

GREATER MANCHESTER COMBINED AUTHORITY

DATE: Friday, 28th June, 2019
TIME: 10.30 am
VENUE: Hollingworth Rooms A,B & C, 1st Floor, Rochdale
Council Offices, Number One Riverside, Smith
Street, Rochdale, OL16 1XU

AGENDA

1. APOLOGIES

2. APPOINTMENT OF CHAIR 2019/20

GMCA members are required to note that Andy Burnham as the Greater Manchester Mayor, under Part 5A, Section 4 of the Constitution, is the Chair of the GMCA (ex officio)

3. APPOINTMENT OF VICE CHAIRS 2019/20

Under part 5A, Section 4, of the Constitution, GMCA Members are required to appoint at least 2 but no more than 3 Vice Chairs for 2019/20.

- To note that Councillor Richard Leese, Deputy Mayor, is automatically appointed as a Vice Chair, under Part 5A, Section 4, of the Constitution.
- To note that Councillor David Greenhalgh is automatically appointed as a Vice Chair, under Part 5A, Section 4, of the Constitution.

4. REVIEW OF THE GMCA CONSTITUTION

1 - 362

Report of Liz Treacy, GMCA Monitoring Officer

5. GREATER MANCHESTER APPOINTMENTS AND NOMINATIONS 2019/20

363 - 376

Report of Liz Treacy, GMCA Monitoring Officer.

6. GM TRANSPORT COMMITTEE - ROLES & RESPONSIBILITIES

377 - 416

Report of Andy Burnham, GM Mayor.

7. SCHEDULE OF MEETINGS 2019/20

GMCA Members are asked to approve the planned cycle of meetings as outlined below:

Friday 26 July 2019	-	Oldham
August Recess		
Friday 27 September 2019	-	Bury
Friday 25 October 2019	-	Salford
Friday 29 November 2019	-	Rochdale
Friday 13 December 2019	-	Manchester
Friday 31 January 2020	-	Tameside
*Friday 14 January 2020	-	Bolton – Budget Meeting
Friday 27 March 2020	-	Stockport
April Recess		
Friday 29 May 2020	-	Trafford
Friday 26 June 2020	-	Wigan

8. CHAIR'S ANNOUNCEMENTS AND URGENT BUSINESS

9. DECLARATIONS OF INTEREST 417 - 420

To receive declarations of interest in any item for discussion at the meeting. A blank form for declaring interests has been circulated with the agenda; please ensure that this is returned to the Governance & Scrutiny Officer at the start of the meeting.

10. MINUTES OF THE GMCA MEETING HELD ON 31 MAY 2019 421 - 438

To consider the approval of the minute of the meetings held on 31 May 2019.

11. GMCA OVERVIEW & SCRUTINY COMMITTEE - MINUTES OF THE MEETINGS HELD IN JUNE 2019 439 - 452

To note the minutes of the GMCA Overview & Scrutiny Committee held in June 2019:

- Economy, Business Growth & Skills – 14 June 2019
- Corporate Issues & reform – 18 June 2019

12. GMCA AUDIT COMMITTEE - MINUTES OF THE MEETING HELD ON 18 JUNE 2019 453 - 460

To note the minutes of the Audit Committee meeting held on 18 June 2019.

13.	BUS REFORM ASSESSMENT UPDATE	461 - 466
	Report of Eamonn Boylan, Chief Executive Officer, GMCA & TfGM.	
14.	OUR PASS	467 - 476
	Report of Andy Burnham, GM Mayor.	
15.	THE MAYOR'S CYCLING & WALKING CHALLENGE FUND	477 - 490
	Report of Andy Burnham, GM Mayor.	
16.	GREATER MANCHESTER HOUSING STRATEGY	491 - 544
	Report of Salford City Mayor, Paul Dennett, Portfolio Lead for Housing, Homelessness & Infrastructure.	
17.	UPDATE ON ROUGH SLEEPING IN GREATER MANCHESTER	545 - 550
	Report of Andy Burnham, GM Mayor.	
18.	ESTABLISHMENT OF GREATER MANCHESTER DELIVERY TEAM & UTILISATION OF GREATER MANCHESTER HOUSING INVESTMENT FUND SURPLUS	551 - 558
	Report of Salford City Mayor, Paul Dennett, Portfolio Lead for Housing, Homelessness & Infrastructure.	
19.	GREATER MANCHESTER "SMART RESIDENT" DATA EXCHANGE PLATFORM TO ENABLE PUBLIC SERVICE	559 - 568
	Report of Councillor Andrew Western, Portfolio Lead for Digital City Region.	
20.	SOLAR PV COLLECTIVE PURCHASING PILOT FOR GREATER MANCHESTER	569 - 586
	Report of Councillor Andrew Western, Portfolio Lead for Digital City Region.	
21.	GREATER MANCHESTER INDUSTRIAL STRATEGY	587 - 642
	Report of Councillor Richard Leese, Deputy Mayor and Portfolio Lead for Economy.	
22.	GREATER MANCHESTER ENTERPRISE PARTNERSHIP MEMBERSHIP REVIEW	643 - 646

Report of Councillor Richard Leese, Deputy Mayor and Portfolio Lead for Economy.

23. GMCA CAPITAL OUTTURN 647 - 662

Report of Councillor David Molyneux, Portfolio Lead for Finance & Investment.

24. GMCA REVENUE OUTTURN 663 - 670

Report of Councillor David Molyneux, Portfolio Lead for Finance & Investment.

25. GREATER MANCHESTER HOUSING INVESTMENT FUNDS 671 - 674

Report of Salford City Mayor, Paul Dennett, Portfolio Lead for Housing, Homelessness & Infrastructure.

26. GREATER MANCHESTER INVESTMENT FRAMEWORK APPROVALS 675 - 678

Report of Councillor David Molyneux, Portfolio Lead for Finance & Investment.

27. EXCLUSION OF THE PRESS AND PUBLIC

That, under section 100 (A)(4) of the Local Government Act 1972 the press and public should be excluded from the meeting for the following items on business on the grounds that this involved the likely disclosure of exempt information, as set out in the relevant paragraphs of Part 1, Schedule 12A of the Local Government Act 1972 and that the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

PART B

28. BUS REFORM ASSESSMENT UPDATE 679 - 690

Report of Eamonn Boylan, Chief Executive Officer, GMCA & TfGM.

29. GREATER MANCHESTER "SMART RESIDENT" DATA EXCHANGE PLATFORM TO ENABLE PUBLIC SERVICE 691 - 696

Report of Councillor Andrew Western, Portfolio Lead for Digital City Region.

30. GREATER MANCHESTER HOUSING INVESTMENT FUNDS 697 - 700

Report of Salford city Mayor, Paul Dennett, Portfolio Lead for Housing, Homelessness & Infrastructure

31. GREATER MANCHESTER INVESTMENT FRAMEWORK APPROVALS

701 - 704

Report of Councillor David Molyneux, Portfolio Lead for Finance & Investment.

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Date: 28 June 2019
Subject: Review of GMCA Constitution
Report of: Liz Treacy, Monitoring Officer

PURPOSE OF REPORT

To report the Monitoring Officer’s review of the GMCA’s Constitution and recommend amendments.

RECOMMENDATIONS:

Members are requested to:

1. Adopt the revised constitution accompanying this report as the Constitution of the GMCA.
2. Note that the discharge of mayoral functions and the delegation of such responsibilities rests with the Mayor, and that the delegations of mayoral functions (and the arrangements in relation to such) set out in this constitution are for the information of the GMCA only.
3. Authorise the Monitoring Officer to make any changes of a typographical nature to the Constitution.

CONTACT OFFICERS:

Name: Liz Treacy
Position: Monitoring Officer, GMCA
E-mail: l.treacy@greatermanchester-ca.gov.uk

Risk Management – none arising directly out of this report

Legal Considerations – the Constitution requires an annual review which this report satisfies

Financial Consequences – none arising directly out of this report

Financial Consequences – none arising directly out of this report

Number of attachments included in the report: one

BACKGROUND PAPERS:

GMCA Constitution

S.I. No. 2017/1180

S.I. No. 2018/444

S.I. No. 2018/1141

S.I. No. 2019/793

Report to Audit Committee – Code of Corporate Governance – 12 June 2018

Report to Resources Committee – Key Employment Policies – 15 December 2017

Report to GMCA – Governance Report – Review of Remuneration of Independent Members – 29 March 2018

TRACKING/PROCESS		
Does this report relate to a major strategic decision, as set out in the GMCA Constitution		Yes / No
EXEMPTION FROM CALL IN		
Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?		No
TfGMC	Overview & Scrutiny Committee	
N/A	N/A	

1. INTRODUCTION

- 1.1. The Monitoring Officer is required to monitor and review the operation of the GMCA's Constitution and, where appropriate, to propose changes to the Constitution to the GMCA for approval.
- 1.2. The Monitoring Officer has carried out such a review and brings forward for approval a revised version of the GMCA Constitution, which accompanies this report. New wording appears in bold in the revised version.
- 1.3. The main revisions are as a result of the change in GM Transport governance arrangements following the making of the Transport Order, and the agreement to establish a new GM Transport Committee as a joint committee of the 10 districts, the GMCA and the Mayor. Those arrangements are the subject of a separate report on the agenda.
- 1.4. The delegations of mayoral functions (and the arrangements in relation to such) set out in this constitution are for the information of the GMCA only.

2. PARTS 1 & 2

- 2.1. Part 1 has been updated to refer to further Orders extending the powers of the GMCA and creating new mayoral functions:
 - 2.1.1. the Greater Manchester Combined Authority (Public Health Functions) Order 2017 (The Public Health Order)
 - 2.1.2. the GMCA (Amendment) Order 2018 ('The 2018 Amendment Order')
 - 2.1.3. the GMCA (Adult Education Functions) Order 2018 ('The Adult Education Order')
 - 2.1.4. the GMCA (Functions and Amendment) Order 2019 ('the 2019 Order')(transport)
- 2.2. Part 1 also sets out the new joint arrangements for Transport.
- 2.3. Part 2 sets out the revised functions in respect of Transport, and new functions in respect of Adult Education and Public Health.

3. PART 3

- 3.1. Part 3 sets out responsibility for functions and contains the revised functions of the new GM Transport Committee, both referred to and delegated to Committee.
- 3.2. It also sets out the functions that have been delegated back to TfGM by both the GMCA and the Mayor as a result of the Transport Order.

3.3. Head of Paid Service – the role of the Secretary has been removed and the functions of the Secretary have been included within the functions of the Head of Paid Service.

3.4. It is proposed that the following additional delegation is given to the Head of Paid –

Mayoral Development Corporations - Acquisition of Land

3.18 To discharge the function corresponding to the function contained in Section 207 (Acquisition of land) subsection 3 of the Localism Act 2011 in respect of Mayoral Development Corporations, in consultation with the Mayor and with the member(s) (or substitute member(s) acting in place of that member(s)) of the GMCA appointed by the Constituent Council(s) whose area(s) contain(s) any part of the land subject to the proposed compulsory acquisition .

3.5. It is proposed that the following additional delegation is given to the Treasurer –

TfGM – Property Transactions

4.24 Authorising:-

- a. the disposal of land of a value below £500,000 by TfGM pursuant to Section 10(1)(xxiii) of the Transport Act 1968;
- b. the acquisition of land of a value below £500,000 by TfGM pursuant to Section 10(1)(xx) of the Transport Act 1968;

4. PART 5 : RULES OF PROCEDURE

4.1. New paragraphs 18.7A, 18.7B and 18.7C have been added to reflect some special voting thresholds referred to in and a change brought about by the Transport Order.

5. PART 6: FINANCIAL PROCEDURES

5.1. Financial Procedure Rules and Contract Procedure Rules have been updated by the Treasurer.

6. PART 7: CODES OF CONDUCT AND PROTOCOLS

6.1. The Officer Code of Conduct approved by the Resources Committee on 15 December 2017 has been included in Part 7.

6.2. The GMCA's Code of Corporate Governance, noted by the Audit Committee on 12 June 2018 and approved by the GMCA on 29 June is now included in Part 7.

7. PART 8: MEMBER ALLOWANCES

7.1. Part 8 has been updated to set out the powers of the GMCA to pay allowances to independent members and to reflect the allowances payable to the independent members

of the Audit and Standards Committees and the Independent Person for Standards, agreed by the GMCA at its meeting on 29 March 2018.

8. RECOMMENDATIONS

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

GMCA Constitution

28 June 2019

PART 1

INTRODUCTION AND

ARTICLES

PART 1

INTRODUCTION AND ARTICLES

1. INTRODUCTION

In this Constitution:

- 1.1 'the 2009 Act' means the Local Democracy, Economic Development and Construction Act 2009"
- 1.2 'AGMA' means the Association of Greater Manchester Authorities;
- 1.3 'the Combined Area' means the area consisting of the areas of the Constituent Councils;
- 1.4 'the Constituent Councils mean the metropolitan district councils for the local government areas of Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Stockport, Tameside, Trafford, and Wigan;
- 1.5 'the Deputy Mayor' means the member of the GMCA appointed by the Mayor to be the Mayor's deputy pursuant to section 107C(1) of the 2009 Act and Article 3.4 of Part 1 of this Constitution;
- 1.6 'the Deputy Mayor for Policing and Crime' means the person appointed by the Mayor in respect of PCC functions, pursuant to Section 18 of the Police Reform and Social Responsibility Act 2011, as modified by the PCC Order;
- 1.7 'the GMCA' means the Greater Manchester Combined Authority;
- 1.8 'the GMCA Orders' mean:-
 - (a) the Greater Manchester Combined Authority Order 2011 as amended¹ ('the 2011 Order')
 - (b) the GMCA (Election of Mayor with Police and Crime Commissioner Functions) Order 2016² ('the Mayoral Order')
 - (c) the GMCA (Functions and Amendment) Order 2016³ ('the 2016 Order')

¹ S.I. No. 2011/908

² S.I. No. 2016/448

³ S.I. No. 2016/1267

- (d) the GMCA (Transfer of Police and Crime Commissioner Functions to the Mayor) Order 2017⁴ ('the PCC Order')
 - (e) the GMCA (Fire and Rescue Functions) Order 2017⁵ ('The Fire Order')
 - (f) the GMCA (Functions and Amendment) Order 2017⁶ ('The 2017 Order')
 - (g) the Greater Manchester Combined Authority (Public Health Functions) Order 2017⁷ (The Public Health Order)**
 - (h) the GMCA (Amendment) Order 2018⁸ ('The 2018 Amendment Order')**
 - (i) the GMCA (Adult Education Functions) Order 2018⁹ ('The Adult Education Order')**
 - (j) the GMCA (Functions and Amendment) Order 2019¹⁰ ('the 2019 Order')**
 - (k) Such other orders made by the Secretary of State in relation to GMCA pursuant to the 2009 Act
- 1.9 'The Mayor' means the person elected as mayor by the local government electors for the Combined Area.
- 1.10 'Mayoral functions' means any function of the GMCA which is exercisable only by the Mayor (or the Mayor's delegatee) by virtue of the GMCA Orders or any other enactment (whenever passed or made).
- 1.11 'Mayoral general function' means a mayoral function which is not a PCC function.
- 1.12 'PCC function' means a function of a Police and Crime Commissioner which is exercisable by the Mayor pursuant to and subject to any modifications in the Mayoral Order and the PCC Order.
- 1.13 'the Scrutiny Order' means the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017.
- 1.14 'TfGM' means Transport for Greater Manchester, being the Passenger Transport Executive for the Combined Area and the executive body of GMCA in relation to its transport functions;

⁴ S.I. No. 2017/470

⁵ S.I. No. 2017/469

⁶ S.I. No. 2017/612

⁷ **S.I. No. 2017/1180**

⁸ **S.I. No. 2018/444**

⁹ **S.I. No. 2018/1141**

¹⁰ **S.I. No. 2019/793**

- 1.15 'the **GM Transport Committee**' means the **Greater Manchester Transport Committee** being a joint committee established by the GMCA, **the Mayor** and the Constituent Councils.
- 1.16 The Constitution sets out how the Greater Manchester Combined Authority (hereafter referred to as 'GMCA') operates, how decisions are made and the procedures that are followed to ensure that GMCA operates efficiently, effectively and is both transparent and accountable.
- 1.17 The Constitution is made up of ten Parts.

2. FUNCTIONS OF THE GMCA

- 2.1 The GMCA was established pursuant to the Order on 1st April 2011 as the combined authority for the Combined Area.
- 2.2 The GMCA is responsible for a range of functions across the Combined Area, including:-
- transport
 - economic development, regeneration and housing
 - strategic spatial planning
 - skills and training
 - police and crime
 - fire and rescue
 - **public health**
 - waste
- 2.3 The functions of the GMCA are those functions conferred or imposed on it by the GMCA Orders or any other enactment (whenever passed or made) or as may be delegated to it by or under the GMCA Orders or any other enactment (whenever passed or made).
- 2.4 The GMCA will exercise all its powers and duties in accordance with the law and this Constitution.
- 2.5 This Constitution is the Constitution of the GMCA.
- 2.6 The GMCA will monitor and evaluate the operation of the Constitution as set out at Article 13 below.

3. MEMBERS OF THE GMCA

- 3.1 Each of the 10 Constituent Councils appoint one of its elected members to be a Member of the GMCA.
- 3.2 In addition, each Constituent Council will appoint another of its elected members to act as a Member of the GMCA in the absence of the member appointed under Article 3.1 ('Substitute Member').
- 3.3 There shall be a Mayor for the area of the GMCA elected by the local government electors of the area, and the Mayor by virtue of that office is a member of the GMCA.
- 3.4 The Mayor must appoint one of the members of the GMCA to be the Deputy Mayor.
- 3.5 Except to the extent that various functions are to be exercised only by the Mayor (or may be exercised by the Mayor's delegatee) all Members will:

- (a) collectively be the ultimate policy makers of the GMCA;
 - (b) bring views of their communities into the GMCA's decision-making process; and
 - (c) maintain the highest standards of conduct and ethics.
- 3.6 Members will at all times observe the Code of Conduct for Members set out in Part 7 of this Constitution.
- 3.7 Members will be entitled to receive travel and subsistence allowances, and the Mayor will be entitled to receive the mayoral allowance in accordance with the Member's Allowances Scheme set out in Part 8 of this Constitution.
- 3.8 The independent members of the Audit Committee, the independent member of the Standards Committee and the Independent Person for Standards will be entitled to receive allowances, including allowances for travel and subsistence, in accordance with the Member's Allowances Scheme set out in Part 8 of this Constitution.
- 3.9 Each Member will be allocated a portfolio of responsibilities by the Mayor at the Annual Meeting of the GMCA, and the various portfolios will be published on the GMCA's website.

4. CHAIRING THE GMCA

- 4.1 The Mayor shall be Chair of the GMCA.
- 4.2 The GMCA may appoint at least two and no more than three of its Members as Vice-Chair(s).
- 4.3 The procedure for the appointment of the Vice-Chair(s) is set out in the GMCA Procedure Rules in Part 5 of this Constitution.

5. MEETINGS AND PROCEDURE

- 5.1 The GMCA usually meets every month but additional meetings may take place within the monthly period should the need arise.
- 5.2 There are three types of GMCA meeting:
- (a) the annual meeting;
 - (b) ordinary meetings; and
 - (c) extraordinary meetings;

and they will be conducted in accordance with the GMCA Rules of Procedure set out in Part 5 of this Constitution.

6. RESPONSIBILITY FOR FUNCTIONS

- 6.1 Only the GMCA will exercise the functions set out in Part 3 Section A of this Constitution.
- 6.2 Only the Mayor will exercise the functions set out in Part 3, Section B I and those PCC functions reserved to the Mayor in Part 9 of this Constitution.
- 6.3 The GMCA may delegate the discharge of the GMCA's functions which are not reserved to the GMCA to committees, sub-committees, officers, joint committees or other local authorities, pursuant to section 101 of the Local Government Act 1972.
- 6.4 The Mayor may delegate the discharge of mayoral general functions (which are not reserved under Article 6.2) to the Deputy Mayor or any member or officer of the GMCA or, in the case of fire and rescue functions to a Fire Committee, provided that:-
 - (a) the Mayor's political adviser (as appointed under article 16 of the 2016 Order) is not to be treated as an officer for the purpose of this Article 6.4, and
 - (b) the Mayor may only delegate to the Deputy Mayor for Policing and Crime the discharge of PCC functions (and not the discharge of general functions)
- 6.5 The GMCA has delegated the discharge of the GMCA functions to committees, officers and the **GM Transport Committee** in accordance with the scheme of delegation contained in Part 3, sections C, D, E and F of this Constitution.
- 6.6 The Mayor has delegated the discharge of mayoral general functions in accordance with the scheme of delegation contained in Part 3, of this Constitution.
- 6.7 The Mayor has delegated the discharge of PCC functions in accordance with Part 9 of this Constitution.
- 6.8 The GMCA and the Mayor will review their scheme of delegation annually.

7. **TRANSPORT FOR GREATER MANCHESTER (TFGM)**

- 7.1 Pursuant to the Order, TfGM is to be an executive body of the GMCA for the purposes of Part 5 of the Local Transport Act 2008 and Part 6 of the 2009 Act.
- 7.2 In the application of the Local Government Act 1972 (arrangements for the discharge of functions) to the GMCA, TfGM is to be treated as if it were an officer of the GMCA.
- 7.3 Where arrangements are in force for the discharge of functions of a Constituent Council by the GMCA by virtue of –
 - (a) section 101(1)(b) of the Local Government Act 1972; or
 - (b) section 9EA of the Local Government Act 2000 and the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012;

TfGM is to be treated as if it were an officer of the GMCA for the purposes of section 101 of the Act of 1972 and for the purposes of those Regulations.

- 7.4 In the application of section 107D (3) (b) and 7(b) of the 2009 Act, TfGM is to be treated as if it were an officer of the GMCA.
- 7.5 TfGM has power to discharge any function which is the subject of arrangements entered into with it by virtue of the above Articles 7.1 to 7.4.

8. COMMITTEES OF THE GMCA

- 8.1 The GMCA will establish a Standards Committee to assist the GMCA in its duty to promote and maintain high standards of conduct by Members of the GMCA pursuant to section 27 of the Localism Act 2011. The Standards Committee will discharge the roles and functions set out in Section A of Part 4, of this Constitution.
- 8.2 The GMCA must establish an Audit Committee to discharge the roles and functions set out in Schedule 5A of the 2009 Act and Section B of Part 4, of this Constitution.
- 8.3 The GMCA must appoint one or more Overview and Scrutiny Committees to discharge the roles and functions set out in Schedule 5A of the 2009 Act, the Scrutiny Order and Section E of Part 4 of this Constitution.
- 8.4 The GMCA will establish a Resources Committee to discharge the functions set out in Section C of Part 4, of this Constitution.
- 8.5 The GMCA will establish a Waste and Recycling Committee to discharge the functions set out in Section D of Part 4, of this Constitution
- 8.6 The GMCA may establish such other committees as it thinks fit to discharge its functions.
- 8.7 Committees established under Articles 8.1 to 8.5 may include as voting members any elected member of a Constituent Council even if such members are not members of GMCA.

