streets
Play Streets initiative delivered activities for young people during the five week summer school holidays in 2018, 87 sessions were delivered in 12 different locations across Salford. Activities included multi sports, arts and craft, cooking and gardening. Within the sessions food was provided with the young people making their own breakfast or lunch to tackle holiday hunger. There were a total of 693 participants across the 5 weeks and local people volunteered a total of 562 hours.

1.6 Education & Employment

Inspiring Futures
Inspiring Futures delivered a weekly one hour family club at four primary schools, with additional training for parents who wanted to achieve qualifications to improve prospects of securing employment or to access further learning opportunities. Courses were also available for children to gain new skills such as cooking and first aid.

During 2017 / 18 there were 244 participants, including 84 families, 84 adults attended education courses to improve prospects of securing employment or to access further learning opportunities. Community volunteers volunteered a total of 640 hours.

Princes Trust
ForHousing in partnership with Greater Manchester Fire Service support the delivery of The Princes Trust Team programme in Salford. The programme offers young people not in Education Employment or Training (NEETS) the chance to take part in challenging and rewarding activities including residential activity, work experience, community work, career planning and team challenges. It also raises awareness of responsibilities and rights and provides the opportunity to achieve qualifications which improve employability. During 2018/18 three programmes were delivered, 31 young people enrolled with 27 completing the programme:

- 215 qualifications were attained
- 15 (56%) of the 27 young people who completed the programme moved into employment or education
- 4 (27%) into full time employment
- 4 (27%) into part time employment
- 7 (47%) into education.

1.7 Safe Communities

Youth Clubs
ForHousing supports the delivery of 4 youth clubs in Salford namely The Valley (Swinton), Winton Youth Club and BAYSE Youth Club (Eccles), Walkden Youth Club. During 2018/19, 162 youth club sessions have been delivered over 345 hours. We have engaged with 381 unique individuals with an overall attendance of 2839. Anti-social behaviour figures relating to young people have reduced when we completed a comparison between 2017 / 2018 and 2018/19, the figures show that Eccles has reduced by 56%, Little Hulton/ Walkden by 57% and Swinton by 57%.

Loan Sharks
ForHousing delivered a Loan Shark awareness course in partnership with Salford Community Leisure over 6 weeks at 5 youth clubs during January to March 2019. The project engaged with 216 individuals over the 6 week period. At the end of the programme 96% (25) of people surveyed highlighted they knew what a Loan Shark was, compared to 23% (6) at the start of the project.

Knife Crime
ForHousing delivered a 6 week Knife Crime project in partnership with Salford Community Leisure during January to March 2019. The project consisted of Parkour sessions, Street Doctor first aid sessions, and a knife crime awareness art project. 193 participants took part in...
the Parkour sessions, 160 participants took part in the Street Doctors first aid sessions. The winning artwork that was created by a young person was developed into a billboard that was erected on Liverpool Road, Salford for 2 weeks, the winning comment was “look at your life and drop the knife, drop the blade and don’t be afraid #knifedrop”

**Smart Choices**

Smart Choices is a 10 week intensive mentoring scheme for primary school pupils who require additional school support for a variety of reasons. The pupils targeted are those considered to be ‘vulnerable’ as they have difficulties in socialising, communicating, confidence and self-esteem, and also displaying challenging behaviour in and out of school. This project has been delivered at two primary schools within Salford. The programme included modules/activities on self esteem, confidence, anger management, emotions, feelings, role models, friendships, communication, barriers, and social inclusion. During 2018/19, 56 participants took part in the programme. The evaluation evidenced that young people had improved their relationships with peers, increased their confidence, improved relationships with adults and increased the number of young people attending additional youth provision out of school.

**Irlam Injunctions**

Following a spate of serious incidents in Irlam during January to April 2019, which were linked to gang disputes and organised crime. Carol Backhouse - Legal Officer supported Greater Manchester Police to apply for 20 civil injunctions. This action, along with targeted disruption activity and tenancy warnings has resulted in a significant decrease in criminal activity in the area. Proceedings are on-going, and are likely to result in GMP securing at least 6 civil injunctions.