9. JOINT ARRANGEMENTS

- 9.1 The GMCA has power pursuant to Section 101(5) of the Local Government Act 1972 to make arrangements with other local authorities to discharge their functions jointly.
- 9.2 Such arrangements may involve the discharge of those functions by a joint committee of such authorities or by an officer of one of them.

9.3 The Mayor may enter into arrangements jointly with the GMCA and with the Constituent Councils in accordance with Section 101(5) of the Local Government Act 1972 for the discharge of the (transport related) functions listed in Schedule 2 to the 2019 Order.

9.4 Where a joint transport committee is established in accordance with Article 9.3 the members of the joint committee must be appointed in accordance with the following requirements:

(a) The members appointed by the GMCA must be members or substitute members of the GMCA or members of the Constituent Councils.

(b) The members appointed by the Constituent Councils must be members of those councils.

(c) The members appointed by the Mayor must be members of the GMCA or of the Constituent Councils.

(d) In appointing members to the joint transport committee—

(i) the Mayor, the GMCA and the Constituent Councils must ensure that: the number of members of the committee does not exceed twenty three and members are appointed to act as substitute members of the joint transport committee in the absence of members of the committee; and

(ii) the GMCA and the Constituent Councils must ensure that the members of the committee appointed from among the members of the GMCA and the Constituent Councils, and any substitute committee members acting in place of those members, taken as a whole reflect so far as reasonably practicable the balance of political parties for the time being prevailing among members of the Constituent Councils.

(e) Questions relating to the apportionment of membership under Article 9.4

(d)(ii) require a unanimous vote in favour by all members, or substitute members acting in place of those members, of the GMCA to be carried.

9.5 Where a joint transport committee is established in accordance with Article 9.3:

(a) the Mayor must in each year appoint the chair of the joint transport committee from among the members of that committee; and

(b) if an office arises in the office of the chair, the Mayor must make an appointment to fill the vacancy at the next ordinary meeting of the joint transport committee, or, if that meeting is to be held within the period of 14 days beginning with the day on which the vacancy arose, at the meeting following that meeting.

10. OFFICERS

10.1.1 Statutory Officers

The GMCA must appoint a Head of Paid Service, a Treasurer and a Monitoring Officer, whose responsibilities and delegations are as set out in Part 3 of this Constitution.

10.2 **Chief Officers**

Chief Officers for the purposes of Part 3 (Scheme of Delegation of Functions to Chief Officers) of this Constitution means the Head of Paid Service, the Treasurer, the Monitoring Officer and the Chief Fire Officer.

10.3 **Scrutiny Officer**

The GMCA must designate one of its officers as the Scrutiny Officer, whose responsibilities and functions are set out in Section C of Part 5 of this constitution. Provided that such officer may not be an officer of a constituent council.

10.4 **Other Officers**

The GMCA will appoint as officers of the GMCA (subject to their agreement) the Chief Executives of the Constituent Councils.

10.5 **General**

The GMCA may engage such staff (referred to as officers), as it considers necessary to carry out its functions.

10.6 Officers will comply with the Code of Conduct for Officers set out in Part 7 of this Constitution.

11. **DECISION MAKING**

11.1 **Responsibility for decision making**

The GMCA and the Mayor will issue and keep up to date a record of what part of the GMCA or which individual has responsibility for particular types of decisions or decisions relating to particular functions. This record is set out in Part 3 of this Constitution.

11.2 **Principles of decision making**

All decisions of the GMCA should be made in accordance with the following principles:

- (a) Proportionality (meaning the action must be proportionate to the results to be achieved);
- (b) Due consultation (including the taking of relevant professional advice);
- (c) Respect for human rights;
- (d) Presumption in favour of openness;
- (e) Clarity of aims and desired outcomes;

- (f) Due consideration to be given to alternative options;

11.3 Types of decision

- (a) **Decisions reserved to the GMCA**
Decisions relating to the functions listed in Part 3, section A of this Constitution will be made by the GMCA and not delegated. The GMCA meeting will follow the GMCA Rules of Procedure set out in Part 5 of this Constitution when considering any matter.
- (b) **Decisions reserved to the Mayor**
Decisions relating to the Mayor's general functions listed in Part 3, Section B I of this Constitution and decisions relating to the Mayor's PCC functions specified as being reserved to the Mayor in Part 9 of this Constitution will be made by the Mayor and not delegated.
- (c) **Decision making by Committees and Joint Committees established by the GMCA**
 - (i) Committees and Joint Committees established by the GMCA will follow those parts of the GMCA Rules of Procedure set out in Part 5 of this Constitution as apply to them.
 - (ii) **The GM Transport Committee** will follow the **GM Transport Committee Rules of Procedure** set out in Schedule 1 to the **GM Transport Committee Operating Agreement** made on **XXXX 2019** between the GMCA, **the Mayor** and the Constituent Councils.
- (d) **Decision making by Officers**
Officers will exercise their delegated authority in accordance with the Scheme of Delegation to Officers set out in Part 3 of this Constitution and other provisions of this Constitution.

12. FINANCE, CONTRACTS AND LEGAL MATTERS

12.1 Financial management

The management of the GMCA's financial affairs in relation to non PCC functions will be conducted in accordance with the Financial Procedures set out in Part 6 of this Constitution and in relation to PCC functions in accordance with the Financial Procedures in Part 9 of this Constitution.

12.2.1 Legal proceedings

- (a) The Monitoring Officer is authorised to institute, defend or participate in any legal proceedings in any case where such action is necessary to give effect to decisions of the GMCA or in any case where the Monitoring Officer considers that such action is necessary to protect the GMCA's interests.
- (b) Any notices to be served on the GMCA are to be sent to the Monitoring Officer at the Churchgate House, Oxford Street, Manchester, M1 6EU, which for the purposes of section 231 of the Local Government Act 1972 and any other enactment shall be regarded as the principal office of the GMCA.

12.2.2 Authentication of documents

- (a) Where any document is necessary to any legal procedure or proceedings on behalf of the GMCA, it will be signed by the Monitoring Officer or some other person duly authorised by the GMCA or the Monitoring Officer, unless any enactment otherwise authorises or requires.
- (b) Any contract with a value exceeding £50,000 entered into by the GMCA shall be made in writing. Such contracts must be signed by a duly authorised officer of the GMCA or made under the Common Seal of the GMCA attested by an authorised officer. Any contract which in the opinion of the Monitoring Officer should be sealed must be made under the Common Seal of the GMCA attested by an authorised officer.

12.4 Common Seal of the GMCA

The Common Seal of the GMCA will be kept in a safe place in the custody of the Monitoring Officer. A decision of the GMCA, or any part of it, will be sufficient authority for sealing any document necessary to give effect to the decision. The Common Seal will be affixed to those documents which in the opinion of the Monitoring Officer should be sealed. The affixing of the Common Seal will be attested by the Monitoring Officer or some other person authorised by the Monitoring Officer.

13. REVIEW AND REVISION OF THE CONSTITUTION

- 13.1 The Monitoring Officer will monitor and review the operation of the Constitution.
- 13.2 Changes to the Constitution will only be approved by the full GMCA after consideration of the proposal by the Monitoring Officer and in accordance with the GMCA Rules of Procedure in Part 5 of this Constitution, provided that such delegations made by the Mayor as are included in Part 3, 4 and 9 of this Constitution appear for information only, and may be revised by the Mayor following consultation with, and having given written notice to, the Monitoring Officer.

PART 2

FUNCTIONS OF THE GMCA

PART 2

FUNCTIONS OF THE GMCA

A INTRODUCTION

1. The functions of the GMCA are those functions conferred or imposed on it by the GMCA Orders or by any other enactment or as may be delegated to it by or under the GMCA Orders or any other enactment.
2. All functions are functions of the GMCA, but some functions are only exercisable by the Mayor. Part three of this Constitution sets out the responsibility for functions.
3. The functions of the GMCA derive from a wide range of sources, in particular:-
 - Functions transferred to the GMCA by the GMCA Orders from the former Greater Manchester Integrated Transport Authority ('GMITA'), Greater Manchester Fire and Rescue Authority ('GMFRA'), the Greater Manchester Police and Crime Commissioner ('GMPCC') and Greater Manchester Waste Disposal Authority, which bodies or posts were then abolished
 - Transport functions statutorily delegated (and effectively transferred) to the GMCA from the Constituent Councils
 - Functions of the Constituent Councils which pursuant to the GMCA orders are exercisable by the GMCA concurrently with the Constituent Councils
 - Functions of other public authorities (including the Secretary of State) which are exercisable in the GMCA area which pursuant to the GMCA Orders are exercisable by the GMCA concurrently with the public authority
 - Functions corresponding to those functions exercisable by other public authorities outside the GMCA area (e.g. in London) which pursuant to the GMCA Orders are exercisable by the GMCA in relation to the GMCA area
 - Consequential and incidental provisions in the GMCA Orders conferring functions on the GMCA
 - Functions conferred on combined authorities by general local authority legislation
 - Functions voluntarily delegated to the GMCA by the constituent councils.
4. All functions conferred on the GMCA by any enactment are functions of the GMCA, notwithstanding that an enactment may provide that certain functions may be exercised only by the Mayor (or the Mayor's delegatee)
5. When the GMCA was established in April 2011, its functions were limited to transport, economic development and regeneration. Subsequent orders and enactments have expanded the GMCA's responsibilities which can now be grouped under the following broad headings:
 - Transport
 - Economic Development, Housing and Regeneration

- **Strategic spatial planning**
- Education Skills and Training
- Police and Crime Commissioner Functions
- Fire and Rescue
- **Public health**
- Waste

B TRANSPORT

1. Transport Functions of the former Greater Manchester Integrated Transport Authority (GMITA) transferred to the GMCA

1.1 Pursuant to the 2011 Order, the former GMITA was abolished and its functions transferred to the GMCA. In consequence:-

- (a) The GMCA is the local transport authority ('LTA') and integrated transport authority ('ITA') for the area of Greater Manchester, and has all the functions of an LTA and ITA.
- (b) Without prejudice to the generality of the above, the GMCA is responsible for the discharge of the functions of an LTA and an ITA that are conferred or imposed by the Transport Acts 1968, 1983, 1985 and 2000, the Local Government Act 1972, the Transport and Works Act 1992, the Local Transport Act 2008, the Bus Services Act 2017, and the 2009 Act.
- (c) The GMCA must develop policies for the promotion and encouragement of safe, integrated, efficient and economic transport to, from and within their area, and must prepare and publish a local transport plan containing their policies and proposals for their implementation.
- (d) The GMCA is 'the Authority' for the purposes of the South East Lancashire and North East Cheshire Passenger Transport Area (Designation) Order 1969 and is responsible for the appointment of members to the Board of TfGM.
- (e) The GMCA has the power in a transport context under sections 99 and 102A of the Local Transport Act 2008 to take any action to achieve the promotion or improvement of the economic, social and environmental well-being of its area, and persons resident and present in, or travelling in or through the area.

2. Transport Functions of the Constituent Councils statutorily delegated to the GMCA

2.1 Pursuant to the 2011 Order, the following transport functions of the Constituent Councils are delegated to the GMCA:-

- (a) The functions of the Constituent Councils under section 65 (placing of traffic signs) of the Road Traffic Regulation Act 1984 so far as it relates to traffic signs that are traffic light signals;
- (b) The functions of the Constituent Councils under section 23 (pedestrian crossings) of the Road Traffic Regulation Act 1984 so far as it relates to Pelican and Puffin crossings as defined by regulation 3(1) of the Zebra, Pelican and Puffin Crossings Regulations 1997; and

- (c) The functions of the Constituent Councils under section 2 of the Road Traffic Reduction Act 1997 (duty of principal councils to make reports).
- 2.2 In consequence of subparagraphs (a) and (b) of paragraph 2.1 above the GMCA, in the discharge of the functions delegated to it by those provisions, is to be treated as a highway authority for the purposes of sections 62 and 278 of the Highways Act 1980.
- 2.3 For the purposes of subparagraph (a) of paragraph 2.1 above 'traffic light signal' means a traffic sign of the size, colour and type prescribed by regulation 33, 34, 37, 39, 41, 44, 45, 46, 47, 48, 49 or 52 of the Traffic Signs Regulations 2002 or another traffic sign of a like nature prescribed by those Regulations as from time to time amended or by any regulations for the time being replacing those Regulations.
- 2.4 The costs incurred by the GMCA in discharging the functions in paragraph 2.1 above shall, except so far as the Constituent Councils agree otherwise, be defrayed by the GMCA.
- 2.5 The costs so defrayed under paragraph 2.4 above shall, for the purposes of section 74(10) of the Local Government Finance Act 1988, fall to be treated as expenses attributable to the exercise of the GMCA's functions relating to transport.
- 2.6 Whilst the delegations given effect by paragraph 2.1 above remain in force, the functions delegated are not exercisable by the Constituent Councils either concurrently or instead of the GMCA, except so far as the GMCA sub-delegates any such function back to a Constituent Council.
- 2.7 In the application of section 101 of the Local Government Act 1972 (arrangements for the discharge of functions) to the GMCA the functions delegated to the GMCA by paragraph 2.1 above are to be treated as if they were functions of the GMCA.
- 2.8 The GMCA, the Constituent Councils, the **GM Transport Committee** and TfGM will draw up and agree detailed Protocols in relation to the discharge of the transport functions set out at paragraphs 2.1 above, and paragraph 3.1 below.
- 2.9 The GMCA, the Constituent Councils, the **GM Transport Committee** and TfGM will keep the Protocols referred to at paragraph 2.8 above under regular review and may revise them from time to time, such revisions to be agreed by the Head of Paid Service of the GMCA, the Chief Executives of the Constituent Councils and the Chief Executive of TfGM.
- 2.10 Protocols drawn up, agreed, or revised under paragraphs 2.8 and 2.9 above will not in themselves constitute arrangements for the discharge of functions made in accordance with Section 101 of the Local Government Act 1972 and the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012.
3. Transport Functions to be exercised by the GMCA concurrently with the Constituent Councils or the Secretary of State pursuant to the 2016 Order.

3.1 The following transport functions are exercisable by the GMCA concurrently with the Constituent Councils:

- (a) Powers under section 6 of the Highways Act 1980 to enter into agreements with the Secretary of State or Highways England relating to the exercise of functions with respect to trunk roads
- (b) Powers under section 8 of the Highways Act to enter into agreements with local highway authorities or Highways England for the doing of certain works
- (c) Functions under section 39(2) and (3) of the Road Traffic Act 1988 to prepare and carry out a programme of measures designed to promote road safety, and carry out studies into accidents.

3.2 The GMCA has a function in relation to its area corresponding to the function of the Secretary of State under section 154 of the Transport Act 2000 to make grants to operators of eligible bus services operating within its area. Such grants must be calculated in accordance with any regulations made or conditions determined, by the Secretary of State.

4 Transport Functions Conferred on the GMCA, and Transport Functions Made Mayoral Functions, by the 2019 Order

4.1 Pursuant to the 2019 Order the GMCA has in relation to the Combined Area the functions contained in the following provisions that TfGM has in relation to that area:

- (a) Section 149(1) of the Transport Act 2000 (reimbursement of operators);**
- (b) Section 150(1) and (2) of the Transport Act 2000 (procedure for reimbursement arrangements determined by authority)**
- (c) Sections 88 to 92 and 93(6) of the Transport Act 1985; and**
- (d) Section 9A(4) to (7) of the Transport Act 1968 (general functions of Authorities and Executives).**

4.2 The functions set out at paragraph 4.1 above are exercisable by the GMCA instead of by TfGM. They are mayoral functions to the extent that they are listed in paragraph 4.3 below.

4.3 Schedule 1 of the 2019 Order also provides that the following transport functions of the GMCA are to be mayoral functions:

- (a) the functions contained in section 9A(4) to (7) of the Transport Act 1968 (general functions of Passenger Transport Authorities and Executives) to the extent that such functions relate to bus services;**
- (b) The functions contained in the following provisions of the Transport Act 1985:**

- (i) section 88 (expenditure on public passenger transport services);
 - (ii) section 89 (obligation to invite tenders for subsidised services);
 - (iii) section 90 (provisions supplementary to section 89);
 - (iv) section 91 (exceptions from section 89);
 - (v) section 92 (general provisions with respect to the exercise of service subsidy functions);
 - (vi) section 93(1) (travel concession schemes); and
 - (vii) section 93(6).
- (c) The functions contained in the following provisions of the Transport Act 2000:
- (i) section 113C(1) to (11) (advanced quality partnership schemes);
 - (ii) section 113D(1) to (4) (advanced quality partnership schemes: registration restrictions);
 - (iii) section 113G(1) to (4) (notice and consultation requirements);
 - (iv) section 113H(1) to (11) (making of scheme);
 - (v) section 113I(1) to (5) (postponement of scheme or of provision of particular facilities, taking of particular measures or provision of particular standards of service);
 - (vi) section 113J(1) to (7) (effect of scheme);
 - (vii) section 113L(1) to (4) (variation or revocation of schemes);
 - (viii) section 123G(4) (response to consultation);
 - (ix) section 123H(1) to (10) (making and publication of scheme);
 - (x) section 123I(1) to (4) (postponement of local service contracts);
 - (xi) section 123J(6) (effect of local service contracts: registration requirements and provision of service);
 - (xii) section 123K(1) and (6)(local service contracts);
 - (xiii) section 123L(1) to (2) (exceptions to section 123K);
 - (xiv) section 123M(1) to (9) (variation of scheme);
 - (xv) section 123N(1) to (8) (revocation of scheme);
 - (xvi) section 123O(1) to (9) (interim services and replacement services);
 - (xvii) section 123P(1) and (2) (service permits);
 - (xviii) section 123Q(1) to (7) (application for service permit);
 - (xix) section 123R(1) to (9) (conditions);
 - (xx) section 123S(1) to (5) (revocation and suspension);
 - (xxi) section 134C(1) to (11) (advanced ticketing schemes);
 - (xxii) section 134D(1) to (4) (notice and consultation requirements);
 - (xxiii) section 134E(1) to (8) (making of scheme);
 - (xxiv) section 138A(1) to (14) (enhanced partnership plans and schemes);
 - (xxv) section 138F(1) to (12) (preparation, notice and consultation);
 - (xxvi) section 138G(1) to (11) (making of plans and schemes);
 - (xxvii) section 138I(1) to (6) (postponement of scheme or part of scheme);
 - (xxviii) section 138J(1) to (10) (effect of plans and schemes);
 - (xxix) section 138K(1) to (8) (variation);
 - (xxx) section 138L(1) to (10) (variation: preparation, notice and consultation);
 - (xxxii) section 138M(1) to (9) (variation: making the variation);

(xxxii) section 138O(1) to (12) (revocation);
(xxxiii) section 139(1) to (6) (information about bus services);
(xxxiv) section 140(1) to (4) (duty of authority to make information available);
(xxxv) section 143(1) to (6) (power to obtain information about local services);
(xxxvi) section 143A (1) to (10) (power to obtain information: franchising schemes);
(xxxvii) section 143B(1) to (11) (power to obtain information about local services: enhanced partnership schemes);
(xxxviii) section 149(1) (mandatory concessions: supplementary); and
(xxxix) section 150(1) and (2) (procedure for reimbursement arrangements determined by authority).

C. ECONOMIC DEVELOPMENT, REGENERATION AND HOUSING

1. Economic Development Housing and Regeneration Functions to be exercised by the GMCA concurrently with the Constituent Councils pursuant to the GMCA Orders.

1.1 The following economic development, housing and regeneration functions of the Constituent Councils are to be exercised by the GMCA concurrently with the Constituent Councils:-

- (a) The power under section 144 of the Local Government Act 1972 (the power to encourage visitors and provide conference and other facilities);
- (b) The duty under section 8(1) of the Housing Act 1985 (duty of local housing authorities to consider housing conditions in their district and the needs of the district with respect to the provision of further housing accommodation);
- (c) The duties under section 82 of the Environment Act 1995 (duty to cause a review to be conducted of air quality for the time being, and likely future quality within the relevant period, of air within the authority's area and associated duties);
- (d) The duty under section 83 of the Environment Act 1985 (duty to designate air quality management areas);
- (e) The duties under section 84 of the Environment Act 1985 (duties in relation to designated area);
- (f) The power under section 2 of the Local Government Act 2000 (promotion of well-being);
- (g) The duty under section 69 of the 2009 Act (duty to prepare an assessment of economic conditions).
- (h) The power under section 17 of the Housing Act 1985 to acquire land compulsorily or by agreement for housing purposes
- (i) The duties under section 18 of the Housing Act 1985 with respect of land acquired for housing purposes
- (j) The following functions under Part IX of the Town and Country Planning Act 1990 in relation to the acquisition of land for development and other planning purposes:-
 - (i) section 226 (compulsory acquisition of land for development and other planning purposes)
 - (ii) section 227 (acquisition of land by agreement)
 - (iii) section 229 (appropriation of land forming part of a common)
 - (iv) section 230 (i)(a) (acquisition of land for purposes of exchange)
 - (v) section 232 (appropriation of land for planning purposes)
 - (vi) section 233 (disposal of land held for planning purposes)
 - (vii) section 235 (development of land held for planning purposes)
 - (viii) section 236 (extinguishment of rights over compulsorily acquired land)
 - (ix) sections 238, 239, and 241 (use and development of consecrated land, burial grounds and open space)

2. Housing and Regeneration Functions to be exercised concurrently with the Homes and Communities Agency (HCA) pursuant to the 2016 Order.

- 2.1 The following functions of the HCA under Part 1 of the Housing and Regeneration Act 2008 are exercisable by the GMCA in its area concurrently with the HCA:-
- (a) Section 5 (powers to provide housing or other land)
 - (b) Section 6 (powers for regeneration, development or effective use of land)
 - (c) Section 7 (powers in relation to infrastructure)
 - (d) Section 8 (powers to deal with land)
 - (e) Section 9 (acquisition of land compulsorily or by agreement)
 - (f) Section 10 (restrictions on disposal of land)
 - (g) Section 11 (main powers in relation to acquired land)
 - (h) Section 12 (powers in relation to statutory undertakers)
- 2.2 The functions in paragraph 2.1 must be exercised for the purposes of or for purposes incidental to the following objects:-
- (a) To improve the supply and quality of housing in the area
 - (b) To secure the regeneration and development of land or infrastructure in the area
 - (c) To support in other ways the creation, regeneration or development of communities or their continued well being
 - (d) To contribute to the achievement of sustainable development and good design.

3. Functions corresponding to the Functions of the Mayor of London

Mayoral Development Corporations

- 3.1 The GMCA has in relation to its area functions corresponding to the functions of the Mayor of London under Part 8 of the Localism Act 2011 in relation to the designation of mayoral development areas and in relation to mayoral development corporations consequently established by order of the Secretary of State.