1.8 **Neighbourhoods**

ForHousing neighbourhood sustainability is measured using a range of indicators. The indicators include a variety of measures to allow for a holistic understanding of the sustainability of the 31 defined neighbourhoods within ForHousing.

The indicators include measures such as tenancy turnover, % of properties vacant, average tenancy length, tenancy turnover, number of anti-social behaviour cases successfully resolved, percentage of tenants claiming housing benefit and tenant satisfaction with the neighbourhood as a place to live.

The following neighbourhood sustainability ratings were achieved:

- Gold Neighbourhoods – 18
- Silver Neighbourhoods – 13
- Bronze Neighbourhoods – 0

The ratings are utilised to focus our resources and activities to continuously improve the sustainability of neighbourhoods.

The activities are co-designed with involved tenants, utilising the measures outlined above, along with insight from involved tenants. These activities and interventions are then driven and publicised through our neighbourhood promises. Involved tenants monitor progression and sign off completed neighbourhood promises and the addition of new ones.

**Community Fund**

The Community Fund offers grants up to £500 with a budget of £40k to help fund community projects and initiatives in Salford. The Community Voice panel which is a tenant and resident led group review and approve all applications. The criteria to secure funds must encourage community spirit, promote learning, education, employment and preparation for it, increase community safety, encourage healthy living and well being, promote financial inclusion and improve the environment. During 2018/19, 102 applications were approved with 6,532
people benefitting from the community fund. 165 outcomes were recorded from the feedback forms, with the largest impact being an improvement in health which included social inclusion, reducing loneliness and isolation, physical activity, social inclusion / finance, and increased capacity.

External Funding
During 2018 / 19 the Community Development Team secured £141,066.82 external funding in partnership with community groups and stakeholders to enable the delivery of activities and interventions in the community.

2. Conclusion

2.1 This report is provided every six months to the full council on behalf of the ForHousing Board members. As well as the ongoing areas of legal responsibility as set out in the transfer agreement, the report covers any areas that been identified as being important and of interest.

If any further clarification is needed on specific items or if other issues arise that are of interest then we are happy to discuss them at any point.

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Date: July 2019

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**WINDSOR ALBION CO-OPERATIVE**

**ANNUAL REPORT TO SALFORD CITY COUNCIL - 2018/2019**

**Introduction:**

Windsor Albion Co-operative is a Tenant Management Organisation (TMO) in Pendleton, which was established in 1996 and that year won the ‘Homes for the Future’ award. It provides an excellent environment for the diverse population living on Culverwell Drive, Melksham Close, Trenam Place and the Albion Towers block.

Every tenant has the opportunity to become a member of the co-operative and be involved in its running, to build a sustainable community to be proud of; one which is safe, inclusive and where people are considerate and support each other. Resident members elect fellow members to the board and the TMO has a reputation as a friendly, helpful and accessible organisation which offers value for money services.

The co-operative is responsible for the management of the finances allocated by the relevant landlords who fund the co-operative. These housing providers are Salix Homes who own Albion Towers and Irwell Valley Housing Association who own 24 of the houses.

The co-operative is also responsible for the following areas of work:

- Providing a responsive day-to-day repairs service
- Providing cleaning and gardening services
- Dealing with voids and allocating properties
- All aspects of tenancy management
- Promoting community involvement.

Board Meetings usually take place monthly on the last Thursday of the month and Training Sessions take place on the 2nd Thursday of the month. There is a Members Meeting bi-annually and the Annual General Meeting (AGM) is held in August/September of each year. A representative from Salix Homes and Irwell Valley Housing Association attend Board Meetings during the year. This past year, Sue Sutton (Salix Homes) and Nichola Shepard (Irwell Valley Housing Association) have attended.