Spatial Development Strategy

- 3.2 The GMCA has in relation to its area functions corresponding to the functions of the Mayor of London under part VIII (Planning) of the Greater London Authority Act 1999 in relation to the preparation and publication of a spatial development strategy.
4. Any requirement in any enactment for a Constituent Council to exercise any of the functions set out in paragraph 1 above may be fulfilled by the exercise of that function by the GMCA
5. The GMCA and the Constituent Councils will draw up and agree detailed Protocols in relation to the discharge of the economic development and regeneration functions set out in paragraph 1 above.
6. The GMCA and the Constituent Councils will keep the Protocols referred to at paragraph 5 above under regular review and may revise them from time to time, such revisions to be agreed by the Chief Executives of the Constituent Councils and the Head of Paid Service of the GMCA.

7. Protocols drawn up, agreed, or revised under paragraphs 5 and 6 above will not in themselves constitute arrangements for the discharge of functions made in accordance with Section 101 of the Local Government Act 1972 and the Local Authorities (Arrangements for the Discharge of functions) (England) Regulations 2012.

D. EDUCATION, SKILLS, TRAINING AND CULTURE

1. Pursuant to the 2011 Order and the 2016 Order, the following functions of the Constituent Councils in relation to education, skills and training and exercisable concurrently by the GMCA:-
 - (a) The duties under section 15ZA, 15ZB, 15ZC, 17A and 18A (1)(b) of the Education Act 1996 and the powers under sections 514A and 560 of that Act (duties and powers relating to the provision of education and training for persons over compulsory school age)
 - (b) Section 51A of the Further and Higher Education Act 1992 (duty to provide for named individuals)
 - (c) Section 13A of the Education Act 1996 (duty to promote high standards and fulfilment of potential)
 - (d) Section 15A of the Education Act 1996 (powers in respect of education and training for 16 to 18 year olds)
 - (e) Section 15B of the Education Act 1996 (functions in respect of education for persons over 19)
 - (f) The following functions under the Education and Skills Act 2008:-
 - (i) section 10 (local authority to promote fulfilment of duty under section 2, i.e. for 16 and 17 year olds to participate in education and training)
 - (ii) section 12 (duty to make arrangements to identify persons not fulfilling the section 2 duty)
 - (iii) section 68, 70, 71 (functions in respect of support services)
2. Pursuant to the 2016 Order, the functions of the Constituent Councils under section 145 of the Local Government Act 1972 (provision of entertainments) are exercisable concurrently by the GMCA.
3. Any requirement in any enactment for a Constituent Council to exercise any of the functions set out in paragraphs 1 and 2 above may be fulfilled by the exercise of that function by the GMCA.
4. The GMCA and the Constituent Councils will draw up and agree detailed Protocols in relation to the discharge of the functions set out at paragraph 1 and 2 above, and the case of concurrent duties will enter into a formal operating agreement.
5. The GMCA and the Constituent Councils will keep the Protocols referred to at paragraph 4 above under regular review and may revise them from time to time, such revisions to be agreed by the Chief Executives of the Constituent Councils and the Head of Paid Service of the GMCA.
6. Protocols drawn up, agreed, or revised under paragraphs 4 and 5 above will not in themselves constitute arrangements for the discharge of functions made in accordance with Section 101 of the Local Government Act 1972 and the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012.

- 7. Adult Education functions of the Secretary of State transferred to the GMCA pursuant to the Adult Education Order**
- 7.1 The functions of the Secretary of State set out in the following provisions of the Apprenticeships, Skills, Children and Learning Act 2009 are exercisable by the Combined Authority in relation to the Area instead of the Secretary of State —**
 - (a) section 86 (education and training for persons aged 19 or over and others subject to adult detention)**
 - (b) section 87 (learning aims for persons aged 19 or over: provision of facilities); and**
 - (c) section 88 (learning aims for persons aged 19 or over: payment of tuition fees)**
- 8 Adult Education functions of the Secretary of State to be exercisable concurrently with the GMCA pursuant to the Adult Education Order**
- 8.1 The functions of the Secretary of State set out in the following provisions of the Apprenticeships, Skills, Children and Learning Act 2009 are exercisable by the Combined Authority concurrently with the Secretary of State in relation to the Area —**
 - (a) section 90 (encouragement of education and training for persons aged 19 or over and others subject to adult detention); and**
 - (b) section 100(1)(provision of financial resources)**
- 9. The GMCA must adopt rules of eligibility for awards by an institution to which it makes grants, loans or other payments under section 100 of the Apprenticeships, Skills, Children and Learning Act 2009 Act in accordance with any direction given by the Secretary of State.**
- 10. In exercising the functions mentioned in paragraphs 7 and 8 above, the GMCA must have regard to guidance issued by the Secretary of State for the purpose of Article 5 of the Adult Education Order.**

E. FIRE AND RESCUE

1. Fire and Rescue Functions of the former Greater Manchester Fire and Rescue Authority (GMFRA) transferred to the GMCA.
 - 1.1 Pursuant to the Fire Order, the former GMFRA was abolished on 8 May 2017 and the functions transferred to the GMCA as mayoral functions.
 - 1.2 In consequence the GMCA is the Fire and Rescue Authority for the purposes of the Fire and Rescue Services Act 2004 ('the FRA 2004') and is responsible for the discharge of all the functions of a fire and rescue authority conferred or imposed by the FRA 2004 and any other enactment.

F. POLICE AND CRIME COMMISSIONER (PCC) FUNCTIONS

- 1.1 Police and Crime Commissioner Functions of the former PCC transferred to the GMCA to be exercisable by the Mayor pursuant to the Mayoral Order and the PCC Order.
- 1.2 The post of Greater Manchester PCC was abolished as from 8 May 2017
- 1.3 The Mayor is to be treated, in relation to PCC functions, as a Police and Crime Commissioner for the purposes of all PCC enactments (whenever passed or made) subject to the modifications in Schedule 1 of the PCC Order.
- 1.4 'PCC enactments' means any functions conferred on Police and Crime Commissioners by or under Part 1 of the Police and Social Responsibility Act 2011, or any other Act (whenever passed).

G. WASTE

1. Waste Disposal Functions of the former Greater Manchester Waste Disposal Authority (GMWDA) transferred to the GMCA.
- 1.1 Pursuant to the 2017 Order, the former GMWDA was abolished and the functions transferred to the GMCA on 1 April 2018.
- 1.2 In consequence the GMCA is the Waste Disposal Authority for the purposes of the Waste Regulation and Disposal (Authorities) Order 1985 and is responsible for the discharge of all the functions of a waste disposal authority conferred or imposed by the Waste Regulation and Disposal (Authorities) Order 1985, the Environmental Protection Act 1990 and any other enactment.

H. PUBLIC HEALTH

1. Public health functions conferred on the GMCA pursuant to the Public Health Order

1.1 The functions of the constituent councils specified in section 2B(1) of the NHS Act 2006 (functions of local authorities and Secretary of State as to improvement of public health) are exercisable by the GMCA in relation to its area concurrently with the constituent councils.

1.2 In consequence of the conferral of the public health functions on the GMCA referred to in paragraph 1.1 above, certain provisions of the NHS Act 2006 and the Health Act 2009 apply to the GMCA as those provisions apply to the constituent councils in exercising those public health functions.

I. INCIDENTAL PROVISIONS PURSUANT TO THE GMCA ORDERS

1. The following provisions have effect as if the GMCA were a local authority for the purposes of these provisions:-
 - (a) Section 142(2) of the Local Government Act 1972 (the power to arrange for publication of information etc. relating to the functions of the authority);
 - (b) Section 222 of the Local Government Act 1972 (the power to instigate and defend legal proceedings);
- 1.1 The GMCA shall have the power to exercise any of the functions described in subsection 1(a) and (b) of section 88 of the Local Government Act 1985 (research and collection of information) whether or not a scheme is made under that section.
- 1.2 Section 13 of the Local Government and Housing Act 1989 shall have effect as if in subsection (4) after paragraph (e) there were inserted : –
'(ea) a committee appointed by the Greater Manchester Combined Authority;'
And after subsection (4) there were inserted :

'(4A) A person who is a member of a committee falling within paragraph (ea) of subsection (4) or a sub-committee appointed by such a committee shall for all purposes be treated as a non-voting member of that committee or sub-committee unless he is a member of one of the constituent councils as defined by article 2 of the Greater Manchester Combined Authority Order 2011.'
- 1.3 The GMCA is the sole member of the Commission of the New Economy Limited and Manchester Investment and Development Agency Service Limited, companies limited by guarantee and registered in England with company numbers 05678007 and 3323710.
- 1.4 The GMCA is to be treated as a local authority, relevant authority or local enforcing authority (as appropriate) and have similar powers and duties as the Constituent Councils for the purposes of data sharing and the disclosure of information under the following provisions:-
 - (a) Section 17A (sharing of information) and section 115 (disclosure of information) of the Crime and Disorder Act 1998
 - (b) Section 113 of the Environment Act 1995 (disclosure of information)
 - (c) Section 122 of the Apprenticeships, Skills, Children and Learning Act 2009 (sharing of information for education and training purposes)
 - (d) The following sections of the Education and Skills Act 2008:-
 - (i) Section 14 (educational institutions – duty to provide information)
 - (ii) Section 16 (supplying of information by public bodies)

- (iii) Section 17 (sharing and use of information held for purposes of support services)
- (iv) Section 77 (supply of information by public bodies)

1.5 The GMCA has the function of making grants to the Constituent Councils under section 31 of the Local Government Act 2003, as modified by the 2017 Order. Such function is a mayoral function exercisable concurrently with the Secretary of State.

J. FUNCTIONS CONFERRED ON A COMBINED AUTHORITY BY LOCAL GOVERNMENT LEGISLATION

- 1.1 The GMCA shall have such other powers and duties as are conferred on a combined authority by any enactment.
- 1.2 Without prejudice to the generality of the above, such powers and duties include:
- (a) The duty to appoint a Head of Paid Service, a Monitoring Officer, an officer with responsibility for the administration of GMCA's financial affairs, a Scrutiny Officer and a Data Protection Officer;
 - (b) The power to borrow money for a purpose relevant to its functions;
 - (c) The power to appoint staff and to enter into agreements with other local authorities for the secondment of staff;
 - (d) The power to acquire land by agreement or compulsorily for the purpose of any of its functions and to dispose of such land;
 - (e) The power to pay subscriptions to the funds of local authority associations;
 - (f) The duty (without prejudice to any other obligation) to exercise its functions with due regard to the need to prevent crime and disorder, the misuse of drugs and alcohol or re-offending in its area;
 - (g) The power under Section 99 of the Local Transport Act 2008 to promote the economic, social and environmental well-being of its area;
 - (h) The power under section 113A of the Local Democracy, Economic Development and Construction Act 2009 to do anything it considers appropriate for the purpose of carrying out any of its functions.
- 1.3 The GMCA is a local authority for the purpose of Section 101 of the Local Government Act 1972 (arrangements for the discharge of functions by local authorities).
- 1.4 The GMCA is a best value authority for the purpose of Section 1 of the Local Government Act 1999.
- 1.5 The GMCA is a public body for the purpose of the Freedom of Information Act 2000.
- 1.6 The GMCA is a public authority for the purposes of the Equality Act 2010.
- 1.7 The GMCA is a local authority for the purpose of the power of a Minister of the Crown to pay grants.

K. MISCELLANEOUS ROLES OF THE GMCA

1. Association of Greater Manchester Authorities (AGMA)

- 1.1 The GMCA and the Constituent Councils are members of AGMA and have entered into joint arrangements, including an Operating Agreement and the establishment of a joint committee called the AGMA Executive Board.
- 1.2 The AGMA Executive Board may exercise those local authority functions delegated to it by the parties to the joint arrangements and set out in the Operating Agreement.
- 1.3 The Mayor will be the representative of the GMCA on the AGMA Executive Board.

2. Greater Manchester Local Enterprise Partnership

- 2.1 The GMCA works in partnership with the Greater Manchester Local Enterprise Partnership (GM LEP) to deliver their joint strategic priorities as set out in the Greater Manchester Strategy and the Growth and Reform Plan. The LEP consists of 11 representatives of the private sector and 4 members of the GMCA.
- 2.2 The GMCA is the accountable body for funding awarded to the GM LEP where this falls within its statutory remit.
- 2.3 The private sector chair of the GM LEP is appointed (as laid out in its terms of reference) via an open and transparent recruitment process, overseen by the chair and vice chairs of the Greater Manchester Combined Authority (GMCA).
- 2.4 The process of appointing other members of the GM LEP is subject to agreement between the Chair of the GM LEP and the chair and vice chairs of the GMCA. The appointment of private sector members to the GM LEP is subject to the confirmation of the GMCA.

3. Ownership of Local Authority Companies

- 3.1 The GMCA will be the sole member of the Commission for the New Economy Limited (Company Registration Number 05678007) and the Manchester Investment and Development Agency Service Limited (Company Registration Number 03323710).

4. Greater Manchester Accessible Transport Limited (GMATL)

- 4.1 Following the dissolution of Greater Manchester Accessible Transport Trust (GMATT), the GMCA is the sole member of GMATL (Company Registration Number 02483763).

5. Transport for the North

5.1 The GMCA is a member of Transport for the North (TfN) which is a statutory body established under the Sub-national Transport Body (Transport for the North) Regulations 2018.

5.2 The Regulations give TfN various general functions:

- To prepare a transport strategy for its area
- To provide advice to the Secretary of State ('SoS') about the exercise of transport functions in relation to its area (whether exercisable by the SoS or others)
- To co-ordinate the carrying out of transport functions that are exercisable by different constituent authorities, with a view to improving efficiency and effectiveness
- To make proposals to the SoS about the role and functions of TfN, including proposals to transfer further functions to TfN

5.3 The Regulations confer on TfN various local transport functions which can be exercised concurrently with local authorities or, where relevant, TfGM. These include:-

- (a) the power to make capital grants to fund facilities for public passenger transport under section 56 (2) of the Transport Act 1968
- (b) the power to make ticketing schemes under sections 134C and 135 of the Transport Act 2000
- (c) the right to be consulted on rail franchises affecting its area and the power to enter into agreements with the SoS in connection with rail services within its area under section 13 of the Railways Act 2005
- (d) various powers under the Highways Act 1980, namely:-
 - Section 8 (power to enter agreements with local highways authorities and Highways England for doing certain works)
 - Section 24(2) (power to construct new highways)
 - Sections 25 and 26 (powers to enter into agreements for creation of footpaths)
 - Various functions relating to the acquisition of land for highways purposes

5.4 The Regulations also provide that TfN will be able to exercise certain highways functions jointly with the SoS and / or Highways England, namely:-

- Entering into agreements for works relating to trunk roads
- Functions relating to environmental impact assessments
- Functions relating to acquisition of land for trunk roads

5.5 The GMCA must appoint one of its elected members to be a voting member of TfN, being either the Mayor or the elected member with responsibility for transport.

- 5.6 In addition, the GMCA must appoint another of its elected members to be a voting member of TfN in the absence of the member appointed under Article 6.3 ('Substitute Member').
- 5.7 The GMCA is entitled to appoint one member of the authority to be a member of TfN's scrutiny committee.
- 5.8 The GMCA is also entitled to appoint one member of the authority to be a member of the scrutiny committee in the absence of the person appointed under Article 6.5 ('Substitute Member').

PART 3

RESPONSIBILITY FOR FUNCTIONS

1. INTRODUCTION

Responsibility for the discharge of Mayoral functions and the delegation of such responsibility rests with the Mayor. References to delegations of Mayoral General functions below are set out for reference only. The Mayor's delegations in relation to his Police and Crime Commissioner functions (the Mayor's PCC functions) are set out in Part 9 of the Constitution.

A FUNCTIONS RESERVED TO THE GMCA

Only the GMCA will exercise the following functions:

1. Adopting and changing the GMCA Constitution;
2. The adoption, approval, amendment, modification, revision, variation, withdrawal or revocation of a sustainable community strategy, in Greater Manchester this is called the Greater Manchester Strategy;
3. The preparation of a local economic assessment under section 69 of the Local Democracy, Economic Development and Construction Act 2009;
4. The approval of the Non Mayoral GMCA budget;
5. In relation to the Mayor's General Budget:
 - (a) the approval the draft budget (or revised draft budget), or
 - (b) the decision to veto the draft budget (or revised draft budget) and approve the Mayor's draft budget incorporating the GMCA's recommendations as to the relevant amounts and calculations;
6. The issuing of the Mayoral combined authority precept stating separately the Police and Crime Commissioner component and the general component.
7. Insofar as the GMCA's revenue budget for transport is concerned, this includes approving the estimates of income and expenditure of the TfGM pursuant to 15(1)(b) of the Transport Act 1968, grants to be made to TfGM pursuant to section 13 of the Transport Act 1968 and the setting of a transport levy pursuant to the Transport Levying Bodies Regulations 1992;
8. Insofar as the GMCA's revenue budget for waste is concerned, this includes the setting of a waste levy pursuant to the Joint Waste Disposal Authorities (Levies) (England) Regulations 2006.
9. The approval of borrowing limits of the GMCA;

10. Insofar as the GMCA's functions in respect of transport are concerned, this includes determining the borrowing limits of the GMCA in relation to transport matters pursuant to section 3 of the Local Government Act 2003, approving borrowing by TfGM pursuant to section 12(3) of the Transport Act 1968, and lending money to TfGM pursuant to section 12(4) of the Transport Act 1968;
11. Approval of the treasury management strategy and the investment strategy of the GMCA.
12. Subject to the Financial Regulations in Part 6 of this Constitution, approving the capital programme of the GMCA and TfGM and approving new transport schemes to be funded by the Greater Manchester Transport Fund;
13. The approval of capital schemes within the agreed capital programme and the agreed budget (including schemes for the purpose of the provision, improvement or development of facilities for public passenger transport, pursuant to Section 56(2) of the Transport Act 1968);
14. The acceptance of arrangements to delegate the functions of any person to the GMCA;
15. Questions relating to road user charging;
16. Granting approval to TfGM to promote or oppose any Bill in Parliament pursuant to section 10(1)(xxix) of the Transport Act 1968;
17. Making a written request to the Minister to authorise TfGM to purchase compulsorily any land which TfGM require for the purposes of their business pursuant to section 10(3) of the Transport Act 1968;
18. Exercise of GMCA's power, pursuant to section 15A(3) of the Transport Act 1968 to cause a review to be made of the organisation of TfGM's undertaking, and to give to TfGM such directions as appear from any such review to be requisite to ensure that TfGM's undertaking is organised in an efficient manner;
19. Making appointments to the Board of TfGM;
20. Approval of a Waste and Resources Strategy and such other plans or strategies as may be set out by the GMCA in its standing orders from time to time.
21. Making decisions in relation to the establishment and remuneration of posts whose remuneration is, or is proposed to be, £100,000 and above (or pro rata thereto);
22. Making decisions in relation to severance packages of £95,000 and over;
23. The determination of collective terms and conditions of staff.

B. GMCA FUNCTIONS RESERVED TO THE MAYOR

Section B I

1. Budget

1.1 The following functions are exercisable only by the Mayor:

- (a) functions in relation to the setting of the GMCA budget for the Mayor's general functions, as provided for in the Combined Authorities (Finance) Order 2017 [budget related functions reserved to the Mayor in relation to the Mayor's PCC functions are set out in Part 9 below].

2. Transport

2.1 The following functions are exercisable only by the Mayor:

- (a) developing policies for the promotion and encouragement of safe, integrated, efficient and economic transport to, from and within Greater Manchester under s108 (1) (a) of the Transport Act 2000 (the 2000 Act);
- (b) The adoption, approval, amendment, modification, revision, variation, withdrawal or revocation of a local transport plan (LTP) under section 108(3) of the Transport Act 2000;
- (c) The duty to keep the local transport plan under review and alter it if considered appropriate to do so including replacing the plan under section 109 (1) or (2) of the Transport Act 2000;
- (d) the following provisions of the 2000 Act, to the extent that they apply in relation to functions exercisable by the Mayor—
 - (i) section 108(1) (b);
 - (ii) section 108(2ZA) and (2ZB);
 - (iii) section 108(3B);
 - (iv) section 112 (plans and strategies: supplementary).

2.2 PROVIDED THAT:

- (a) Any exercise by the Mayor of the functions under section 108(1) (a), 108(3) and section 109(1) or (2) of the 2000 Act requires a vote in favour by at least 8 members of the GMCA or substitute members acting in place of those members, present and voting on that question at a meeting of the GMCA, in accordance with the voting arrangements set out at Part 5 of this Constitution.

- (b) Amendment of the following plans require a vote in favour by at least 7 members or substitute members acting in place of those members, appointed by the constituent councils present and voting on that question at a meeting of the GMCA:-
 - (i) a draft policy or a draft local transport plan prepared by the Mayor under sections 108(1) (a) or (3) (local transport plans) of the 2000 Act; or
 - (ii) a draft alteration or replacement of the local transport plan prepared under sections 109(1) and (2)

3. Compulsory Purchase Powers

3.1 The following functions are exercisable only by the Mayor:

- (a) Compulsory acquisition of land under section 9(2) of the Housing and Regeneration Act 2008
- (b) Compulsory acquisition of land for development and other planning purposes under section 226 of the Town and Country Planning Act 1990
- (c) Compulsory acquisition of land for housing purposes under section 17 of the Housing Act 1985.

3.2 PROVIDED THAT:

Exercise of the functions specified at 3.1 above requires the consent of all members of the GMCA appointed by the Constituent Councils whose area contains any part of the land subject to the proposed compulsory acquisition or substitute members acting in place of those members (such consent to be provided at a meeting of the GMCA.)

4. Spatial Development Strategy

4.1 The following functions are exercisable only by the Mayor:

- (a) Functions corresponding to those set out in sections 334 to 342 (public participation); (withdrawal); (publication); (examination in public); (review of matters affecting the strategy); (reviews of the strategy); (alteration or replacement); (matters to which the Mayor is to have regard)) and 346 (monitoring and data collection) of the Greater London Act 1999 ('the 1999 Act')

PROVIDED THAT:

The exercise by the Mayor of the functions corresponding to the functions specified in sections 335 (public participation), 336 (withdrawal), 337 (publication) and 341 (alteration or replacement) of the 1999 Act requires a unanimous vote in favour by all members of the GMCA appointed by the Constituent Councils or substitute members acting in place of those members at a meeting of the GMCA.

5. Earnback

- 5.1 Decisions in relation to the level or amount of 'earnback' (as described in paragraph 17 of the Greater Manchester Agreement of 3 November 2014) to be used or allocated to any exercise of a Mayoral General Function may only be exercised by the Mayor individually.

6. Mayoral Development Areas

- 6.1 The following functions corresponding to functions contained in the provisions in the Localism Act 2011 (the 2011 Act), that the Mayor of London has in relation to Greater London are exercisable only by the Mayor —
- (a) section 197 (designation of Mayoral development areas ('MDAs');
 - (b) section 199 (exclusion of land from Mayoral development areas);
 - (c) section 200 (transfers of property etc. to a Mayoral development corporation ('MDC'));
 - (d) section 202 (functions in relation to Town and Country Planning);
 - (e) section 204 (removal or restriction of planning functions);
 - (f) section 214 (powers in relation to discretionary relief from non-domestic rates);
 - (g) section 215 (reviews);
 - (h) section 216 (transfers of property, rights and liabilities);
 - (i) section 217 (dissolution: final steps);
 - (j) section 219 (guidance by the Mayor);
 - (k) section 220 (directions by the Mayor);
 - (l) section 221 (consents);
 - (m) paragraphs 1-4, 6 and 8 of Schedule 21

PROVIDED THAT:

The exercise by the Mayor of the functions corresponding to the functions contained in section 202(2) to (4) of the 2011 Act in respect of any MDA requires the consent of:-

- (a) The Peak District National Park Authority if the proposal relates to the area of the Peak District National Park Authority
- (b) Each member of the GMCA appointed by a constituent council, or a substitute member acting in place of that member, whose Council's area contains the whole or any part of the area in respect of which it is proposed to exercise the functions, such consent to be given at GMCA Meeting.

6.2 A proposal by the Mayor to:

- (a) Designate any area of land as an MDA;
- (b) Alter the boundaries of an MDA so as to exclude an area of land;
- (c) Decide that a Mayoral Development Corporation (MDC) should be the local planning authority (LPA) for the purposes set out in section 202 (2) to (4) of the Localism Act 2011,

requires the consent of all members of the GMCA (or substitute members acting in their place) whose local government area contains any part of the area to be designated or excluded or in respect of which the Mayor wishes to decide that the MDC should be the LPA such consent to be provided at a meeting of the GMCA.

6.3 A proposal of the Mayor under paragraph 6.2 above may be rejected by the GMCA in accordance with the provisions of section 197 of the Localism Act 2011 as modified by the 2017 Order, but only if a motion to reject has been considered at a meeting of the GMCA and agreed to by two-thirds of the GMCA members (or substitute members acting in their place) present and voting on that motion.

7. Bus Franchising

7.1 The following functions in relation to bus franchising may only be exercised by the Mayor individually:

- (1) the function of deciding whether to make a proposed franchising scheme (including in a case where the decision is to make a scheme jointly with one or more other franchising authorities).
- (2) the function of deciding whether to make a proposed variation to a franchising scheme (including in a case where the decision is to act jointly to vary a scheme).
- (3) the function of deciding whether to make a proposed revocation of a franchising scheme (including in a case where the decision is to act jointly to revoke a scheme).

8. Fire

8.1 The following functions are reserved to the Mayor individually:

- (a) the power to enter into a reinforcement scheme with fire and rescue authorities under section 13 of the Fire and Rescue Services Act 2004 (FRSA);
- (b) the power to enter into arrangements under section 15 FRSA with a person who employs fire-fighters for securing the provision by that person of assistance for the purpose of the discharge of a function under section 7, 8 or 9 of the FRSA;

The power to enter into arrangements under section 16 of the FRSA for the discharge of a function under section 7, 8 9 or 11 of the FRSA;

- (c) appointing, or dismissing, the person responsible for managing the fire and rescue service;
- (d) approving the terms of appointment of that person;
- (e) holding that person to account for managing the fire and rescue service;
- (f) approving:-
 - (i) the local risk plan, and
 - (ii) the fire and rescue declaration;
- (h) approving plans, modifications to plans and additions to plans for the purpose of ensuring that:-
 - (i) so far as is reasonably practicable, the GMCA is able to continue to perform fire and rescue functions if an emergency occurs, and
 - (ii) the GMCA is able to perform its functions so far as necessary or desirable for the purpose of preventing an emergency, or reducing, controlling or mitigating the effects of an emergency, or taking other action in connection with it; and
- (i) approving any arrangements for the co-operation of the GMCA in relation to its fire and rescue functions and other general Category 1 responders and general Category 2 responders in respect of the performance of the GMCA's duty as a fire and rescue authority under section 2 of the Civil Contingencies Act 2004 and any duties under regulations made in exercise of powers under that Act.

Section B II

9. Power to Pay Grants

Functions under section 31 of the Local Government Act 2003 (**grants to constituent councils**) are exercisable only by the Mayor or his delegatee.

10. Grants to Bus Operators

The following functions in relation to buses are exercisable only by the Mayor or his delegatee:

10.1 Functions under section 154 (1) of the Transport Act 2000 (grants to bus operators).

C. COMMITTEES

The terms of reference and the delegations to GMCA Committees are set out in Part 4 of this Constitution.

D. JOINT COMMITTEES

Greater Manchester Transport Committee (GM Transport Committee)

1. Transport functions of the GMCA referred to the GM Transport Committee

1.1 The following transport functions of the GMCA are not delegated but are referred by the GMCA or, as the case may be, the Mayor to the GM Transport Committee in order for the GM Transport Committee to make recommendations (where appropriate) to the GMCA or, as the case may be, the Mayor in respect of:

- (a) Considering proposals by TfGM to promote or oppose any Bill in Parliament pursuant to Section 10(1)(xxix) of the Transport Act 1968; and**
- (b) Policy reviews and development on specific issues, undertaken by the GM Transport Committee on the direction of the Mayor and/or the GMCA.**

2. Transport functions of the GMCA delegated to the GM Transport Committee

2.1 The following transport functions of the GMCA are delegated by the GMCA or, as the case may be, the Mayor to the GM Transport Committee, subject to the GM Transport Committee exercising these functions in accordance with any transport policies of the GMCA and the Mayor, the Local Transport Plan and the agreed transport budget and borrowing limits (and without prejudice to the GMCA's or, as the case may be, the Mayor's right to discharge such functions directly):

- (a) Monitoring and overseeing the activities and performance of TfGM (and where appropriate recommending that the GMCA exercise the power pursuant to Section 15(6) of the Transport Act 1968 to give to TfGM such directions as appear to the GM Transport Committee to be appropriate to secure the observance of the rights of the GMCA);**
- (b) Ensuring that the TfGM secures the provision of appropriate public passenger transport services pursuant to Section 9A(3) of the Transport Act 1968;**
- (c) Considering what local bus information should be made available, and the way in which it should be made available pursuant to Sections 139 to 143 of the Transport Act 2000;**
- (d) Ensuring that the TfGM implements those actions delegated to it for promoting the economic, social and environmental well-being of Greater Manchester and its residents pursuant to Section 99 of the Local Transport Act 2008;**

- (e) **Monitoring performance against the Local Transport Plan and other transport policies of the Mayor and the GMCA;**
- (f) **Formulating, developing and monitoring procedures for public consultation on the GMCA's and the Mayor's transport policies;**
- (g) **Active promotion of Greater Manchester's transport and travel interests as set by the GMCA and the Mayor;**
- (h) **Determining the operation, performance, contract management and development of tendered bus services, bus stations/stops, and passenger transport services;**
- (i) **Determining the operation, performance and development of the GMCA's accessible transport provision pursuant to Sections 106(1) and 106(2) of the Transport Act 1985; and**
- (j) **Monitoring the operation and performance of Metrolink, bus and local rail services and initiating appropriate action, including making recommendations to the GMCA and/or the Mayor.**

2.2. The following transport functions of the GMCA, which are delegated by the Constituent Councils to the GMCA, are sub-delegated by the GMCA to the GM Transport Committee, subject to the GM Transport Committee exercising these functions in accordance with any transport policies of the GMCA or the Mayor, the Local Transport Plan and the GMCA's agreed transport budget and borrowing limits:

- (a) **In respect of those functions:**
 - (i) **under section 23 of the Road Traffic Regulation Act 1984 (pedestrian crossings) so far as it relates to Pelican and Puffin crossings as defined by regulation 3(1) of the Zebra, Pelican and Puffin Crossings Regulations 1997; and**
 - (ii) **under section 65 (placing of traffic signs) of the Road Traffic Regulation Act 1984 so far as it relates to traffic signs that are traffic light signals where "traffic light signals" means a traffic sign of the size, colour and type prescribed by any of the following regulations of the Traffic Signs Regulations 2002:**
 - **Regulation 33 – Light signals for the control of vehicular traffic – standard form**

- Regulation 34 – Green arrow light signals for the control of vehicular traffic
- Regulation 37 – Light signals for control of vehicular traffic entering or proceeding on motorways and all purpose dual carriageway
- Regulation 39 – Light signals to control traffic at level crossings etc.
- Regulation 41 – Light signals for the control of tramcars
- Regulation 44 – Light signals for lane control of Vehicular traffic
- Regulation 45 – Warning light signal for motorways and all-purpose dual carriageway roads
- Regulation 46 – Matrix signs for motorways and all purpose dual carriageway roads
- Regulation 47 – Light signals at signal controlled pedestrian facilities
- Regulation 48 – Light signals at equestrian crossings
- Regulation 49 – Light signals at toucan crossings
- Regulation 52 – Light signals for pedestrian traffic at level crossings

the GMCA delegates to the GM Transport Committee responsibility for:

(i) Making recommendations to the GMCA in respect of:

- the development of policies relating to the installation, maintenance, and management of Traffic Light Signals that take both strategic and local strategies and frameworks into account; and
- the GMCA's budget for Traffic Light Signals.

(ii) Making arrangements for the discharge of the functions to be carried out in relation to Traffic Light Signals by TfGM.

(iii) Monitoring and overseeing the activities and performance of TfGM in relation to the Traffic Light Signal function.

(b) In respect of those functions under section 2 of the Road Traffic Reduction Act 1997 ("the Transport Studies Function") the GMCA delegates to the GM Transport Committee responsibility for:

(i) Making recommendations to the GMCA in respect of:

- producing and updating policies in respect of the Transport Studies Function which are consistent with the Greater Manchester Strategy, the GM Local Transport Plan objectives and GMCA's and the Constituent Council's budgets;
- settling budgets in respect of the Transport Studies Function

(ii) Making arrangements for the discharge of the functions to be carried out in relation to the Transport Studies Function by TfGM.

(iii) Monitoring and overseeing the activities and performance of TfGM in relation to the Transport Studies Function.

2.3 In respect of functions under section 39 (2) and (3) of the Road Traffic Act 1988 ('the road safety function'), which may be exercised concurrently with Constituent Councils, the GMCA delegates to the GM Transport Committee responsibility for:

(a) Producing and developing policies in relation to the road safety function.

(b) Drawing up budgets in relation to the road safety function insofar as it is exercised by the TfGM. Determining the tasks to be carried out in relation to the road safety function by TfGM.

(c) Making recommendations to the GMCA and the Mayor in respect of the development of policies for the promotion and encouragement of safe transport to, from and within its area under s108 Transport Act 2000.

(d) Monitoring and overseeing the activities and performance of TfGM.

3. Transport functions of the Constituent Councils delegated directly to the GM Transport Committee

3.1 The following transport related functions of the Constituent Councils will be delegated directly to the Transport Committee subject to the GM Transport Committee exercising these functions in accordance with any policies of the GMCA (as local transport authority), the Local Transport Plan and the terms of the delegation from the Constituent Councils:

(a) Carrying out actions to facilitate the performance by local traffic authorities of their duty to manage their road traffic on their own roads and facilitating the same on other local authorities' roads pursuant to Sections 16 and 17 (except for sub-sections 17 (2) and (3)) of the Traffic Management Act 2004, including in particular –

(i) establishing processes for identifying things (including future occurrences) which are causing or have the potential to cause road congestion or other disruption to the movement of traffic on the road network;

- (ii) *determining specific policies and objectives in relation to strategic roads;*
- (iii) *monitoring the effectiveness of traffic authorities in managing their road network.*

(b) Preparing and carrying out a programme of measures designed to promote road safety, including carrying out road safety studies, studies into accidents, accident prevention campaigns, the dissemination of information and advice relating to the use of roads and arranging for the giving of practical training to road users pursuant to Sections 39(2) and 39(3)(a) and (b) of the Road Traffic Act 1988.

[Paragraph 3 above is provided for information only, as it refers to functions of the Constituent Council's directly delegated to the GM Transport Committee.]

E. TRANSPORT FOR GREATER MANCHESTER (TFGM)

Transport functions of the GMCA delegated to Transport for Greater Manchester (TfGM)

1. To approve the entering into of Agreements by the GMCA under section 6 of the Highways Act 1980
2. To approve the entering into of Agreements under section 8 of the Highways Act 1980
3. To implement GMCA's policies in relation to cycling and walking and other behaviour change in use of transport.
4. To implement decisions taken by the GMCA, **the Mayor** and GM Transport Committee in a transport context to promote and improve the economic, social and environmental well-being of Greater Manchester.
5. In respect of the functions under -
 - 5.1 Section 23 of the Road Traffic Regulation Act 1984 (pedestrian crossings) so far as it relates to Pelican and Puffin crossings as defined by regulation 3(1) of the Zebra, Pelican and Puffin Crossings Regulations 1997; and
 - 5.2 Section 65 (placing of traffic signs) of the Road Traffic Regulation Act 1984 so far as it relates to traffic signs that are traffic light signals as prescribed by regulation 33, 34, 37,

39, 41, 44, 45, 46, 47, 48, 49 or 52 of the Traffic Signs Regulations 2002 or another traffic sign of a like nature prescribed by those Regulations

the GMCA delegates to TfGM responsibility for:

- (a) Designing and arranging for the construction of the traffic signals referred to in paragraphs 7.1 and 7.2 above (the “Traffic Light Signals”), (including carrying out any necessary statutory formalities) and associated equipment to meet the GMCA’s and Constituent Councils objectives and agreed programme;
- (b) Agreeing with the Constituent Councils (in their capacity as Local Transport Authorities), on a case by case basis, whether the TfGM or the relevant Constituent Council will be responsible for carrying out lining, installation of tactile paving and ancillary signing for Traffic Light Signals;
- (c) Producing and updating a Traffic Light Signals asset management plan which identifies cost effective programmes for replacing time expired Traffic Signals and associated equipment;
- (d) Maintenance and renewal of Traffic Light Signals;
- (e) Designing, managing and adjusting Traffic Light Signal timings in a manner that takes into account the needs of users of both the strategic and local road networks, following consultation with the relevant Constituent Council;
- (f) Coordinating the carrying out of Traffic Light Signal works with ancillary signing/lining and any complementary highway improvement works to be carried out by the relevant Constituent Council;
- (g) Entering into agreements under Section 278 of the Highways Act 1980.

6. In respect of the functions of the Constituent Councils pursuant to section 2 Road Traffic Reduction Act 1997 (the transport studies function), the GMCA delegates to TfGM responsibility for:

6.1 Providing a strategic transport analysis and advice service based on the databases and modelling resources which it maintains.

6.2 Maintaining the following Greater Manchester databases:

- (a) Road traffic accidents and casualties;
- (b) Transport assessment trip rate information;
- (c) Traffic volume, pedestrian and cycle counts;
- (d) Traffic interview surveys;
- (e) Traffic speeds (copy of Department for Transport's Trafficmaster database);
- (f) Passenger boarding and alighting counts;
- (g) Vehicle occupancy counts;
- (h) Key centre cordon and car park counts;
- (i) Such other Greater Manchester databases as are requested by the Constituent Councils.

6.3 Maintaining the following Greater Manchester models:

- (a) Strategy Planning (GMSPM2);
- (b) Public Transport Network (GMPTM);
- (c) SATURN (GMSATURN);
- (d) Transport Element of Emissions Inventory (EMIGMA).

6.4 Providing a cost effective traffic count, transport survey, modelling, analysis and advice service for the Constituent Councils, including modelling and forecasting support for scheme design for major and minor transport projects and operational, transport and economic appraisals of Constituent Council's strategies and developers' proposals.

7. In relation to the responsibilities delegated under paragraphs 5 and 6 –

- 7.1 To institute, conduct, prosecute or defend any legal proceedings;
- 7.2 Subject to any enactment or other provision of this Constitution, to do anything incidental to or calculated to facilitate the discharge of those responsibilities.

8. In relation to the Greater Manchester Road Activities Permit Scheme (GMRAPS), the GMCA has delegated to TfGM the powers and functions set out in Section B of Schedule 2 of the Agreement for the Operation and Management of the Greater Manchester Road Activities Permit Scheme dated 25th April 2013 and entered into between the GMCA, TfGM and the 10 Constituent Councils.

9. **Road Safety function**

In respect of the Road Safety function the GMCA delegates to TfGM responsibility for:

- a. Providing advice on the GM Road Safety strategy, risks, required behavioural changes, campaigns and publicity.
- b. Providing a service that identifies and analyses the contributory factors that cause high levels of casualties, the behaviours needed to be influenced and what locations need to be improved in order to meet GM safety objectives.

- c. Consulting the GM Casualty Reduction Partnership on proposed casualty reduction intervention programmes.
- d. Delivering Road Safety advice to GM Casualty Reduction Partners based on the analysis of casualty data to identify high risks and locations across Greater Manchester that have a high casualty problem.
- e. Delivering the Annual Road Safety publicity and communications programme, linked to national road safety, health and sustainable communities publicity programmes, to encourage responsible behaviour on Greater Manchester's roads.
- f. Analysing and sharing safety activity performance data, for use in press releases and web based publicity and educational materials in support of road safety objectives.
- g. Benchmarking of performance data, best practice and the most effective processes.
- h. Through joint work with the Health Service, providing publicity for active lifestyles, responsible drinking and drug-free road use.
- i. Monitoring and analysing the performance of safety camera sites

9A The following functions of TfGM that pursuant to the 2019 Order were conferred on the GMCA are delegated back to TfGM, to the extent that such functions relate to the Passenger Transport Executive:

- **Section 9A(4) to (7) of the Transport Act 1968 (general functions of Authorities and Executives), to the extent that such functions do not relate to bus services**

10. Mayor's Functions delegated to TfGM

10.1 In relation to the Local Transport Plan (LTP):

- (a) To provide advice to the Mayor to enable the Mayor to develop policies for the promotion and encouragement of safe, integrated, efficient and economic transport to, from and within Greater Manchester.
- (b) To provide advice to the Mayor on preparation of the Local Transport Plan (LTP) and on proposals for the implementation of the LTP.
- (c) Where the GMCA has provided financial assistance to other persons or bodies (including the Constituent Councils) to implement the Mayor's transport policies or the LTP, at the request of and on behalf of the GMCA, to monitor and ensure compliance with any terms and conditions of such financial assistance.
- (d) To secure the implementation of the Mayor's transport policies and the LTP.

10.2 In relation to Buses:

To arrange for the payment of grants under section 154(1) Transport Act 2000 to bus operators.

10.3 The following functions of TfGM that pursuant to the 2019 Order were conferred on the GMCA as Mayoral functions are delegated back to TfGM to the extent that such functions relate to the Passenger Transport Executive:

(a) Section 149(1) of the Transport Act 2000 (reimbursement of operators);

(b) Section 150(1) and (2) of the Transport Act 2000 (procedure for reimbursement arrangements determined by authority);

(c) Sections 88 to 92 and 93(6) of the Transport Act 1985; and

(d) Section 9A(4) to (7) of the Transport Act 1968 (general functions of Authorities and Executives), to the extent that such functions relate to bus services.

F. SCHEME OF DELEGATION OF FUNCTIONS TO CHIEF OFFICERS AND SCHEDULE OF PROPER OFFICERS

1. Introduction

- 1.1 This Scheme of Delegation to Chief Officers and Schedule of Proper Officers for various functions has been prepared in accordance with section 101 of the Local Government Act 1972 (the 1972 Act), which enables the GMCA to delegate functions to officers and section 107D (3) of the Local Democracy, Economic Development and Construction Act 2009 which enables the Mayor to delegate Mayoral general functions. The Mayor's Delegations in relation to his PCC functions are set out in Part 9 below. The GMCA is also required by section 100G of the 1972 Act to maintain a list for public inspection specifying those powers of the GMCA which, for the time being, are exercisable from time to time by officers of the GMCA, and stating the title of the officer in question by whom the powers are exercisable.
- 1.2 Chief Officers in the context of this Part means the Head of Paid Service, the Treasurer, the Monitoring Officer and the Chief Fire Officer. Officers who are not Chief Officers for the purpose of this part of the Constitution include the Chief Executives of the Constituent Councils.
- 1.3 The delegated powers of Chief Officers set out in this Scheme may be exercised by other officers authorised by the Chief Officer with the delegated power to act on their behalf and in their name, provided that administrative procedures are in place to record the authorisation and monitor decisions taken.
- 1.4 The exercise of delegated powers by officers is required to be in accordance with:
- a. Statute or other legal requirements, including the principles of public law, the Human Rights Act 1998, statutory guidance and statutory codes of practice;
 - b. The Constitution, the GMCA's Rules of Procedure including Access to Information Rules in Part 5 and the Financial Regulations set out Part 6 currently in force;
 - c. The revenue and capital budgets of the GMCA, subject to any variation thereof which is permitted by the GMCA's Financial Regulations; and
 - d. Any policy or direction of the GMCA, the **GM Transport Committee** or any other Committee acting in exercise of powers delegated to that Committee by the GMCA.
- 1.5 Officers may not exercise delegated powers where –
- a. The matter is reserved to the GMCA or the Mayor by law or by the GMCA's Constitution;
 - b. The matter is a function which cannot by law be discharged by an officer;

- c. The GMCA, a Committee, Sub-Committee or Joint Committee to which GMCA is a party, or (in the case of a mayoral function) the Mayor has determined that the matter should be discharged otherwise than by an officer;
 - d. The Head of Paid Service has directed that the officer concerned should not exercise a delegated function in special circumstances.
- 1.6 Before exercising delegated powers, particularly on matters involving the reputation of the GMCA, officers should consider the advisability of consulting the Head of Paid Service and/or the Chair of the GMCA.
- 1.7 Any reference in this Scheme of Delegation to any enactment shall include a reference to any amendment or re-enactment of the same.
- 1.8 Where, in relation to an item before the GMCA, the **GM Transport Committee** or a Committee, a Chief Officer is given specific authority to determine a particular matter, the officer should ensure that there is an appropriate audit trail to evidence such determination.

2. General Delegations to all Chief Officers

These functions may be Mayoral or non Mayoral depending on the circumstances

- 2.1 The day to day routine management, supervision and control of services provided for the GMCA or the Mayor by staff under their control in accordance with the Rules of Procedure and Financial Regulations of the GMCA set out in Part 6 of this Constitution in relation to GMCA and the Mayor's non PCC functions and in accordance with the Financial Regulations applicable in relation to the Mayor's PCC functions contained in Part 9 below.
- 2.2 Subject to Financial Regulations, to accept tender(s) or bid(s) for the carrying out of works for the GMCA, the purchase, leasing or hiring of goods, materials and equipment by the GMCA, or the supply of services to the GMCA, where the estimated contract value does not exceed £250,000 or where it does exceed £250,000 with the agreement of the Treasurer provided in all cases that budget provision is available.
- 2.3 Subject to Financial Regulations, to enter into contract documentation following tender/bid acceptance.
- 2.4 To negotiate and agree price increases where a contract provides for price increases to be negotiated and agreed by the parties, subject to the agreement of the Treasurer.
- 2.5 Where a contract contains provision for the extension to the contract period, the exercise of such extensions, subject to the agreement of the Treasurer.
- 2.6 Agreeing the assignment or novation of a contract.