In addition there are 3 sub-committees:

- Human Resources (HR) and Finance Committee - weekly meeting
- Social and Welfare Committee - weekly meeting
- Voids and Allocations Panel - when necessary

Board Members are always keen for enthusiastic members, with fresh ideas and new skills to join the Board.
Board Members:

- Tom Pritchard - elected (Chair since March 2019, HR and Finance Committee)
- Julie Wilson - elected (Vice-Chair, Voids and Allocations Panel)
- Sarah Buckley - elected (Chair March 2018 - March 2019; now resigned)
- Dafydd Reece - elected (Secretary since March 2019)
- Dot Jacks - elected (Voids and Allocations Panel Chair)
- Ann Brook - elected (Social and Welfare, Voids and Allocations Panel)
- Zoe Dawson - elected (resigned Jan 2019)
- Paul Dennett - elected
- Julie Cooney - elected (Social and Welfare)
- Councillor Gina Reynolds - co-opted
- Sammie Jenks - elected (Social and Welfare)
- Dominic Cooper - co-opted (resigned Aug 2018)
- Sarah Bland - elected (resigned Feb 2019)
- Mike Alcock - elected (Deputy Treasurer, HR and Finance Committee)
- Pat Clements - elected (Treasurer, HR and Finance Committee)
- Carole Gradwell - co-opted (resigned April 2019)

Operations Manager:

Since January 2019, Liam Turner (Salix Homes) has been the interim Operations Manager following Adele Langford going on long-term sick leave. Adele left Windsor Albion Co-operative in May 2019. Board members would like to thank Adele for all her dedication, hard work and support to all members of the co-operative and the community over the years.

Finance:

The accounts are maintained internally and are audited by an independent, external auditor, Slade and Cooper, as set out in the constitution. The co-operative check costs and look at ways to save money whilst maintaining quality. Budgets are currently being reviewed to ensure a surplus at the end of the current financial year (further information on this is supplied in the report under Salix Homes). Throughout the year, the TMO Treasurer oversees the accounts on behalf of the TMO and coordinates with the Operations Manager, accountant and external auditor to ensure legal compliance.

Voids and Allocations:

The Allocations Panel sat on a number of occasions throughout the year, interviewing prospective tenants and making allocation decisions. The Allocations panel is chaired by Dot Jackson, who ensures that interviews and scoring are carried out correctly and has the casting vote in the decision making process. Two other board members sit on the panel and the Operations Manager also has an input. There have been 11 voids/allocations during the past 12 months.
Repairs and Maintenance:

The co-operative have dealt with 279 repairs since May 2018. There have been 22 handyman repairs.

Salix Homes:

An investment programme, funded and managed by Salix Homes, has been undertaken to Albion Towers during the past year. Refurbishment works have included external rendering/painting, a new roof, window replacements, new lifts, new doors, new boilers, kitchen and bathroom replacements where necessary, an uplift to communal areas including the car park area and new lighting.

The contractors who have carried out the work are a firm called Casey and the Liaison Officer working with the residents and the co-operative is Sue Croll.

In November 2018, Salix Homes and Windsor Albion Co-operative, as communicated to residents at the AGM, jointly commissioned a periodic review of the TMO, with a focus on governance and financial matters. This was conducted by DTP (David Tolson Partnership Ltd). A number of issues were identified and an improvement plan, agreed by Salix Homes, Irwell Valley Housing Association and the Board has been implemented. The aim of the plan is to improve services, financial efficiency and governance over the next 6 months.

Feedback from the review to residents, took place at a Resident’s Meeting on 28th March 2019. Tom Hopkins (Tom Hopkins Associates Ltd) was introduced as the Board’s consultant, assisting with the implementation of the improvement plan. The Board has recognised that it needs to improve its skills and training is being delivered by Tom. Stephen Hirst, a qualified Finance Officer, has also been appointed, to help with the financial management aspects of the work and prepare the accounts for audit later in the year.

Irwell Valley Housing Association:

All 24 houses have been subject to a rent decrease, which will continue to apply during 2019. Every house has had an annual gas check and the following improvements have been undertaken in 2018/19:

- Windows: 3
- Kitchens: 3
- Boiler Replacements: 4
- Asbestos Checks: 3


A national weekend conference was held in Blackpool, 29th June -1st July 2018. A number of Board Members attended to gain greater knowledge and further their development. The Annual General Meeting took place on the Friday evening, followed by a Quiz. On Saturday following a plenary session, members could attend 3 workshops from a choice of 13 on offer. An Awards Ceremony and raffle took place in the evening, with entertainment and a disco. During the weekend there was
plenty of opportunity to network and share best practice with other TMO members from across the country.