- 2.7 Subject to Financial Regulations, to bid and tender for and enter into contract documentation for the supply of works, goods or services to other bodies where provided for in the relevant Business Plan.
- 2.8 Virement between heads of revenue and capital expenditure in accordance with Financial Regulations.
- 2.9 Subject to the agreement of the Treasurer: -
- a. the writing off of debts which are irrecoverable or losses due to burglaries, etc.; and
 - b. the writing off or making adjustments in respect of deficiencies or surpluses of stock, equipment, etc.
- 2.10 To exercise the responsibilities assigned to Chief Officers in Part 6 of this Constitution (Financial Regulations and Contract Procurement Rules)
- 2.11 In relation to staff and staffing matters within their direct or indirect line management responsibility:
- a. Day to day management of staff.
 - b. Determination of the payment of removal expenses, lodging allowances or travelling allowances.
 - c. Discipline, suspension and/or dismissal of employees.
 - d. Determination of staff grievances.
 - e. The filling of vacant posts within approved establishments
 - f. The determination of applications for paid and unpaid leave:
 - (i) for trade union training
 - (ii) for health and safety training
 - (iii) for paid leave for an employee to discharge her/his duties of the office of President of a Trade Union
 - (iv) for an employee to attend meetings etc. with pay as a member of a local authority or similar public body on condition that the employee only receives the difference between pay and any amount receivable under the Local Government Regulations etc. This does not include an employee attending such a body in their official capacity which would be as part of their official duties
 - (v) for personal or domestic reasons
 - (vi) for maternity and paternity pay
 - (g) Determination of requests for the reimbursement of post-entry training and examination fees
 - (h) Determination of proposals to attend training courses

3. Delegations to the Head of Paid Service

These functions may be Mayoral functions or non Mayoral functions depending on the circumstances

- 3.1 To discharge the functions of the Head of Paid Service in relation to the GMCA as set out in Section 4 of the Local Government and Housing Act 1989. The duties of the Head of Paid Service are to report to the GMCA where appropriate setting out proposals with respect to the coordination of the Mayor's or GMCA's functions, the number and grades of staff required and the organisation, appointment and proper management of the GMCA's staff.
- 3.2 To discharge any function of the GMCA or the Mayor which is neither the statutory responsibility of nor been specifically delegated to another officer, Committee or reserved to the GMCA or the Mayor under this Constitution or by law and may direct any officer not to exercise a delegated function in special circumstances unless they are required to do so by law.
- 3.3 Take any action which is required as a matter of urgency in the interests of the GMCA, in consultation (where practicable) with the Chair of the GMCA.
- 3.4 Take preliminary steps to protect the rights and interests of the GMCA subject to consultation with the Chair of the GMCA in relation to any Bill or Statutory Instrument or Order in Parliament.
- 3.5 To conduct before either House of Parliament any proceedings (including the retention of Parliamentary Agents and Counsel) connected with the passage of any Private Bill which the GMCA has resolved to promote or oppose, including the negotiation and agreement of amendments to any such Bill, and the negotiation and approval of any terms, agreement or undertaking offered in consideration of the GMCA not opposing any Private Bill.
- 3.6 Nominate, appoint and remove, in consultation with the Chair and Vice-Chairs of the GMCA, GMCA representatives on the board of companies, trusts and other bodies, of which the GMCA is a member, and to agree constitutional arrangements for such companies, trusts and other bodies and give any necessary consent required within relevant constitutions.
- 3.7 To provide a comprehensive policy advice service to the Mayor and the GMCA and **the GM Transport Committee** and in particular to advise on the Mayor's or the GMCA's plans and strategies, including the sustainable community strategy and the local transport plan.
- 3.8 Control and co-ordinate press and media relations, the organisation of press conferences, publicity and public relations within prescribed policy including approval of the issue of all official GMCA publicity and official publications.

- 3.9 To approve the provision of reasonable hospitality to representatives of joint authorities, local authorities, organisations etc.
- 3.10 To authorise the attendance of officers at conferences or seminars which are appropriate to the work of the GMCA and within any policy framework from time to time laid down by the GMCA.
- 3.11 To be the authorised representative of the GMCA in respect of the Commission for the New Economy Limited (Company Registration Number 05678007) and the Manchester Investment and Development Agency Service Limited (Company Registration Number 03323710) pursuant to Section 323 of the Companies Act 2006 (as amended) and (in the absence of any other officer being appointed) any other company or organisation of which GMCA is a member, including attending and voting at general meetings of the company or organisation or nominating a member or officer of GMCA to do so.
- 3.12 To be the authorised representative of the GMCA on the board of Transport for Greater Manchester.
- 3.13 To manage investments made by the GMCA, which fall outside of the approved Treasury Management strategy, in consultation with the Portfolio Holder for Finance and Investments and the Treasurer and subject to subsequent reporting to the GMCA.
- 3.14 Except where delegated to the Chief Fire Officer:
- a. Establishment of new and additional posts at grades up to Grade 11 or equivalent, subject to funding being available.
 - b. In consultation with the Treasurer determination of requests or recommendations for acting-up/honoraria/additional payments, subject to funding being available.
 - c. In exceptional circumstances granting acceleration of increments for any staff within their substantive grade for merit and ability.
 - d. Determination of extensions of sickness allowance in consultation with the Treasurer.
 - e. Responsibility for the maintenance of an industrial relations framework.
 - f. In consultation with the Treasurer, the agreement of severance packages up to the value of £60,000.

Estate Management

3.15 Except where delegated to TfGM or to the Chief Fire Officer:

- a. To acquire by agreement, land and property (including freehold chief rents) SUBJECT always to the purchase price, or the purchase price when added to other transactions in respect of the same project, being within the estimate of costs included in the GMCA's capital programme.
- b. To accept any offer or tender and agree and arrange for, the disposal of land or property and other interests in land or property provided the offer or tender does not exceed £500,000 and is the best consideration that can reasonably be obtained.
- c. In consultation with the relevant Portfolio Holder, to dispose of any interest in land at less than best consideration where the disposal will help the GMCA to secure the promotion or improvement of the economic, social or environmental well-being of the GMCA's area.
- d. Management of land, property, accommodation and facilities owned by the GMCA.

Waste Disposal

3.16 All matters associated with the day-to-day operation of waste disposal functions.

Investment Funds

3.17 In consultation with the relevant Portfolio Holder the variation of loans approved by the GMCA by up to 10% of the loan amount and to vary other loan conditions provided that the loan is to the same borrower on substantially the same terms.

Mayoral Development Corporations - Acquisition of Land

3.18 To discharge the function corresponding to the function contained in Section 207 (Acquisition of land) subsection 3 of the Localism Act 2011 in respect of Mayoral Development Corporations, in consultation with the Mayor and with the member(s) (or substitute member(s) acting in place of that member(s)) of the GMCA appointed by the Constituent Council(s) whose area(s) contain(s) any part of the land subject to the proposed compulsory acquisition .

Secretariat

3.19 To provide a comprehensive administrative service to the GMCA.

3.20 Be the Proper Officer for ensuring the maintenance of public access to information in relation to GMCA documents, reports and background papers.

4. DELEGATIONS TO THE TREASURER

These functions may be Mayoral functions or non Mayoral functions depending on the circumstances

- 4.1 To effect the proper administration of the GMCA's financial affairs particularly in relation to financial advice, procedures, records and accounting systems, internal audit and financial control generally.
- 4.2 The taking of all action required on borrowing, investment and financing subject to the submission to the Audit Committee and the GMCA of an annual report of the Treasurer on treasury management activities and at six-monthly intervals in accordance with CIPFA's Code of Practice for Treasury Management & Prudential Codes.
- 4.3 To effect all insurance cover required in connection with the business of the GMCA and to settle all claims under such insurances arranged for the GMCA's benefit.
- 4.4 The preparation of manuals of financial and accounting procedures to be followed by Officers of the Constituent Councils working on GMCA matters.
- 4.5 To accept grant offers on behalf of the GMCA, subject to all the terms and conditions set out by the grant awarding body.
- 4.6 The submission of all claims for grant to the UK Government or the European Community (EC).
- 4.7 To make all necessary banking arrangements on behalf of the GMCA, to sign all cheques drawn on behalf of the GMCA, or make arrangements for cheques to be signed by other officers or to arrange for such cheques to bear the facsimile signature of the Treasurer.
- 4.8 To monitor capital spending and submit a report to the GMCA at not more than quarterly intervals. This report will separately identify the capital expenditure relating to schemes promoted by the GMCA and those via TfGM.
- 4.9 In relation to revenue expenditure under the control of officers (including officers of TfGM), to consider reports of officers on any likely overspending, and to approve transfers between expenditure heads up to a maximum of £25,000, provided that, where it is not possible to finance an overspending by such a transfer, the matter shall be referred to the GMCA for consideration of a supplemental estimate.
- 4.10 The approval of contracts and agreements proposed to be entered into by TfGM provided that, subject to any other requirement of this Constitution, the Treasurer may give a general consent to TfGM to enter into contracts or agreements the value of which does not exceed £5,000,000.
- 4.11 The collection of all money due to the GMCA, and the writing-off of bad debts.

- 4.12 To supervise procedures for the invitation, receipt and acceptance of tenders.
- 4.13 To administer the scheme of Members' allowances.
- 4.14 To make all necessary arrangements to ensure the payment of staff employed by the GMCA.
- 4.15 To exercise the functions of the authority in relation to pensions and (without prejudice to the generality of this):
- a. to be the person specified to determine disputes in the first instance arising from the decisions of the Authority as scheme employer under the Local Government Pension Regulations, and
 - b. to determine the treatment of pensions for employees of contractors engaged to provide waste services to GMCA in situations where admission to the Greater Manchester Pension Fund is appropriate and to agree guarantees for Admission Agreements under the Local Government Pension scheme regulations.
- 4.16 To discharge the functions of the 'responsible financial officer' under the Accounts and Audit Regulations 2015 including the requirement under Regulation 9 to sign and date the statement of accounts, and certify that it presents a true and fair view of the financial position of the GMCA at the end of the year to which it relates and of the GMCA's income and expenditure for that year.
- .
- 4.17 To discharge the functions of the GMCA under the Accounts and Audit Regulations 2015 (with the exception of those functions required to be exercised under these Regulations by the GMCA).
- 4.18 To sign certificates under the Local Government (Contracts) Act 1997.
- 4.19 To be the officer nominated, or to nominate in writing another officer, as the person to receive disclosures of suspicious transactions for the purposes of the Proceeds of Crime Act 2002 and any regulations made thereunder.
- 4.20 To determine an amount (not exceeding the sterling equivalent of 5,000 euros) being the maximum sum which the GMCA will receive in cash without the express written consent of the Treasurer.
- 4.21 To exercise the responsibilities assigned to the Treasurer in the Financial Regulations and the Contract Procurement Rules.
- 4.22 In respect of the Greater Manchester Pension Fund

- a. To exercise Local Government Pension Scheme Pensions discretions in line with agreed GMCA Pensions Discretion Statement
- b. To authorise the adoption and implementation of pay awards made nationally or locally under procedures recognised by the GMCA.
- c. To Implement the GMCA's Flexible and Early Retirement Policy.

4.23 To act as the GMCA's Senior Information Risk Owner and to arrange for the determination of requests under the Freedom of Information Act 2000, the Environmental Information Regulations 2004 and data protection legislation, including **dealing with internal reviews, complaints and data sharing or data processing.**

4.24 Authorising:-

- a. **the disposal of land of a value below £500,000 by TfGM pursuant to Section 10(1)(xxiii) of the Transport Act 1968;**
- b. **the acquisition of land of a value below £500,000 by TfGM pursuant to Section 10(1)(xx) of the Transport Act 1968;**

Mayoral Functions

4.25 To release grants to bus service operators under section 154(1) Transport Act 2000 to TfGM

5. DELEGATIONS TO THE MONITORING OFFICER

These functions may be Mayoral functions or non Mayoral functions depending on the circumstances

The functions of the Monitoring Officer shall be as follows:

- 5.1 Should at any time it appear to the Monitoring Officer that any proposal, decision or omission by the GMCA has given rise to, or is likely to give rise to unlawfulness or maladministration, he/she will prepare a report to the GMCA with respect to that proposal, decision or omission.
- 5.2 Contribute to the promotion and maintenance of high standards of conduct through provision of support to the Standards Committee. The GMCA has delegated to the Monitoring Officer the following powers to deal with matters of conduct and ethical standards in accordance with the requirements of the Localism Act 2011:
 - (i) To act as the GMCA's Proper Officer to receive complaints that GMCA Members have failed to comply with the GMCA's Code of Conduct for Members;
 - (ii) To determine, after consultation with the Independent Person and in accordance with the GMCA's Arrangements for dealing with Complaints that GMCA Members have failed to comply with the GMCA's Code of Conduct for Members ("the GMCA's Arrangements") whether to reject, informally resolve or investigate a complaint;
 - (iii) To seek informal resolution of complaints that GMCA Members have failed to comply with the GMCA's Code of Conduct for Members wherever practicable;
 - (iv) To refer decisions dealing with a complaint against a GMCA Member to the GMCA's Standards Committee in exceptional circumstances;
 - (v) To arrange for the appointment of an Investigating Officer to investigate a complaint where the Monitoring Officer (in consultation with an Independent Person) determines that a complaint merits formal investigation;
 - (vi) To issue guidance to be followed by an Investigating Officer on the investigation of complaints;
 - (vii) To confirm, after consultation with an Independent Person and in accordance with the GMCA's Arrangements, an Investigating Officer's finding of no failure to comply with the GMCA's Code of Conduct for Members;

- (viii) Where an Investigating Officer's report finds that the Subject Member has failed to comply with the GMCA's Code of Conduct for Members, to determine, after consultation with the Independent Person and in accordance with the GMCA's Arrangements, either to seek a local resolution or to send a matter for local hearing.

GMCA's Register of Member's Interests

- 5.3 In conjunction with the **Head of Paid Service** to prepare and maintain a GMCA Register of Member's Interests to comply with the requirements of the Localism Act 2011 and the GMCA's Code of Conduct for Members, and ensure that it is available for inspection and published on the GMCA's website as required by the Act.

Dispensations

- 5.4 To grant dispensations from section 31(4) of the Localism Act 2011 in consultation with the Independent Person if, having had regard to all relevant circumstances, the Monitoring Officer:-
 - i) considers that without the dispensation the number of persons prohibited by section 31(4) of the Localism Act 2011 from participating in any particular business would be so great a proportion of the body transacting the business as to impede the transaction of the business; or
 - ii) considers that without the dispensation the representation of different political groups on the body transacting any particular business would be so upset as to alter the likely outcome of any vote relating to the business; or
 - iii) considers that granting the dispensation is in the interests of persons living in the GMCA's area; or
 - iv) considers that it is otherwise appropriate to grant a dispensation.
- 5.5 Provide advice on the scope of powers and authority to take decisions, maladministration, financial impropriety, probity, budget and policy framework issues to all members of the GMCA.
- 5.6 To act as the Solicitor to the GMCA.
- 5.7 To institute, conduct, prosecute and defend any legal proceedings on behalf of the GMCA, as may be necessary to protect and promote the GMCA's interests in accordance with any general policy laid down by the GMCA, subject to consultation with the Chair in any case where the matter is of significance to the GMCA's reputation or where the GMCA is to appeal to the Court of Appeal or the Supreme Court.
- 5.8 To settle, if appropriate, and in the interests of the GMCA, any actual or threatened legal proceedings.

- 5.9 To instruct Counsel and professional advisers, where appropriate.
- 5.10 To give undertakings on behalf of GMCA.
- 5.11 To supervise the preparation and sealing or signature of legal documents.
- 5.12 To authorise other officers to seal documents in accordance with Article 12.4 of the GMCA Constitution, or to sign documents which are not required to be under seal.
- 5.13 To complete all property transactions and contractual arrangements where terms have been agreed by the GMCA or Committees or Chief Officers acting under the Scheme of Delegation.
- 5.14 To determine exemptions under Section 36 of the Freedom of Information Act 2000.
- 5.15 To accept on behalf of the GMCA the service of notices, orders and legal procedures.
- 5.16 Under Section 223 of the Local Government Act 1972 to authorise officers who are not admitted solicitors to appear in Magistrates' Court on behalf of the GMCA.
- 5.17 To be responsible for determinations in relation to and maintenance of the list of politically restricted posts.

6. MAYOR'S DELEGATIONS TO THE CHIEF FIRE OFFICER

- 6.1 All matters associated with the day-to-day operation of the Fire and Rescue Service ('the Service').
- 6.2 The authorisation of employees to exercise statutory powers under section 44 of the Fire and Rescue Services Act 2004 (powers of fire-fighters etc. in an emergency etc.).
- 6.3 The appointment of authorised officers to exercise statutory powers under sections 45 and 46 of the Fire and Rescue Services Act 2004 (obtaining of information and investigating fires).
- 6.4 The powers of the Mayor in relation to fire safety and health and safety at work and any other legislation for which the Mayor has responsibility for enforcement.
- 6.5 The signature and service of any document or notice, and the issue, amendment, transfer, cancellation and revocation of licences for fireworks and the grant or non grant of storage certificates for petroleum.
- 6.6 The appointment of authorised officers and inspectors under legislation relating to fire safety and health and safety at work and any other legislation for which the Mayor has responsibility for enforcement, identifying the powers each authorised officer or inspector is empowered to exercise (including, but not limited to, the signature and service of documents and notices, powers of entry, inspection, procuring of samples, testing, requests for information and records).
- 6.7 The appointment of authorised officers to inspect premises for Fire Service purposes at the request of Constituent Councils in connection with applications received by them for licences or approvals under all relevant statutory provisions including those for which Constituent Councils are responsible and in connection with which requests for assistance are received.
- 6.8 The authorisation of appropriate persons to accompany inspectors on inspections carried out under the Health & Safety at Work etc. Act 1974.
- 6.9 The authorisation of appropriate persons to sign and serve any document or notice, and to issue, grant, not grant, amend, transfer, cancel and revoke licences, storage certificates and consents for fireworks, explosives, petroleum and flammable stacks.
- 6.10 The issuing of formal cautions under fire safety and Health and safety at Work for which the Mayor has responsibility for enforcement.
- 6.11 In consultation with the Monitoring Officer the institution of legal proceedings in relation to fire safety and health and safety at work and any other legislation for which the Mayor has responsibility for enforcement.

- 6.12 relation to the use of vehicles in accordance with any policy which may be laid down by the Mayor -
- a) the approval of the use of official cars by flexible-duty officers for social purposes and restricted journeys whilst away from duty but 'on call'; and
 - b) the approval of the use of official transport for attendance within the UK at events promoting learning and improvement
- 6.13 The raising of charges:
- a) for any item of equipment lost or damaged through negligence or carelessness on the part of Fire Service personnel;
 - b) for any item of personal uniformed equipment held after replacement, the amount of charge (if any) to be determined, taking into account the age and condition of the article at the time of loss, damage or replacement.
- 6.14 After consultation with the Treasurer, the determination within the policy adopted by the Mayor of charges for special services carried out by the Service and the waiving or modification of any such charges.
- 6.15 In accordance with the policy adopted by the Mayor determination of the occasions and the conditions under which fire appliances, personnel and equipment may be used to participate in processions, displays or other events organised by Constituent Councils or other bodies.
- 6.16 In consultation with the Treasurer, variations in the charges which may be prescribed in the annual review of charges to be made to other fire and rescue authorities and outside organisations for the training of personnel.
- 6.17 In accordance with the Firefighters' Pension Schemes, the determination of questions relating to the retirement of members of the Service on grounds of ill health and the payment of ordinary, ill health and the special pensions as appropriate, the counting of past service and the extension of service by not more than six months.
- 6.18 Within policy adopted by the Mayor, the determination of applications from uniformed members of the Service to take up employment outside their normal duties.
- 6.19 The nature/type of uniform and the application of scales of uniform issue.
- 6.20 The amendment of the scale of issue of uniform to all roles when necessary.

- 6.21 The attendance of uniformed Service personnel on training courses at the Fire Service College for periods not exceeding 26 consecutive weeks.
- 6.22 The approval of secondments of officers as instructors at the Fire Service College, provided the conditions of secondment are in accordance with recommendations of the relevant government department and the policy of the Mayor.
- 6.23 The making of reimbursements, in accordance with Part E NJC Scheme of Conditions of Service for Local Authority Fire and Rescue Services, to any driver who, following an investigation of an accident, is adjudged by the Chief Fire Officer to be blameless or where there are strong extenuating circumstances, provided that where, in the Chief Fire Officer's opinion, there exists an element of doubt about the extenuating circumstances surrounding any claim for reimbursement, a report be presented to the Mayor for a decision thereon.
- 6.24 After consultation with the Treasurer, the approval of increases in the scale of allowances for fire officers undress uniform to take account of inflation.
- 6.25 In relation to Fire and Rescue Service Staff within the County Fire Officer's direct or indirect line management responsibility:
- (a) Establishment of new and additional posts at grades up to Grade 11 or equivalent, subject to funding being available.
 - (b) in consultation with the Treasurer determination of requests or recommendations for acting-up/honoraria/additional payments, subject to funding being available
 - (c) In exceptional circumstances granting acceleration of increments for any staff within their substantive grade for merit and ability
 - (d) Determination of extensions of sickness allowance (in consultation with the Treasurer)
 - (e) Responsibility for the maintenance of an industrial relations framework
- 6.26 Management of land, property, accommodation and facilities owned by the GMCA in connection with fire and rescue functions

8. SCHEDULES OF PROPER OFFICERS

- 8.1 Section 112(1) of the Local Government Act 1972, provides that the GMCA shall appoint such officers as it thinks necessary for the appropriate discharge by the GMCA of such of its functions as fall to be discharged by them.
- 8.2 There are a number of specific references in enactments affecting the GMCA, which call for functions to be undertaken by what is termed the 'Proper Officer'. The following Schedules list such references and identify the Chief Officers responsible for their discharge:

HEAD OF PAID SERVICE

The Head of Paid Service is appointed the Proper Officer for the purpose of:

Local Government Act 1972

Section 100B (2)	Determination of those reports which should be available for public inspection prior to a meeting of the GMCA the GM Transport Committee and any Committee of the GMCA and those which are likely to be heard in private and consequently which should not be released to the public
Section 100B (7)	Provision of documents to the press, additional to Committee reports
Section 100C (2)	Preparing written summaries of proceedings
Section 100D (1)	Making arrangements for list of, and background papers to reports, to be made available for public inspection.
Section 100F (2)	Determination of documents disclosing exempt information which may not be inspected by Members
Schedule 12 para 4 (2) (b)	Signature of Summonses to the GMCA
Schedule 12 para 4 (3)	Receipt of notices regarding address to which Summons to meetings of the GMCA is to be sent

and any other enactment (including the Greater Manchester Combined Authority Order 2011 as amended), other than an enactment in respect of which the GMCA or this Constitution has designated another officer as Proper Officer.

TREASURER

The Treasurer to the GMCA is appointed the Proper Officer in relation to the following:

Local Government Act 1972

Section 115 (2)	Receipt of money due from Officers
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Local Government Act 1985

Section 73	Administration of the financial affairs of the GMCA
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MONITORING OFFICER

The Monitoring Officer to the GMCA is appointed the Proper Officer in relation to the following:

Local Government Act 1972

Section 146 (1) (a) and (b)	Declaration and Certificates with regard to securities
Section 225 (1)	Deposit of Documents
Section 229 (5)	Certifications of photographic copies of documents
Section 234 (1) and (2)	Issuing and signing of formal notices
Section 236 (9) and (10)	Serving copies of Byelaws
Section 238	Certification of Byelaws

GENERAL

All Officers in whose name reports are submitted to the GMCA via the **Head of Paid Service** and the Treasurer are appointed the proper officers in relation to the following:-

Local Government Act 1972

Section 100 D (1) (a)	Compilation and retention of lists of background papers and copies of the relevant documents and reports; and
Section 100 D (5)	Identifying and determining what are background papers

PART 4

COMMITTEES

PART 4

COMMITTEES

Introduction

1. To facilitate the discharge of certain of its functions the GMCA has established the following committees under Section 102 of the Local Government Act 1972:
 - STANDARDS COMMITTEE
 - RESOURCES COMMITTEE

2. To meet the requirements of Schedule 5A of the Local Democracy, Economic Development and Construction Act 2009 and the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017 the GMCA has established the following committees:
 - AUDIT COMMITTEE
 - OVERVIEW AND SCRUTINY COMMITTEES:
 - Corporate Issues and Reform Overview and Scrutiny Committee
 - Economy, Business Growth and Skills Overview and Scrutiny Committee
 - Housing, Planning and Environment Overview and Scrutiny Committee

A. STANDARDS COMMITTEE

1. Purpose

- 1.1 The GMCA has established a Standards Committee to deal with matters relating to member conduct and ethical standards.

2. Composition

2.1 Membership

The Standards Committee will be composed of:

- Five members of the GMCA (none of whom shall be the Mayor); and
- One person appointed by the GMCA who is not a Member or officer of the GMCA or an elected member or officer of any of the Constituent Councils (the 'Co-opted Independent Member').

2.2 Co-opted Independent Member

The Co-opted Independent Member will not be entitled to vote at meetings of the Committee.

2.3 Political Balance

In appointing members of the Standards Committee the GMCA will act in accordance with Rule 15.3 of the GMCA Procedure Rules set out in Section A of Part 5 of this Constitution.

2.4 Chairing the Committee

The GMCA will appoint the Co-opted Independent Member as Chair of the Committee. In the absence of the appointed Chair, the Committee will be chaired as determined by the Committee.

2.5 Quorum

The quorum for the Standards Committee is three, except in relation to the matters referred to in paragraphs 3.1(f) to (i) below. In respect of those specified matters the quorum is four, of whom at least one member must be the Co-opted Independent Member (provided that the Co-opted Independent Member is not prevented or restricted from participating by virtue of the GMCA's Code of Conduct).

2.6 Voting

Each member to have one vote, no member is to have a casting vote. The co-opted Independent member has no vote.

2.7 Questions at Meetings of the GMCA

The Committee will appoint one of its elected Members for the purpose of answering questions at meetings of the GMCA on the discharge of the Committee's functions.

3. Role and Function

3.1 The GMCA has delegated to the Standards Committee the following powers to deal with matters of conduct and ethical standards, and the GMCA's Standards Committee has the following role and functions:

- (a) to promote and maintain high standards of conduct by GMCA Members and by co-opted members of the GMCA's committees;
- (b) to assist GMCA Members and co-opted members of the GMCA's committees to observe the GMCA's Code of Conduct for Members;
- (c) to advise the GMCA on the adoption, revision or replacement of the GMCA's Code of Conduct for Members and the GMCA's Arrangements for Dealing with Complaints that GMCA Members or voting co-opted members have failed to comply with the GMCA's Code of Conduct for Members ('the GMCA's Arrangements');
- (d) to monitor the operation of the GMCA's Code of Conduct for Members and the GMCA's Arrangements;
- (e) to advise, train or arrange to train GMCA Members and co-opted members on matters relating to the GMCA's Code of Conduct for Members and other issues relating to standards and conduct;
- (f) to determine in accordance with the GMCA's Arrangements whether a GMCA Member or voting co-opted member has failed to comply with the GMCA's Code of Conduct for Members and, if so, to determine what action (if any) to take;
- (g) to take decisions in respect of a GMCA Member or voting co-opted member who is found on a hearing held in accordance with the **GMCA's** Arrangements to have failed to comply with the **GMCA's** Code of Conduct for Members ("the Subject Member"), such actions to include

- publication of findings in respect of the Subject Member's conduct;
 - reporting such findings to the GMCA for information;
 - recommending to the GMCA that the Subject Member should be censured;
 - instructing the GMCA's Monitoring Officer to arrange training for the Subject Member;
 - recommending to the GMCA that the Subject Member should be removed from all appointments to which the Subject Member has been appointed or nominated by the GMCA;
 - placing such restrictions on the Subject Member's access to staff, buildings or parts of buildings provided **by, or** for the use of, the GMCA as may be reasonable in the circumstances;
- (h) to determine appeals against the GMCA Monitoring Officer's decision on the grant of dispensations;
- (i) to deal with reports of the Monitoring Officer regarding breaches of the protocols/guidance to Members accompanying the GMCA's Code of Conduct for Members which do not in themselves constitute a breach of that Code;
- (j) to report from time to time to the GMCA on ethical governance within the GMCA.

4. **Additional Roles of Standards Committee**

4.1 The additional roles of the Standards Committee are:

- (a) to overview the GMCA's whistle blowing policy;
- (b) to consider the GMCA's Code of Corporate Governance.

5. **Delegation**

5.1 The Standards Committee may appoint one or more sub-committees for the purpose of discharging any of the Committee's functions. Any such sub-committee shall be chaired as determined by the Committee and shall have a quorum of three, except in relation to the matters referred to in paragraphs 3.1(f) to (i) above. In respect of those specified matters the quorum will be four, of whom at least one member must be the Co-opted Independent Member (provided that the Co-opted Independent Member is not prevented or restricted from participating by virtue of the GMCA's Code of Conduct).

B. Audit Committee

This GMCA Audit Committee oversees all aspects of GMCA including Mayoral functions. The Mayor has also established an Audit Panel which oversees the control environment of the Chief Constable.

1. Statement of purpose

- 1.1 The Audit Committee is a key component of corporate governance providing an independent, high-level focus on the audit, assurance and reporting framework underpinning financial management and governance arrangements. Its purpose is to provide independent review and assurance to Members on governance, risk management and control frameworks. It has delegated power to approve the annual accounts and it oversees year-end financial reporting, the Annual Governance Statement process and internal and external audit, to ensure efficient and effective assurance arrangements are in place.
- 1.2 The Constitution makes the GMCA's Treasurer responsible for discharging the functions of the 'responsible financial officer' under the Accounts and Audit Regulations 2015, including ensuring risk is appropriately managed.

2. Composition and Procedure

2.1 Membership

The Audit Committee shall be appointed by the GMCA and shall have a total of six members, comprising:

- Five or four co-opted elected members of the Constituent Councils of the GMCA (who are not also Members or Substitute Members of the GMCA or Assistant Portfolio Holders);
- The GMCA will also appoint two substitute co-opted elected members who may be invited to attend as full members of the Audit Committee when apologies have been received. Substitute members will be appointed from the nominations received from constituent councils following their annual meetings and will be politically inclusive.
- One or two co-opted members, who are Independent Persons.

All members of the Committee will have voting rights.

2.2 Independent Person

For the purposes of paragraph 2.1 above an individual is an Independent Person if that person:

(i) is not a member, substitute member, co-opted member or officer of the GMCA;

(ii) is not a relative, or close friend, of a person within (i) above; and

(iii) was not at any time during the 5 years ending with their appointment to the Audit Committee a member, substitute member, co-opted member or officer of the GMCA.

[For the purposes of paragraph 2.2(ii) above 'relative' has the meaning contained in Article 2(2) of the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017.]

2.3 Political Balance

In appointing co-opted elected members to the Audit Committee the GMCA must ensure that the members of the committee taken as a whole reflect so far as reasonably practicable the balance of political parties for the time being prevailing among members of the Constituent Councils when taken together, in accordance with Rule 15.3 of the GMCA Procedure Rules set out in Section A of Part 5 of this Constitution.

2.4 Chairing the Committee

The Audit Committee will be chaired as determined by the Committee.

2.5 Quorum

At least two-thirds of the total number of members of the Audit Committee (i.e. four members) must be present at a meeting of the Audit Committee before any business may be transacted, as required by the Scrutiny Order.

2.6 Voting

Each member to have one vote, no member is to have a casting vote.

3. Role and Function

The overarching functions of the GMCA's Audit Committee are:

- 3.1 Reviewing and scrutinising the GMCA's accounting framework.
- 3.2 Reviewing and assessing the GMCA's risk management, internal control and corporate governance arrangements.
- 3.3 Reviewing and assessing the economy, efficiency and effectiveness with which resources have been used in discharging the GMCA's functions.

- 3.4 Making reports and recommendations to the GMCA in relation to reviews conducted under paragraphs 3.1 to 3.3 above.
- 3.5 To require Members, including the Mayor, of the GMCA or Transport for Greater Manchester Committee, or senior officers of the GMCA, Transport for Greater Manchester to attend before the Audit committee to answer questions on relevant items.

In particular the functions of the GMCA's Audit Committee are:

4. Approval of Accounts

- 4.1 Approve under delegated powers the annual statement of accounts for GMCA including consolidated figures for Transport for Greater Manchester (TfGM]), MIDAS, Commission for New Economy, Chief Constable of Greater Manchester Police and Greater Manchester Accessible Transport Limited.
- 4.2 Approve accounts for the former Greater Manchester Waste Disposal Authority for the period ending 31 March 2018.

5. Governance, risk and control

- 5.1 Review corporate governance arrangements against the Code of Corporate Governance and the good governance framework.
- 5.2 Review the Annual Governance Statement (AGS) prior to approval to ensure it properly reflects the risk environment and supporting assurances.
- 5.3 Review the effectiveness of arrangements to secure value for money.
- 5.4 Ensure the assurance framework adequately addresses risks and priorities including governance arrangements in significant partnerships.
- 5.5 Monitor the GMCA's risk and performance management arrangements including review of the risk register, progress with mitigating action and the assurance map.
- 5.6 Consider reports on the effectiveness of internal controls.
- 5.7 Monitor the anti-fraud strategy, risk-assessment and any actions.

6. Internal audit

- 6.1 Approve the Internal Audit Charter.
- 6.2 Oversee Internal Audit's effectiveness including strategy, planning and process and ensure conformance with Public Sector Internal Audit Standards (PSIAS).

6.3 Approve (but not direct) the risk-based internal audit plan including resources, the reliability of other sources of assurance and any significant in-year changes.

6.4 Consider reports and assurances from the Treasurer in relation to:-

- Internal Audit performance including key findings and actions from audit assignments, significant non-conformance with PSIAS and the Quality Assurance and Improvement Programme.
- Annual Assurance Opinion on the adequacy and effectiveness of the framework of governance, risk management and control.
- Risk management and assurance mapping arrangements.
- Progress to implement recommendations including concerns or where managers have accepted risks.
- Provision of assurances over the effectiveness of internal audit functions assuring the internal control environments of TfGM, MIDAS, Chief Constable for Greater Manchester Police, Greater Manchester Accessible Transport Limited and Commission for New Economy.

6.5 Contribute to the Quality Assurance and Improvement Programme, including the external quality assessment of internal audit.

6.6 Consider and comment on the Treasurer's Annual Review of the Effectiveness of the System of Internal Audit.

6.7 Develop effective communication with the Treasurer and senior audit staff.

7. External audit

7.1 Consider reports including the Annual Audit Letter, assess the implications and monitor managers' response to concerns.

7.2 Comment on the nature and scope of work to ensure it gives value for money.

7.3 Advise on the effectiveness of relationships between external and internal audit and other inspection agencies or relevant bodies.

8. Financial reporting

8.1 Consider whether accounting policies were appropriately followed and any need to report concerns to the GMCA.

- 8.2 Consider the Treasurers arrangements for the maintenance of the Police Fund and the Mayoral General Fund
- 8.3 Consider any issues arising from external audit's audit of the accounts.
- 8.4 Ensure there is effective scrutiny of the treasury management strategy and policies in accordance with CIPFA's Code of Practice.
- 8.5 Make recommendations to the Treasurer and Monitoring Officer in respect of Part 6 of the GMCA's Constitution (Financial Procedures).

9. Accountability arrangements

- 9.1 Report the Committee's findings, conclusions and recommendations to the GMCA and the Mayor, as appropriate, on the effectiveness of governance, risk management and internal controls, financial reporting and internal and external audit functions.

C. RESOURCES COMMITTEE

1. Purpose

- 1.1 To consider issues relating to the establishment and implementation of human resource processes and policies of the GMCA.
- 1.2 To oversee issues relating to the effective and efficient use of ICT and Property resources for the GMCA.

2. Composition

2.1 Membership

The Resources Committee will be appointed by the GMCA annually.

The Committee will comprise seven members of the GMCA.

2.2 Political Balance

In appointing members of the Resources Committee the GMCA will act in accordance with Rule 15.3 of the GMCA Procedure Rules set out in Section A of Part 5 of this Constitution.

2.3 Chairing the Committee

The GMCA shall appoint the Chair of the Committee. In the absence of the appointed Chair, the Committee will be chaired as determined by the Committee.

2.4 Quorum

The quorum for the Resources Committee shall be three.

2.5 Voting

Each member to have one vote, no member is to have a casting vote

3. Role and Function

3.1 The GMCA's Resources Committee has the following role and functions (except insofar as they are delegated to the Chief Fire Officer):

- (a) To consider, approve and adopt any new, or significant revision to existing human resources strategies and policies insofar as they relate to the appointment, terms and conditions of employment and dismissal of staff.

- (b) To determine any other matters relating to the appointment, terms and conditions of employment and dismissal of staff which are neither covered by policies of the GMCA nor delegated to Officers under the GMCA's Scheme of Delegation.
- (c) To make decisions in relation to the establishment and remuneration of new and additional posts whose remuneration is, or is proposed to be, in excess of Grade 11 or equivalent, but less than £100,000, per annum.
- (d) To make recommendations to the GMCA in relation to the establishment and remuneration of new and additional posts whose remuneration is, or is proposed to be, £100,000 or more per annum.
- (e) To make decisions in relation to severance packages above £60,000 but less than £95,000.
- (f) To make recommendations to the GMCA in relation to severance packages of £95,000 or more.
- (g) To determine the payment of honoraria exceeding 12 months duration in respects of posts in excess of Grade 11 or equivalent.
- (h) To determine claims arising under the Scheme of Allowances for employees injured in the course of their employment above £10,000.
- (i) To determine policies relating to pensions and discretionary compensation for early termination of employment.
- (j) To constitute the Employers' side of any Local Joint Committee with the relevant trade unions.
- (k) The consideration of and recommendation to the GMCA of the determination of collective terms and conditions of service and the annual pay policy statement.
- (l) To consider the outcomes of staff engagement and consultation exercises, particularly issues raised by the Workforce Engagement Board.
- (m) The making of agreements with other local authorities for the placing of staff at the disposal of those other local authorities.
- (n) To establish at the appropriate time panels of members as a sub-committee to act as appointment panels for the appointment of the Head of Paid Service and Chief Officers of the GMCA.
- (o) To consider major staffing and organisational reviews.

- (p) To provide the Head of Paid Service, Monitoring Officer and Treasurer with such staff as are in their opinion sufficient to allow their statutory duties to be performed.
- (q) To determine appeals against dismissal and to establish a Resources (Employee Appeals) Sub-Committee for this purpose.
- (r) To oversee ICT and Property matters and make recommendations to the GMCA where appropriate.
- (s) **Oversight of the GMCA's Business Plan.**

4. Delegation

- 4.1 In exercising the above powers and responsibilities, the Committee shall have delegated power to make decisions on behalf of the GMCA, except for any matter where:
 - (a) the Head of the Paid Service determines the matter should be considered by the GMCA; or
 - (b) the GMCA has resolved to determine the matter.
- 4.2 The Committee may itself determine not to exercise its delegated powers and instead make recommendations to the GMCA where it considers this is appropriate.

D. WASTE AND RECYCLING COMMITTEE

1. Purpose

- 1.1 To consider issues relating to the establishment and implementation of waste disposal strategies and policies of the GMCA.
- 1.2 To oversee issues relating to the efficient and effective management of waste disposal operations including contracts and the behavioural change programme.

2. Composition

2.1 Membership

The Waste and Recycling Committee will be appointed by the GMCA.

The Committee will comprise of 15 members appointed by the GMCA from the elected members of the Constituent Councils except Wigan.

2.2 Political Balance

In appointing elected members to the Waste Committee the GMCA must ensure that the members of the committee taken as a whole reflect so far as reasonably practicable the balance of political parties for the time being prevailing among members of the Constituent Councils when taken together, in accordance with Rule 15.3 of the GMCA Procedure Rules set out in Section A of Part 5 of this Constitution.

2.3 Chairing the Committee

The GMCA shall appoint the Chair of the Committee. In the absence of the appointed Chair, the Committee will be chaired as determined by the Committee.

2.4 Quorum

The quorum for the Waste Committee shall be eight.

2.5 Voting

Each member to have one vote, no member is to have a casting vote

3. Role and Function

The GMCA's Waste and Recycling Committee has the following role and functions.

- 3.1 The Committee is authorised by the GMCA to discharge any waste disposal functions, except for:
 - a) setting the waste levy;
 - b) setting the waste capital programme including determining sources of funding;

- c) approval of additional capital schemes which exceed £0.5m or are to be funded other than through the approved revenue budget (i.e. capital receipts or borrowing);
 - d) approving the Waste and Resources Strategy;
 - e) approving the basis of the Levy Allocation Methodology Agreement; and
 - f) approving the award of contracts where the value of the contract exceeds £10m.
- 3.2 To be consulted by the GMCA prior to the setting of the GMCA's general budget proposals insofar as it relates to the funding of the waste disposal functions.
- 3.3 To receive quarterly financial monitoring reports relating to waste disposal during the year.
- 3.4 'Waste disposal functions' are those conferred on the GMCA as a 'Waste Disposal Authority' by, or by virtue of any enactment.
- 3.5 The Chair will present matters to be considered by the GMCA on all items covered by the Committee's remit.

E. OVERVIEW AND SCRUTINY COMMITTEES

1. Purpose

- 1.1 The GMCA must establish one or more overview and scrutiny committees.
- 1.2 The GMCA has determined to establish three overview and scrutiny committees with the remits set out in paragraph 4 below.
- 1.3 The scrutiny procedure rules set out in section 5C give details on how these committees operate.

2. Composition

2.1 Membership

An overview and scrutiny committee will be composed of fifteen members appointed by the GMCA from the elected members of the Constituent Councils. A Member of the GMCA (including a Substitute Member) or an Assistant Portfolio Holder may not be a member of an overview and scrutiny committee.

An overview and committee will have a least one member from each Constituent Council.

In making appointments to an overview and scrutiny committee the GMCA will have regard to any nominations made by Constituent Councils.

The GMCA will also appoint up to 16 substitute members who may be invited to attend as full members of all GMCA scrutiny committees when apologies have been received. Substitute members will be appointed from the nominations received from constituent councils following their annual meetings and will be politically inclusive.

2.2 Political Balance

In appointing the members of an overview and scrutiny committee the GMCA must ensure that the members of the committee taken as a whole reflect so far as reasonably practicable the balance of political parties for the time being prevailing among members of the Constituent Councils when taken together.

2.3 Chairing the Committee

An overview and scrutiny committee will appoint its own chair, subject to meeting the requirement that the Chair is a member of the committee who is an 'appropriate person' that is a member of one of the Constituent Councils.

2.4 Appropriate person

An 'appropriate person' means:

- a person who is not a member of a registered political party of which the Mayor is a member;
- or, where the Mayor is not a member of a registered political party, a person who is not a member of a registered political party which has the most representatives among the members of the Constituent Councils on the GMCA or, where two or more parties have the same number of representatives, a member of any of those parties.

2.5 Quorum

At least two-thirds of the total number of members of an overview and scrutiny committee (i.e. ten members) must be present at a meeting of the overview and scrutiny committee before any business may be transacted.

2.6 Voting

Each member to have one vote, no member is to have a casting vote

3. Role and Function

The scrutiny procedure rules in section 5C of this constitution set out these roles and functions in more detail.

3.1 An overview and scrutiny committee shall, within the scope of its remit, exercise the overview and scrutiny functions set out in Schedule 5A of the Local Democracy, Economic Development and Construction Act 2009 and the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017 ("the Scrutiny Order") and in particular shall have the following powers and responsibilities (to be exercised in accordance with the Overview and Scrutiny Procedure Rules set out in Section C of Part 5 of this Constitution):

- (a) to review or scrutinise decisions made, or other action taken, in connection with the discharge of any functions which are the responsibility of the GMCA;
- (b) to make reports or recommendations to the GMCA with respect to the discharge of any functions that are the responsibility of the GMCA;
- (c) to make reports or recommendations to the GMCA on matters that affect the GMCA's area or the inhabitants of the area;
- (d) to review or scrutinise decisions made, or other action taken, in connection with the discharge by the Mayor of any general (but not Police and Crime Commissioner) functions;

- (e) to make reports or recommendations to the Mayor with respect to the discharge of any general (but not Police and Crime Commissioner) functions;
- (f) to make reports or recommendations to the Mayor on matters that affect the GMCA's area or the inhabitants of the area;
- (g) when exercising the power under (a) or (d) above, to have the power to:
 - direct that a decision is not to be implemented while it is under review or scrutiny by the overview and scrutiny committee; and
 - recommend that the decision be reconsidered;
- (h) to publish details of how it proposes to exercise its powers under (g) above and its arrangements in connection with the exercise of those powers, having obtained the consent of the GMCA to the proposals and arrangements;
- (i) to consider matters referred to the committee by one of its members, by a Member of the GMCA, or a member of a Constituent Council, in accordance with Article 6 of the Scrutiny Order;
- (j) to consider matters referred to the committee by the GMCA or the Mayor;
- (k) to require the Members (including the Mayor and the Deputy Mayor) or officers of the GMCA to attend before the overview and scrutiny committee to answer questions;
- (l) to invite other persons to attend meetings of the overview and scrutiny committee; and
- (m) to appoint one or more overview and scrutiny sub-committees, and arrange for the discharge of any of the overview and scrutiny committee's functions by any such sub-committee.