Community Events:

The co-operative has continued to improve the community activities for members and their close families. Members are informed of activities and events in advance so that they are in a position to budget for them. Trips out are subsidised so that members can enjoy days out at a much reduced rate. During the past year, Casey’s have provided money for trips/events, to compensate tenants for the disturbance caused during the refurbishment programme. Board members would like to thank Casey’s for their generosity.

Social events/trips which have taken place during the past year include:

- Easter Party
- 2x Bury Market trip
- Gulliver’s World trip
- 2x Llandudno trip
- Whitby trip
- Scarborough trip
- 2x Blackpool trip
- Southport trip
- Children’s Halloween Party
- Santa’s Christmas Grotto
- Adult Christmas Party.

Communication:

In addition to the website (www.windsoralbion.co.uk), Windsor Albion has a facebook page; for tenants to share news and positivity. Tenants are also kept informed by written correspondence.

Co-operative Staff Team:

All members of staff are currently up-to-date with their training and development. During the past year 3 members of staff have left the company, Ellesse Hamer, Nigel Mannion and Donna Butler.

Past Members and Board Members:

Sadly since May 2018, the following members have passed away: Thelma Richards, Norma Tarry, Richard Goodwin and Bernard Allen. An ex-member of staff, Nigel Mannion also sadly passed away during 2018. Heartfelt condolences go out to their families and friends.

Current Board Members would like to thank Sarah Buckley, Zoe Dawson, Dominic Cooper and Carole Gradwell for all their hard work and dedication during their time on the board.
City of Salford Community Stadium Limited (A J Bell Stadium)

Report to Council from the Deputy City Mayor, Paula Boshell & Cllr David Lancaster

2018/2019
City of Salford Community Stadium Limited (A J Bell Stadium)

1. Background

In 2008, after earlier discussions with a consortium, the Council in conjunction with Peel Holdings formed a joint venture company, the City of Salford Stadium Company for the purpose of building a community stadium and securing the redevelopment of an area which was seen as an important part of the City’s regeneration plans.

The A J Bell Stadium has been open for business since late 2011 and remains a significant part of the overall regeneration and development of the 17 hectares of land known as ‘Salford Gateway’ adjacent to the Manchester Ship Canal and A57 Liverpool Road. Alongside the Western Gateway Infrastructure Scheme (WGIS) road scheme and Port Salford, the area, its connectivity and overall development is moving forward. Sales have been successfully negotiated with the first sale of land to Greene King having taken place and other plots in the process of finalising legal processes with further discussions on plots continuing.

The WGIS road opened in December 2017 including the lifting bridge across the Manchester Ship Canal providing a vital link to the Intu Centre and beyond. Port Salford is in development and the Culina warehouse is in operation. It will, along with other developments at the Stadium site, provide several thousand new jobs in the area.

The A J Bell Stadium comprises:

- A total of almost 2,000m2 of meeting and hospitality space.
- A 700 capacity suite capable of coping with events as diverse as major corporate uses, exhibitions and private and community meetings.
- 13 syndicate rooms which can be used as hospitality boxes on match days, overlooking the main pitch.
- A commercial gym.
- Home to the Salford Red Devils Rugby League Super League Club and Sale Sharks Rugby Union Aviva Premiership club.
- A Foundation charity related to the Salford Red Devils Super League Club.
- A financial services company
- A fleet hire company
- An accessible driving assessment centre

As well as the main Stadium pitch, there are two other facilities; a 3G all-weather floodlit sports surface with high usage from professional and amateur teams from a wide range of sports and a floodlit outdoor grass pitch which has accreditation from the RFU and FA, with availability for rugby, football and other team sports.

The significant growth in the non-sporting business and in particular, conferences and events, has helped drive forward the Stadium’s business plan. Taken together with the sale of the development land and the income from the naming rights, the operation of the Stadium has moved according to its financial plan towards sustainability.
The Stadium is also very much part of the wider and significant leisure offer that the City of Salford provides to its people, businesses and communities and is therefore seen as a valuable asset in that context.

2. Stadium facts and offer

2.1. Sporting
The Stadium has a capacity of just under 11,500 spectators accommodated in 4 stands with the opportunity to increase the capacity to approximately 20,000 in the future should the need arise.