4. Overview and Scrutiny Committee Remits

4.1 Corporate Issues and Reform Overview and Scrutiny Committee

The remit of this overview and scrutiny committee includes:-

- Matters of coordination and cross cutting policy themes
- Devolution and legislative matters
- Budget oversight and other financial matters, including consideration of budgets, levies and Mayoral general precept prior to formal determination
- GMCA organisational and staffing issues
- GM communications

- GM Connect data sharing
- GM's reform work
- Fire and rescue
- Fairness, equalities and cohesion

4.2 Economy, Business Growth and Skills Overview and Scrutiny Committee

The remit of this overview and scrutiny committee includes:-

- Investment
- Science and technology
- GM's global brand
- Improving GM's international competitiveness
- Business support
- Skills and employment to support business growth
- Culture and sport

4.3 Housing, Planning and Environment Overview and Scrutiny Committee

The remit of this overview and scrutiny committee includes:-

- Transport
- Regeneration
- Housing and planning (including homelessness)
- Low carbon
- Waste

PART 5

RULES OF PROCEDURE

SECTION A - GMCA PROCEDURE RULES

1. Interpretation, Suspension and Chair's Ruling

- 1.1 These Rules apply to meetings of the GMCA and, where appropriate, to meetings of Committees and Sub Committees of the GMCA.
- 1.2 References in these Rules to the 'Chair' mean the Member of the GMCA for the time being presiding at the meeting of the GMCA and, where appropriate, to the member presiding at a meeting of a Committee or Sub Committee of the GMCA.
- 1.3 These Rules should be read in conjunction with other parts of the GMCA's Constitution.
- 1.4 ***These Rules are subject to any statute or other enactment whether passed before or after these Rules came into effect.
- 1.5 The ruling of the Chair on the interpretation of these Rules in relation to all questions of order and matters arising in debate shall be final.

2. Suspension and Revocation of GMCA Procedure Rules

- 2.1 ***With the exception of the Rules marked by an asterisk (***) any Rule may be suspended at a meeting of the GMCA either by a motion included on the agenda or by a motion put to the meeting without notice and passed by a majority of those present and voting. A motion to suspend any Rules will not be moved without notice unless at least 8 Members of the GMCA are present.
- 2.2 Rules may be changed by the GMCA either at the Annual Meeting or by a motion on notice made at a meeting of the GMCA.

3. Membership of the GMCA

- 3.1 ***Each Constituent Council shall appoint one of its elected members to be a Member of the GMCA.
- 3.2 ***Each Constituent Council shall appoint another of its elected members to act as a Member of the GMCA in the absence of the Member appointed under Rule 3.1 above ('the Substitute Member').
- 3.3 ***A person shall cease to be a Member or a Substitute Member of the GMCA if they cease to be a member of the Constituent Council that appointed them.

- 3.4 ***A person may resign as a Member or Substitute Member of the GMCA by written notice served on the proper officer of the Constituent Council that appointed them (who for the purposes of this Rule 3.4 shall be the Monitoring Officer of the Constituent Council that appointed them) and the resignation shall take effect on receipt of the notice by the proper officer.
- 3.5 ***Where a Member or Substitute Member of the GMCA's appointment ceases by virtue of Rule 3.3 or 3.4, the Constituent Council that made the appointment must, as soon as practicable, give written notice of that fact to the **Head of Paid Service** and appoint another of its elected members in that person's place.
- 3.6 ***A Constituent Council may at any time terminate the appointment of a Member or Substitute Member appointed by it to the GMCA and appoint another of its elected members in that person's place.
- 3.7 ***Where a Constituent Council exercises its power under Rule 3.6, it must give written notice of the new appointment and the termination of the previous appointment to the **Head of Paid Service** and the new appointment shall take effect and the previous appointment terminate at the end of one week from the date on which the notice is given (or such longer period as is specified in the notice).
- 3.8 ***For the purposes of this Rule 3, an elected mayor of a Constituent Council shall be treated as a member of the Constituent Council.

4. Chair and Vice-Chairs

- 4.1 *** The Mayor shall be the Chair of GMCA.
- 4.2 ***At least 2 and no more than 3 Vice-Chairs will be appointed annually by the GMCA from among its Members.
- 4.3 The Vice-Chairs will be appointed in accordance with the following principles:
- a. the Deputy Mayor will be appointed as one of the Vice-Chairs
 - b. if more than one political group is represented on the GMCA, no one political group may hold all the vice-chair positions;
 - c. if less than 3 political groups are represented, the GMCA may decide only to appoint two vice-chairs;
 - d. if at least 3 political groups are represented, the GMCA must appoint 3 vice-chairs and the three largest political groups will be entitled to one vice-chair;
 - e. for the purposes of (c) above, where two or more political groups have an equal number of seats on the GMCA, the group which also hold(s) the larger number

of Council seats in Greater Manchester will be regarded as being the larger political group;

f. for the purposes of this Rule, a single member may constitute a political group.

4.4 ***The appointment of the Vice-Chairs shall be the first business transacted at the Annual Meeting of the GMCA.

4.5 ***On a vacancy arising in the office of Vice-Chair(s) for whatever reason, the GMCA shall make an appointment to fill the vacancy at the next ordinary meeting of the GMCA held after the date on which the vacancy occurs, or, if that meeting is held within 14 days after that date, then not later than the next following meeting. The Member appointed shall hold such office for the remainder of the year in which such vacancy occurred.

4.6 ***Subject to these Rules, anything authorised or required to be done by, or in relation to, the Chair, may be done by, or in relation to, the Vice-Chairs.

5. Portfolios

5.1 Each Member of the GMCA will be allocated a portfolio of responsibilities by the Mayor at the annual meeting of the GMCA.

5.2 Details of the portfolios and the GMCA members to whom they have been allocated will be published on the GMCA's website.

6. Assistant Portfolio Holders

6.1 Subject to Rules 6.2 and 6.3 each GMCA member appointed by a constituent council may appoint an elected member of another constituent council to act as an assistant portfolio holder whose duties will be to provide support and assistance to the GMCA member in the carrying out of that member's duties in respect of the portfolio responsibilities allocated by the Mayor. Appointments will be made in accordance with a process (including provision for applications and nominations) to be agreed by the Mayor and the Vice-Chairs.

6.2 The person appointed as Assistant Portfolio Holder will be of a different gender from the GMCA member who appoints the Assistant Portfolio Holder.

6.3 An Assistant Portfolio Holder may not serve on an Overview and Scrutiny Committee or the Audit Committee.

6.4 Assistant Portfolio Holder will have a standing invitation to attend meetings of the GMCA, including parts of the meeting where exempt matters are being discussed, and will be entitled to speak (but not vote).

7. Meetings

- 7.1 ***The Annual Meeting of GMCA shall be held in June on a date and at a time determined by the GMCA. This will usually be the last Friday in June.
- 7.2 ***Ordinary meetings of the GMCA for the transaction of general business shall be held on such dates and at such times as the GMCA shall determine. This will usually be the last Friday of the month, but may be varied to accommodate bank holidays and to ensure the effective transaction of GMCA business.
- 7.3 ***An Extraordinary Meeting of the GMCA may be called at any time by the Chair.

8. Admission of the Public

- 8.1 ***All meetings of the GMCA, its Committees and Sub-Committees 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:
- a. In accordance with Section 100A(2) of the Local Government Act 1972; or
 - b. 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. 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.

9. Notice of Meetings

- 9.1 At least five clear days before a meeting of the GMCA:
- a. notice of the time and place of the intended meeting shall be published by the **Head of Paid Service** and posted at Churchgate House, Oxford Street, Manchester, M1 6EU;
 - b. a summons to attend the meeting, specifying an agenda for the meeting, shall be sent by electronic mail to the usual email address of each Member, or any other email address notified to the **Head of Paid Service** by a Member
- 9.2 ***Lack of service on a Member of the GMCA of the summons shall not affect the validity of a meeting of the GMCA.
- 9.3 The following persons who are not members of the GMCA will have a standing invitation to attend meetings of the GMCA, including parts of the meeting where exempt matters are discussed:-

- a. the Substitute Members of the GMCA
- b. the Assistant Portfolio Holders (see also Rule 6)
- c. the Deputy Mayor for Policing and Crime
- d. the Chair of **the GM Transport Committee**
- e. the Chair of the Waste & Recycling Committee
- f. the Chair of the Standards Committee
- g. the Chair of the Audit Committee
- h. the Chair(s) of the Overview and Scrutiny Committee(s)
- i. the Chair of the Police and Crime Panel

9.4 Except where otherwise entitled under this Constitution, (for example, see Rules 3.2, 6.1), such persons are not entitled to vote and may only speak at the discretion of the Chair.

10. Cancelling Meetings

10.1 The Head of Paid Service may cancel or postpone any meeting, in consultation with the meeting Chair, prior to the issue of the agenda or subsequently if there is no business to be transacted.

11. Meeting Agendas

11.1 The Chair of the GMCA will decide upon the agenda for the meetings of the GMCA. The Chair may put on the agenda of any meeting any matter which the Chair wishes.

11.2 ***Any Member of the GMCA may require the **Head of Paid Service** to make sure that an item is placed on the agenda of the next available meeting of the GMCA for consideration.

11.3 Any item proposed to be included on the agenda for any meeting of the GMCA in accordance with Rules 11.1 and 11.2 above, which is not submitted before 5 days of the meeting shall not be included on the agenda for that meeting unless it is agreed by the Chair in consultation with the Head of Paid service. In this case the amended agenda for the meeting will state the reason for the late acceptance of any such item.

11.4 The **Head of Paid Service** shall set out in the agenda for each meeting of the GMCA the items of business requested by Members (if any) unless the Member concerned has given prior written notice to the **Head of Paid Service** prior to the issue of the agenda for the meeting, for it to be withdrawn. If the Member concerned is not present at the meeting when an item of which they have given notice comes up for discussion, this item shall, unless the GMCA decides otherwise, be treated as withdrawn.

Previous Decisions and Motions (Six Months Rule)

11.5 Decisions of the GMCA made within the last six months may not be changed, unless this Rule is suspended. (see Rule 2.1).

- 11.6 A motion or amendment in similar terms to one that has been rejected at a meeting of the GMCA in the past six months cannot be moved, unless this Rule is suspended.
- 11.7 ***Except in the case of business required by these Rules to be transacted at a meeting of the GMCA, and other business brought before the meeting as a matter of urgency, (and of which the **Head of Paid Service** shall have prior notice and which the Chair considers should be discussed at the meeting), no business shall be transacted at a meeting of the GMCA other than that specified in the agenda for the meeting.

12 Chair of Meeting

- 12.1 ***At each meeting of the GMCA the Mayor, if present, shall preside.
- 12.3 ***If the Mayor is absent from a meeting of the GMCA, the Deputy Mayor, if present, shall preside.
- 12.3 If both the Mayor and Deputy Mayor are absent from a meeting of the GMCA, one of the other Vice-Chairs, if present, shall preside.
- 12.4 ***If all of Mayor, Deputy Mayor and Vice-Chairs of the GMCA are absent from a meeting of the GMCA, the **Head of Paid Service** shall invite the Members present to elect a Member to preside for the duration of the meeting or until such time as the Mayor, Deputy Mayor or a Vice-Chair joins the meeting.
- 12.4 Any power or function of the Chair in relation to the conduct of a meeting shall be exercised by the person presiding at the meeting.

13. Quorum

- 13.1 No business shall be transacted at any meeting of the GMCA unless at least 8 of the Members are present.
- 13.2 If at the time for which a meeting is called, and for 15 minutes thereafter, a quorum is not present, then no meeting shall take place.
- 13.3 If during any meeting of the GMCA the Chair, after counting the number of Members present, declares that there is not a quorum present, the meeting shall stand adjourned to a time fixed by the Chair. If there is no quorum and the Chair does not fix a time for the reconvened meeting, the meeting shall stand adjourned to the next ordinary meeting of the GMCA.

14. Order of Business

- 14.1 At every meeting of the GMCA the order of business shall be to select a person to preside if the Mayor, Deputy Mayor or Vice-Chair(s) are absent and thereafter shall be in accordance with the order specified in the agenda for the meeting, except that such order may be varied -
- a. by the Chair at his/her discretion, or
 - b. on a request agreed to by the GMCA.
- 14.2 The Chair may bring before the GMCA at their discretion any matter that they consider appropriate to bring before the GMCA as a matter of urgency.

15. Committees

- 15.1 *** The GMCA must appoint an Audit Committee and one or more Overview and Scrutiny Committee(s) in accordance with the Scrutiny Order and Part 4 of this Constitution.
- 15.2 The GMCA will appoint a Standards Committee, a Resources Committee and a Waste and Recycling Committee in accordance with Part 4 of this Constitution.
- 15.3 *** Appointments of the above committees must be made so that the members of the committee drawn from the Constituent Councils taken as a whole reflect so far as reasonably practicable the balance of political parties for the time being prevailing amongst the Constituent Councils when taken together. Where members of the committee are to be appointed from the members of the GMCA it may not be practicable to achieve political balance.
16. Submission of **GM Transport Committee** Proceedings and Proceedings of any Committee or Sub-Committee of GMCA
- 16.1 Except where the **GM Transport Committee** or any Committee or Sub-Committee of the GMCA, is acting under delegated authority, the Minutes of the proceedings of the **GM Transport Committee**, and the Minutes of any Committee or Sub-Committee of the GMCA, shall be submitted to the GMCA for confirmation. Confirmation by the GMCA of those Minutes shall constitute approval of the proceedings of the **GM Transport Committee** and any Committee or Sub-Committee of the GMCA.
- 16.2 The Chair of the **GM Transport Committee**, or any Committee or Sub-Committee of the GMCA, (or other member of the **GM Transport Committee**, or any Committee or Sub-Committee of the GMCA acting in their place), shall deal with matters arising during any debate by the GMCA on the proceedings of the **GM Transport Committee** or any Committee or Sub-Committee of the GMCA.
- 16.3 The Chair of the **GM Transport Committee** or any Committee or Sub-Committee of the GMCA, (or other member of the **GM Transport Committee** or any Committee or Sub-

Committee of the GMCA acting in their place), may, with the consent of the GMCA, withdraw any item on the Minutes of the **GM Transport Committee** or any Committee or Sub-Committee of the GMCA, or correct any factual inaccuracy, which might otherwise result in the GMCA being misinformed on any item in Minutes of the **GM Transport Committee** and any Committee or Sub-Committee of the GMCA.

16.4 Where **the GM Transport Committee** or any Committee or Sub-Committee of the GMCA is acting under delegated authority, the Minutes of the proceedings of the **GM Transport Committee**, and the Minutes of any Committee or Sub-Committee of the GMCA, shall be submitted to the GMCA for information.

17 Rules of Debate

17.1 Motion or amendment shall not be discussed unless it has been proposed and seconded.

17.2 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.

17.3 An amendment shall be relevant to the Motion and shall be either:-

- a. to leave out words from the Motion;
- b. to leave out words from, and insert or add others to, the Motion;
- c. to insert words in, or add words to, the Motion;

but such omission, insertion or addition of words shall not have the effect of introducing a new proposal into or negating the original Motion before the GMCA.

17.4 A Member shall not speak for longer than five minutes on any matter without the consent of the Chair.

17.5 A Member may claim to speak on a point of order or in personal explanation, and shall be entitled to be heard. A point of order must relate only to an alleged breach of a specified statutory provision or the GMCA Constitution or these Rules of Procedure 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 the Member 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.

17.6 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 substantive Motion upon which any further amendment may be moved.

- 17.7 A further amendment shall not be moved until the GMCA 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.
- 17.8 A Member at the conclusion of a speech of another Member may move without comment:
- a. that the question be now put;
 - b. that the debate be adjourned;
 - c. that the GMCA proceed to the next business;
 - d. that this meeting of the GMCA be adjourned.
- 17.9 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 -
- i. in case (a) the Motion then before the GMCA shall, subject to the right to reply, be put to the vote; or
 - ii. in case (b) the debate on the Motion then before the GMCA shall stand adjourned until the next ordinary meeting of the GMCA; or
 - iii. in case (c) the Motion then before the GMCA shall be regarded as lost and the GMCA shall proceed to the next item on the Agenda, if any; or
 - iv. in case (d) the meeting shall stand adjourned.
- 17.10 If the Chair is of the opinion that the matter before the GMCA has been sufficiently discussed the Chair may put the Motion that the question now be put.
- 17.11 The Chair shall decide all questions of order and any ruling by the Chair upon such questions and the interpretation of these Rules of Procedure and upon matters rising in debate shall be final and shall not be open to discussion.
- 17.12 A Motion to exclude the press and public in accordance with Section 100A of the Local Government Act, 1972 may be moved, without notice, at any meeting of the GMCA during an item of business whenever it is likely that if members of the public were present during that item there would be disclosure to them of confidential or exempt information as defined in Section 100A of the 1972 Act.

18. Voting

- 18.1 ***Subject to Rules 18.5 to 18.11, any questions that are to be decided by the GMCA are to be decided by a majority of the Members or Substitute Members, acting in place of Members, present and voting on that question at a meeting of the GMCA.
- 18.2 ***Each Member of the GMCA, or Substitute Member acting in that Member's place, is to have one vote and no Member of the GMCA or Substitute Member is to have a casting vote.

- 18.3 Whenever a vote is taken at meetings of the GMCA it shall be by a show of hands. On the requisition of any member of the GMCA, supported by two other Members who signify their support by rising in their places, and before the vote is taken, the voting on any question shall be recorded so as to show whether each Member present gave their vote for or against that question or abstained from voting.
- 18.4 ***A Member of the GMCA, or Substitute Member acting in that Member's place may demand that his/her vote be recorded in the Minutes of the meeting.
- 18.5 ***Questions that are to be decided by the GMCA relating to the following matters require that at least 8 Members of the GMCA, or Substitute Member(s) acting in place of Member(s), vote in favour for any vote to be carried:-
- a. the adoption, approval, amendment, modification, revision, variation, withdrawal or revocation of a plan or strategy of the following descriptions:
 - i. a sustainable community strategy (in Greater Manchester this is the Greater Manchester Strategy);
 - ii. approving the capital programme of the GMCA and TfGM and approving new transport schemes to be funded by the Greater Manchester Transport Fund;
 - iii. such other plans and strategies as may be determined by the GMCA from time to time.
 - b. The preparation of a local economic assessment under section 69 of the Local Democracy, Economic Development and Construction Act 2009 (LDEDCA);
 - c. the approval of the budget of the GMCA;
 - d. the approval of borrowing limits, the treasury management strategy and the investment strategy;
 - e. the setting of a transport levy;
 - f. the acceptance of arrangements to delegate the functions or budgets of any person to the GMCA;
 - g. the amendment of these Rules of Procedure of the GMCA;
 - h. the approval of a transport policy developed by the Mayor under section 108 (1) (a) of the Transport Act 2000
 - i. the approval of a local transport plan prepared by the Mayor under section 108 (3) of the Transport Act 2000
 - j. the approval of the alteration or replacement of a local transport plan as proposed by the Mayor under section 109 (1) or (2) of the Transport Act 2000
- 18.6 ***Questions that are to be decided by the GMCA relating to road user charging require that all 11 Members of the GMCA, or Substitute Members(s) acting in place of Member(s), vote unanimously in favour for any vote to be carried.

18.7 ***The following plans may be amended by a vote in favour by at least 7 members (excluding the Mayor), or substitute members acting in their place, present and voting on that question at a meeting of the GMCA:-

- i. draft policy or draft local transport plan prepared by the Mayor under section 108 (1) (a) or (3) of the Transport Act 2000, or
- ii. a draft alteration or replacement of the local transport plan under sections 109 (1) and (2) of the Transport Act 2000

18.7A*In order to be carried questions relating to functions exercised pursuant to section 93(1) of the Transport Act 1985 (travel concession schemes) require a vote in favour:**

- a. **by at least 8 members, or substitute members acting in place of those members, present and voting on that question at a meeting of the GMCA; and**
- b. **by the Mayor (or the deputy Mayor acting in place of the Mayor).**

18.7B*Where the costs of expenditure reasonably incurred by the Mayor in, or in connection with, the exercise of the functions specified in Schedule 1 of the 2019 Order are to be required to be met by the Constituent Councils (because the Mayor has decided not to fully meet those costs from other resources available to the Mayor) and it is proposed that, rather than apportioning such costs between the Constituent Councils in accordance with the proportion to the total resident population of the GMCA which resides in the area of each Constituent Council at the relevant date as estimated by the Statistics Board, some alternative apportionment of costs between the Constituent Councils is to instead be applied, then the members of the GMCA, or substitute members acting in place of those members, must unanimously agree to such an alternative apportionment.**

18.7C*Questions relating to the (politically balanced) apportionment of membership of a joint transport committee under Article 7(5)(b) of the 2019 Order require a unanimous vote in favour by all members, or substitute members acting in place of those members, of the GMCA to be carried.**

18.8 Questions relating the following functions in connection with the spatial development strategy (SDS), exercised pursuant to Part 8 of the Greater London Authority Act 1999 as applied by the GMCA Orders require a unanimous vote in favour by all members (or substitute members acting in their place), appointed by the constituent councils to be carried:-

- a. Section 335 (preparation of draft SDS)
- b. Section 336 (withdrawal of proposed SDS)
- c. Section 337 (publication of the SDS)
- d. Section 341 (alteration or replacement of the SDS)

18.9 ***Questions relating to expenditure **in respect of the following matters** require at least 7 votes (excluding the Mayor) in favour by members (or substitute members acting in their place) to be carried:

- a. **amounts payable under the arrangements made under article 14(4)(a) of the 2016 Order;**
- b. **amounts payable under the arrangements made under article 12(4)(a) of the 2017 Order.**

18.10 ***Questions relating to the use of 'earn back' budget cannot be carried without the vote of the Mayor or the deputy mayor acting in the place of the Mayor.

18.11 ***Any decision to veto the Mayor's draft general budget (or revised general budget) and approve the Mayor's draft budget incorporating the GMCA's recommendations must be decided by a two-thirds majority of the members of the GMCA (excluding the Mayor), or substitute members acting in their place, present and voting on the question at a meeting of the GMCA.

18.12 ***A proposal by the Mayor to acquire land compulsorily pursuant to:-

- a. Section 17 of the Housing Act 1985
- b. Section 226 of the Town and County Planning Act 1990, or
- c. Section 9 (2) of the Housing and Regeneration Act 2008
requires the consent of all members of the GMCA (or substitute members acting in their place) whose area contains any part of the land subject to the CPO, such consent to be provided at a meeting of the GMCA.

18.13 *** A proposal by the Mayor to:-

- a. Designate any area of land as a mayoral development area (MDA)
- b. Alter the boundaries of an MDA so as to exclude an area of land, or
- c. Decide that a mayoral development corporation (MDC) should be the local planning authority for the purposes set out in section 202 (2) to (4) of the Localism Act 2011
requires the consent of all members of the GMCA (or substitute members acting in their place) whose local government area contains any part of the area to be designated or excluded or in respect of which the Mayor wishes to decide that the MDC should be the local planning authority, such consent to be provided at a meeting of the GMCA.

18.14 *** A proposal of the Mayor under Rule 18.13 (a) may be rejected by the GMCA in accordance with the provisions of section 197 of the Localism Act 2011 as modified by the 2017 Order, but only if a motion to reject has been considered at a meeting of the GMCA

and agreed to by two-thirds of the GMCA members (or substitute members acting in their place) present and voting on that motion.