When the Stadium first opened, it was home to the Salford Red Devils, the Rugby League Super League team, within its first year, the Stadium also recruited Sale Sharks, the Aviva Premiership Rugby Union team as its second anchor tenant making it the home of top class rugby in the northwest.

During the last year, approximately 32 fixtures have been held at the Stadium for Sale Sharks and Salford Red Devils.

The Stadium has Multifit (formally Yourgym) as one of its key anchor tenants which is a newly refurbished commercial gym located within the Stadium’s west stand; it offers quality gym facilities at very competitive rates and has approximately 3000 members.

2.2. Non-sporting
The Stadium event and conferencing business has continued to perform well both in the number and quality of events. It is a significant employer both in the local and regional area. The objectives of the Stadium Company remain to grow the non-match day income. To that end and in partnership with Elior, the Stadium’s catering partner we are continuing to develop the non-match day Conference and Events sales.

The Stadium held its first concert in August 2018, headlining Simple Minds, there have also been a number of Drive-in cinema nights held on the Stadium land and a Valentine’s Fair and a circus.

The Stadium Operation’s Team numbers 20 including casual staff. Most of these live in the local area. The Stadium has significant conferencing, banqueting and event facilities located in the main west stand. A range of events can be accommodated ranging from 1 person through to 700 on the second and third floors.

The Company has successfully converted the former Fans Bar into office space which is let to provide an income for the Stadium Company. A Fans Village has been developed utilising a marquee adjacent to the community pitches offering even more facilities and opportunities for visitors. This makes the Stadium one of the premier and largest event venues in the northwest. The Stadium benefits from its unique accessible location and car parking for up to 600 cars. Over the last year the sales team has forged close links with Marketing Manchester and conference agencies to allow for greater access and support for bringing corporate events to the Stadium.
The Stadium’s catering and events contractor is part of the Elior Group. It employs a core conferencing and banqueting team of 15 on site with a further 200 casual staff brought in as events dictate and a business development team of three to drive forward future business. The vast majority of these staff live in Salford and its immediate environs.

The Stadium has seen year on year improvement in the level of service provided for conference and banqueting events with conference business generating 40% of the revenue, The non match day events are now a well established and profitable income stream for the company. The venue is popular for weddings, conferences and auctions with the accessibility from the motorway network and the parking a significant feature. There is a strong local focus and popularity of the venue and it is committed to maintaining and developing these links.

There have been 37,046 visitors to the Stadium for conference and events of which there have been 489 in total, key companies using the Stadium include:

- Co-Operative Group
- Pugh Auctions
- Salford Professional Development
- Salford CVS
- Capita Travel
- Clarity Travel Management
- Vets North (5M Publications)
- NHS England

Business mix percentage breakdown 18/19
The Stadium has become an increasingly popular venue for filming and photoshoots using both internal and external space, events include blue chip sports companies and top flight international sports stars, including Jacamo and Adidas advertising involving Romelu Lukaku.

To deliver these events requires a significant supply chain, much of which is locally sourced. Significant six figure expenditure is spent each year with businesses, many of which are SMEs which helps drive forward the local and regional economy.

The Stadium Company continues with ambitious plans to hold further concerts at the Stadium and has held a number of new events including comedy nights, boxing matches and drive-in cinema nights to complement and expand its business plan.

The Stadium Management Team is committed to delivering the highest standards of Health & Safety and Counter Terrorism at the Stadium. The team work very closely with the Safety Advisory Group (SAG) and external companies such as Mott Macdonald and Alcumus who audit the Stadium building structure, maintenance and operations to ensure compliance with health and safety. The Stadium Manager & Deputy have both completed the IOSH Managing Safely course, and in addition they have completed the Health & Safety Training for Property Managers programme as part of the Alcumus service.

Counter Terrorism is the high priority and training for managers and all stadium staff and partners is ongoing, to date all Stadium staf have completed the ACT training; the stadium promotes the safety message “SEE IT; SAY IT; SORTED” to encourage visitors to the Stadium to contact the team if they see anything that arouses their
concern or suspicion. The Stadium management encourages a challenge culture from all staff, particularly in the reception area. Stadium managers work closely with GMP and NaCTSO (National Counter Terrorism Security Office) with the Deputy Stadium Manager, who is also the Stadium Safety Officer for match days, taking the lead. The Stadium regularly receives updates from Premiership Rugby and the RFL in addition to those received from NaCTSO, all information received is actioned, discussed or cascaded as appropriate.

3. Community

The Stadium was constructed with the local community in mind. It provides a valuable local asset and employer for the local area. It hosts the ‘Friends of AJ Bell Stadium’ group which remains well attended by local residents, tenants, the two clubs and representatives from fans groups and the Stadium team and its partners.

The Salford Red Devils Foundation is currently based at the Stadium. They are the community arm of the Club and undertake significant community based work throughout the City of Salford and the region as a whole. They use the sport of rugby league as a vehicle for delivering important programmes relating to public health and skills and for work. Similarly, Sale Sharks utilise the Stadium’s facilities for a variety of school based educational sessions which expands both their and the Stadium’s reach into local communities.

The Stadium also has the two secondary community pitches at its disposal which it utilises both commercially and for community and charity use. These are used by both the Salford Red Devils and Sale Sharks on match days to hold mini rugby festivals involving local and regional schools and discounted rates are given to charities for their event use. Over the course of a year, approximately 2,000 children are involved in prematch events at the Stadium, not to mention the many thousands more involved in community events, soccer leagues and charity runs held at the venue.

Approximately 450 individual bookings are made each year for the community pitches and this level is rising following the implementation of a new on line booking system, these include local sports clubs and individuals / groups just wishing to play sports with friends and work colleagues. For the 2019 season local Championship rugby league club, Swinton Lions, have used these pitches for their training sessions. The Stadium Management Team also support Salford City Football club advising on Ground Safety matters.

4. Development Land

The Stadium is surrounded by development land which belongs to the Stadium Company. It totals just over 17 hectares and makes it an important development site in Salford. The first plot of land (1.3 acres) was sold to Greene King for the development of a pub/restaurant called the Barley Farm. The new pub has generated approximately 90 jobs. Contracts have been exchanged on two plots of land which are awaiting final planning consents to proceed to completion.
Port Salford is under construction further down the A57 which will generate 3,000 job opportunities and economic growth for the region. As part of this construction, the A57 road immediately adjacent to and feeding the Stadium has been modified under the Western Gateway Infrastructure Scheme. The amended A57 and bridge layout is now well established and both of the teams which use the stadium are linking effectively to the Trafford Centre. The Culina distribution company, Great Bear, is now operating, forming the first tranche of the Port Salford development.

The Stadium has a two year plan to identify end users for the various development sites at the Stadium. Potential users will include budget retailers, fast food outlets, petrol filling stations, car showrooms and large ‘shed’ style retailers.

5. Stadium Financing

The Council has made loans to the Stadium Company totalling £27,078m to 31st March 2019.

This comprised an original £22m of development and working capital loans in 2012/13, and ongoing working capital loans totalling £5,078m between 2012/13 and 2018/19. A further advance of £0.120m was made in early 2019/20 which relates to costs incurred in 2018/19 associated with the resolution of a compulsory purchase order affecting land owned by the company. Peel Holdings has exactly matched the working capital loans to the Stadium Company with loans of its own. The development loans and the original working capital loan are repayable over a 25 year term, whilst other working capital loans from the Council and Peel Holdings are repayable by 2022. The Council lends to the stadium at a commercial rate of interest (5.16%) but is able to use its size and position to borrow the money for this purpose, on much more favourable terms. Over the past seven years, this has brought an estimated £2m into the Council’s accounts.

The stadium has made its scheduled repayments to the Council. The balance of the development loan - principal outstanding as at 31 March 2019 is £15,856m. This is typical for a loan arrangement of this kind. Like a home mortgage, the development loan will steadily reduce over time, with more of the principal paid off towards the end of the term and as the development land is sold.

6. Summary

The Stadium Company is committed to securing development for the site to ensure capital receipts for the Stadium Company. The Council provided loans to the Company to facilitate the development of this area and the capital receipts will offset the original loans made to the stadium company. Over time, the City will benefit from improved economic development in the area including increased employment and business rates.

Cllr P Boshell

Cllr D Lancaster