18.15 In relation to functions conferred under Part 4 (waste disposal) of the Greater Manchester Combined Authority (Functions and Amendment) Order 2017—

(a) the Member for the GMCA appointed by the Constituent Council for the local government area of Wigan, or any Substitute Member acting in place of that Member, does not have a vote; and

(b) subject to sub-paragraph (a), decisions relating to levying and budgets require a vote in favour by at least 7 Members, or Substitute Members acting in place of those Members, present and voting on that question at a meeting of the GMCA.

18.16 ***The proceedings of GMCA are not invalidated by any vacancy among its Members or Substitute Members or by any defect in the appointment or qualifications of any Member or Substitute Member

19. Conduct of Members

19.1 If the Chair is of the opinion that at a meeting any Member of the GMCA, or Substitute Member acting in that Member's place, 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 GMCA, 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 of the GMCA;
- b. the Chair may direct the Member to withdraw from all or part of the remainder of the meeting of the GMCA;
- c. the Chair may order the Member to be removed from the meeting of the GMCA; and
- d. the Chair may adjourn the meeting of the GMCA for such period as they consider expedient.

19.2 In the event of general disturbance, which in the opinion of the Chair, renders the orderly dispatch of business impossible the Chair, in addition to any other power vested in the Chair may, without question put, adjourn the meeting of the GMCA for such period as the Chair considers expedient.

20. Disturbance by Members of the Public

20.1 If a member of the public interrupts the proceedings at any meeting of the GMCA the Chair shall warn him or her. If they continue the interruption the Chair shall order his or

her removal from the room. In the case of general disturbance in any part of the room open to the public the Chair shall order that part to be cleared.

21. Notification and Declaration of Interests

21.1 In this Rule:-

'the Code' means the Conduct of Conduct for Members adopted by the GMCA under Section 28 of the Localism Act 2011;

'disclosable pecuniary interest' means an interest specified in the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012 and set out in paragraph 8 of the Code;

'Member of the GMCA' includes a Substitute Member when acting as a Member of the GMCA, and a voting co-opted member of a committee or sub-committee of the GMCA.

'personal interest' for the purpose of Rule 21.2 means an interest described in paragraph 7.2 of the Code, and for the purpose of Rule 21.3 and 21.4 means an interest described in paragraph 7.2 or 7.3 of the Code;

'prejudicial interest' means an interest described in paragraph 8.1 of the Code;

21.2 Members of the GMCA must within 28 days of their election or appointment to office notify the GMCA Monitoring Officer in writing of the details of their disclosable pecuniary interests (including, where required, interests of their partner) and their personal interests.

21.3 Where a member of the GMCA is present at a meeting and has a disclosable pecuniary interest or, subject to paragraphs 7.6 to 7.8 of the Code, a personal interest in any matter to be considered at the meeting, they must disclose the interest to the meeting.

21.4 Where a member of the GMCA has a disclosable pecuniary interest or, subject to paragraphs 8.3 and 8.4 of the Code, a prejudicial interest in any matter being considered at a meeting, they must not participate or vote on the matter and must withdraw from the room of the meeting while the matter is being considered.

22. Records

22.1 The **Head of Paid Service** shall ensure that the names of the Members of the GMCA present at any meeting of the GMCA, and any Substitute Member acting in a Member's place, shall be recorded in the Minutes of the meeting concerned.

22.2 The Minutes of the proceedings of a meeting of the GMCA are to be kept in such form as the GMCA may from time to time determine.

22.3 The Minutes of the proceedings of a meeting of the GMCA shall be signed at the next suitable meeting of the GMCA by the person presiding at the meeting of the GMCA to which the Minutes relate.

- 22.4 Any minute purporting to be signed as mentioned in Rule 22.3 shall be received in evidence for the purposes of any legal proceedings without further proof.
- 22.5 Until the contrary is proved, a meeting of the GMCA, a Minute of whose proceedings has been signed in accordance with this Rule is deemed to have been duly convened and held, and all the Members of the GMCA present at the meeting, and any Substitute Member acting in a Member's place, are deemed to have been duly qualified.
- 22.6 For the purposes of this Rule the next suitable meeting of the GMCA is the next meeting of the GMCA.

SECTION B – ACCESS TO INFORMATION PROCEDURE RULES

1. Scope

- 1.1 Except as otherwise indicated, Rules 3 to 13 of these Procedure Rules apply to all meetings of the GMCA or its committees, including any committees established by the Mayor to discharge Mayoral general functions (together called “meetings”). Rules 14 to 18 apply in respect of any decision by a decision-maker (as defined in Rule 2.1(b)) that is a key decision. Rules 19 and 20 apply exclusively to decisions made by individual decision-makers. Rules 21 to 23 set out the specific rights of access to information applying to members of overview and scrutiny committees and the general rights of access to information applying to Members of the GMCA.
- 1.2 These Rules do not affect any more specific rights to information contained elsewhere in this Constitution or the law.

2. Definitions

2.1 In these Rules:

- (a) “committee” includes a committee established by the Mayor to discharge general functions;
- (b) “decision-maker” means the decision-making body by which, or the individual by whom, a decision is taken;
- (c) “individual” in Rule 2.1(b) includes the Mayor and, when exercising delegated functions, other Members of the GMCA and officers of the GMCA (including TfGM acting as an officer of the GMCA);
- (d) “mayoral decision” means a decision made or to be made by a decision-maker in connection with the discharge of a mayoral function (as defined in paragraph 1.10 of Part 1 of this Constitution);
- (e) “non-mayoral decision” means a decision made or to be made by a decision-maker in connection with the discharge of a function of the GMCA that is not a mayoral function;
- (f) “key decision” has the meaning given in Rule 14;
- (g) “political adviser” means a person appointed pursuant to Article 16 of the Greater Manchester Combined Authority (Functions and Amendment) Order 2016;

- (h) “private meeting” means a meeting, or part of a meeting, during which the public are excluded under Rule 10;
- (i) “public meeting” means a meeting which is open to the public in accordance with Rule 3.

3. Rights to Attend Meetings

- 3.1 Members of the public may attend all meetings subject only to the exceptions in Rule 10.
- 3.2 While a meeting is open to the public any member of the public attending may report on that meeting by:
 - (a) filming, photographing or making an audio recording of proceedings at a meeting;
 - (b) using any other means for enabling persons not present to see or hear proceedings at a meeting as it takes place or later; or
 - (c) reporting or providing commentary, in writing, on proceedings at a meeting so that the report or commentary is available as the meeting takes place or later to persons not present (oral reporting or commentary is not permitted during a meeting, but may be provided outside or after the meeting).

4. Notices of Meetings

- 4.1 The GMCA will give at least five clear days’ notice of any meeting by posting details of the meeting at the offices of the GMCA and on the GMCA's website.
- 4.2 Where the meeting is convened at shorter notice, notice of the meeting will be posted at the time the meeting is convened.

5. Access to Agenda and Reports Before the Meeting

- 5.1 Subject to Rule 11 a copy of the agenda and any report for a meeting will be available for public inspection at the offices of the GMCA and on the GMCA's website.
- 5.2 Any document which is required by Rule 5.1 to be available for public inspection must be available for at least 5 clear days before the meeting except that -

- (a) where the meeting is convened at shorter notice, a copy of the agenda and associated reports must be available for inspection when the meeting is convened, and
- (b) where an item which would be available for public inspection is added to the agenda, copies of the revised agenda and any report relating to the item must be available for inspection when the item is added to the agenda;

but nothing in this Rule 5.2 requires copies of any agenda, item or report to be open to inspection by the public until copies are available to members of the GMCA.

6. Supply of Copies

6.1 The GMCA will supply copies of:

- (a) any agenda and reports which are open to public inspection;
- (b) any further statements or particulars, if any, as are necessary to indicate the nature of the items in the agenda; and
- (c) if the **Head of Paid Service** thinks fit, copies of any other documents supplied to Members in connection with an item;

to any person (including any newspaper) on payment of a charge for postage, copying and any other costs.

6.2 A reasonable number of copies of the agenda and reports for the public part of the meeting will be available for the use of members of the public present at the meeting.

6.3 The GMCA will also supply copies of documents available for public inspection under Rule 7 and Rule 8.2 to any person (including any newspaper) on payment of a charge for postage, copying or any other costs.

7. Access to Minutes etc After the Meeting

7.1 The GMCA will make available at the GMCA's offices and on the GMCA's website as soon as reasonably practicable after a meeting copies of the following:

- (a) the minutes of the meeting, excluding any part of the minutes of proceedings when the meeting was not open to the public or which disclose exempt or confidential information;

- (b) 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;
- (c) the agenda for the meeting; and
- (d) reports relating to items when the meeting was open to the public.

7.2 The above documents will be retained by the GMCA and be open to inspection for six years after the meeting.

8. Background Papers

8.1 List of background papers

The relevant Chief Officer will set out in every report and with every written statement made under Rule 20.1 a list of those documents (called background papers) relating to the subject matter of the report which in his/her opinion:

- (a) disclose any facts or matters on which the report or an important part of the report is based; and
- (b) which have been relied on to a material extent in preparing the report but does not include published works or those which disclose exempt or confidential information (as defined in Rule 10).

8.2 Public inspection of background papers

The GMCA will make available for public inspection at the GMCA's offices, and in the case of delegated decisions falling within Rule 20.1 on the GMCA's website, one copy of each of the documents on the list of background papers. Such papers will be available from the time the report or written statement (to which they are background papers) is available until four years after the date of the meeting or, as the case may be, the date of the individual decision.

9. Summary of Public's Rights

9.1 A written summary of the public's rights to attend meetings and to inspect and copy documents must be kept at and be available to the public at the GMCA's offices.

10. Exclusion of Access by the Public to Meetings

10.1 Confidential information - requirement to exclude public

The public must be excluded from meetings whenever it is likely in view of the nature of the business to be transacted or the nature of the proceedings that confidential information would be disclosed.

10.2 Meaning of confidential information

Confidential information means information given to the GMCA by a Government Department on terms which forbid its public disclosure or information which cannot be publicly disclosed by reason of a Court Order or any enactment.

10.3 Exempt information - discretion to exclude public

The public may be excluded from meetings by a resolution passed by the meeting whenever it is likely in view of the nature of the business to be transacted or the nature of the proceedings that exempt information would be disclosed.

10.4 Meaning of exempt information

- (a) Exempt information means information falling within the following 7 descriptions (subject to any qualifications).

	Description	Qualification
1.	Information relating to any individual	Information within paragraph 1 is exempt information if and so long, as in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.
2.	Information which is likely to reveal the identity of an individual.	Information within paragraph 2 is exempt information if and so long, as in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.
3.	Information relating to the financial or business affairs of any particular person (including the authority holding that information).	Information within paragraph 3 is not exempt information if it is required to be registered under- (a) the Companies Acts (as defined in section 2 of the Companies Act 2006); (b) the Friendly Societies Act 1974; (c) the Friendly Societies Act 1992; (d) the Co-operative and Community Benefit Societies Act 2014; (e) the Building Societies Act 1986;or (f) the Charities Act 2011.

		Subject to the above, Information within paragraph 3 is exempt information if and so long, as in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.
4.	Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.	Information within paragraph 4 is exempt information if and so long, as in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.
5.	Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.	Information within paragraph 5 is exempt information if and so long, as in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.
6.	Information which reveals that the authority proposes – (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or (b) to make an order or direction under any enactment.	Information within paragraph 6 is exempt information if and so long, as in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.
7.	Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.	Information within paragraph 7 is exempt information if and so long, as in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

(b) Information is not exempt information if it relates to proposed development for which the local planning authority may grant itself planning permission pursuant to regulation 3 of the Town and Country Planning General Regulations 1992.

10.5 A member or members of the public may be excluded from a public meeting by use of a lawful power in order to maintain orderly conduct or prevent misbehaviour at a meeting.

11. Exclusion of Access by the Public to Reports

- 11.1 If the **Head of Paid Service** thinks fit, the GMCA may exclude access by the public to the whole or part of any reports which in his or her opinion relate to items during which, in accordance with Rule 10, the meeting is likely not to be open to the public.
- 11.2 Where the whole or any part of a report is not available for public inspection by virtue of Rule 11.1:
- (a) every copy of the whole report or part of the report must be marked "Not for Publication" and
 - (b) there must be stated on every copy of the report:
 - (i) that it contains confidential information; or
 - (ii) by reference to Schedule 12A of the Local Government Act 1972, the description of the exempt information by virtue of which the public are likely to be excluded during consideration of the item.

12. Business Containing Exempt Information

- 12.1 A member of the public may request the Chief Officer who wrote a report to be considered at any meeting of the GMCA, its Committees or Sub-Committees to:
- (a) recommend that an item of business containing exempt information should be taken in public; and/or,
 - (b) allow him/her to inspect the report or any background document to a report.
- 12.2 Such a request must be made at least 48 hours before the meeting.
- 12.3 If such a request is refused, the Chief Officer must give a reason for the decision together with details of the appeals procedure under Rule 13.1
- 12.4 A decision by a Chief Officer under Rule 12.3 will remain valid unless altered on appeal to the meeting which is to consider the item concerned.

13. Public Rights of Appeal

- 13.1 The procedure for appealing against a Chief Officer's decision in accordance with Rule 12.3 is as follows:
- (a) The appellant must write to the Head of Paid Service giving details of the item concerned together with the reason(s) for his / her request at least 24 hours before the meeting in question. The time of receipt of the appeal must be recorded as any received after this time will be invalid.

- (b) The appeal will be dealt with in private as the first item on the agenda.
- (c) Initially, only the Chief Officer (or representative) who refused the original request, the Head of Paid Service's representative and the members concerned may be present.
- (d) The Chief Officer will report the matter to the meeting giving his/her reasons for the decision and members will be allowed to ask questions.
- (e) The appellant will then be called into the meeting and the chair will summarise the reasons given for the refusal.
- (f) The appellant will give his / her reason(s) for the request and members will be allowed to ask questions of the appellant and the Chief Officer but having regard to the confidentiality of the item.
- (g) Both parties will withdraw and the meeting will then consider and determine the appeal.

13.2 Where an appeal relates to the inspection of an exempt document and is not dealt with under Rule 13.1 (being made either after the meeting in question or less than 24 hours before), the following procedural timetable will apply:

- (a) The appellant must submit the appeal in writing to the Head of Paid Service within 10 working days of the refusal by the Chief Officer;
- (b) The relevant body will determine the appeal within 8 weeks of its receipt.

14. Key Decisions

14.1 A "key decision" means a decision of a decision-maker which is likely:

- (a) to result in the GMCA or the Mayor incurring significant expenditure, or the making of significant savings, having regard to the GMCA's budget for the service or function to which the decision relates; or
- (b) to be significant in terms of its effects on persons living or working in an area comprising two or more wards in the area of the GMCA.

14.2 For the purposes of 14.1(a) above the meaning of “significant expenditure” or “significant savings” is to be construed in accordance with any definition that has been agreed by the GMCA’s overview and scrutiny committee(s) and reported by the committee(s) to the GMCA. A financial threshold for key decisions under paragraph (a) of expenditure or savings by the GMCA of more than £500,000 has been set.

14.3 The following categories of delegated decisions by officers do not constitute key decisions as in each case they concern the implementation of a previous key decision agreed by the GMCA and/ or the Mayor, which scrutiny has had the opportunity to review:

(i) any decision to borrow money to meet the short term borrowing requirements of the GMCA, to fund the approved capital programme, to refinance maturing debt or to restructure the long term borrowing of the GMCA in line with the provisions of the Treasury Management Strategy;

(ii) any decision to invest funds in accordance with the Treasury Management Strategy approved by the GMCA;

(iii) the acceptance of tenders for contracts wholly or mainly involving capital expenditure where the GMCA’s approval to the detailed capital scheme has previously been issued.

The GMCA’s financial threshold of £500,000 for key decisions excludes decisions in the following categories:

(i) the settlement of any actual or threatened legal proceedings in the interests of the GMCA, subject to the Overview and Scrutiny Committee receiving a report at its next suitable meeting in the event of such a settlement;

(ii) the payment of ‘passported’ grants from central government whose grant conditions include express instructions on how and where monies are spent, so that the GMCA or the Mayor are unable to vary any aspect of the payment of that grant.

Note: Currently the Bus Service Operators Grants fall within this category.

14.4 For the purposes of these Rules no decision that involves the discharge of a PCC function is to be treated as a key decision.

15. Publicity and Procedure in Connection with Key Decisions

15.1 Subject to Rule 16 (General Exception) and Rule 17 (Special Urgency), where a decision-maker intends to make a key decision, that decision must not be made unless at least 28 clear days before it is made:

(a) a document is published containing the information set out in Rule 15.2, and

- (b) that document is made available at the offices of the GMCA and published on the GMCA's website.

15.2 The document published under rule 15.1 must state -

- (a) that a key decision is to be made in relation to the discharge of functions which are the responsibility of the GMCA;
- (b) the matter in respect of which the decision is to be made;
- (c) the decision-maker's name, and title if any;
- (d) the date on which, or the period within which, the decision is to be made;
- (e) a list of the documents submitted to the decision-maker for consideration in relation to the matter in respect of which the key decision is to be made;
- (f) the address from which, subject to any prohibition or restriction on their disclosure, copies of, or extracts from, any document listed is available;
- (g) that other documents relevant to those matters may be submitted to the decision-maker; and
- (h) the procedure for requesting details of those documents (if any) as they become available.

15.3 The document referred to above must not contain any confidential or exempt information or particulars of the advice of a political adviser, but should contain particulars of the matter to be decided.

16. General Exception

16.1 Subject to Rule 17 (Special Urgency), where the publication of the intention to make a key decision under Rule 15 is impracticable, the decision may still be made but only if:

- (a) the Monitoring Officer has informed the chair of the relevant overview and scrutiny committee or if there is no such person, each member of that committee by notice in writing, of the matter about which the decision is to be made;
- (b) the Monitoring Officer has made a copy of that notice available to the public at the offices of the GMCA, and published it on the GMCA's website; and

- (c) at least 5 clear days have elapsed since the Monitoring Officer complied with (a) and (b).

16.2 As soon as reasonably practicable after the Monitoring Officer has complied with Rules 16.1 (a) and (b), he or she must make available at the GMCA's offices a notice setting out the reasons why compliance with Rule 15 is impracticable and publish that notice on the GMCA's website.

17. Special Urgency

17.1. Where the date by which a key decision must be made, makes compliance with Rule 16 impracticable, the decision may only be made where the decision-maker has obtained agreement from:

- (a) the Chair of the relevant overview and scrutiny committee; or
- (b) if there is no such person, or if the chair of the relevant overview and scrutiny committee is unable to act, the Chair of the GMCA; or
- (c) where there is no chair of either the relevant overview and scrutiny committee or of the GMCA, one of the vice-chairs of the GMCA,

that the making of the decision is urgent and cannot reasonably be deferred.

17.2 As soon as reasonably practicable after the decision-maker has obtained such agreement under Rule 17.1, the decision-maker must make available at the offices of the GMCA a notice setting out the reasons that the making of this decision is urgent and cannot reasonably be deferred and publish that notice on the GMCA's website.

18. Reports to the GMCA

18.1 When an overview and scrutiny committee can require a report

Where a decision has been made and:

- (a) was not treated as a key decision; and
- (b) a relevant overview and scrutiny committee are of the opinion that the decision should have been treated as a key decision,

the scrutiny committee may require the decision-maker to submit a report to GMCA within such reasonable period as the committee may specify (which shall normally be the next scheduled meeting of the GMCA).

18.2 Decision-maker's report to the GMCA

A report under Rule 18.1 must include details of:

- (a) the decision and the reasons for the decision;
- (b) the decision-maker by whom which the decision was made; and
- (c) if the decision-maker is of the opinion that the decision was not a key decision, the reasons for that opinion.

18.3 Reports on special urgency decisions

The Monitoring Officer will submit reports to the GMCA on the decisions taken in the circumstances set out in Rule 17 (special urgency) in the preceding cycle. The report will include the particulars of decisions so taken and a summary of the matters in respect of which those decisions were taken.

19. Recording of Mayoral Decisions Made by Individuals

19.1 As soon as reasonably practicable after the Mayor or another Member of the GMCA has made a mayoral decision, that Member must produce or instruct the **Head of Paid Service** to produce a written statement of that mayoral decision which includes the information specified in Rule 19.3.

19.2 As soon as reasonably practicable after an officer has made a decision which is a mayoral decision, the officer must produce a written statement including the information specified in Rule 19.3.

19.3 The statement referred to in Rule 19.1 and 19.2 should include -

- a. a record of the decision including the date it was made;
- b. a record of the reasons for the decision;
- c. details of any alternative options considered and rejected when making the decision;

- d. a record of any conflict of interest declared by any member who is consulted by the member or officer which relates to the decision; and
 - e. in respect of any declared conflict of interest, a note of dispensation granted by the Head of Paid Service.
- 19.4 Any written statement produced in accordance with this Rule, and any report considered by the individual Member or officer relevant to a decision will be available for public inspection at the GMCA's offices and on the GMCA's website.
- 19.5 Decisions made by the Mayor will also be reported to the GMCA at its next meeting (except where the decision concerned was taken openly by the Mayor while sitting within a formal meeting of the GMCA).
- 19.6 Nothing in this Rule shall require the disclosure of confidential information or exempt information as defined in these Rules.

20. RECORDING OF NON-MAYORAL DECISIONS MADE BY OFFICERS

- 20.1 As soon as reasonably practicable after an officer has made a non-mayoral decision of the type referred to in Rule 20.2, the officer must produce a written statement including the information specified in Rule 20.3.
- 20.2 The non-mayoral decisions referred to in Rule 20.1 are those taken:
- (a) under a specific express authorisation; or
 - (b) under a general authorisation and the effect of the decision is to:
 - (i) grant a permission or licence;
 - (ii) affect the rights of an individual; or
 - (iii) award a contract or incur expenditure which materially affects the GMCA's financial position.
- 20.3 The statement referred to in Rule 20.1 should include:
- (a) a record of the decision including the date it was made;
 - (b) a record of the reasons for the decision;
 - (c) details of any alternative options considered and rejected when making the decision;

- (d) where the decision is taken under a specific express authorisation, the name of any member of the GMCA who has declared a conflict of interest in relation to the decision.

20.4 Any written statement produced in accordance with this Rule will be available for public inspection at the GMCA's offices and on the GMCA's website.

20.5 Nothing in this Rule shall require the disclosure of confidential information or exempt information as defined in these Rules.

21. Overview and Scrutiny Committees Access to Documents

21.1 Rights to copies

Subject to Rule 21.3 below, a member of an overview and scrutiny committee or a sub-committee of such a committee is entitled to a copy of any document which is in the possession or under the control of the GMCA or the Mayor and which contains material relating to: -

- (a) any business that has been transacted at a meeting of a decision-making body of the GMCA; or
- (b) any decision that has been made by an individual member of the GMCA; or
- (c) any decision made by an officer under delegated powers.

21.2 Where a member of an overview and scrutiny committee or a sub-committee of such a committee requests a document under Rule 21.1, the GMCA or the Mayor must provide that document as soon as reasonably practicable and in any case no later than 10 clear working days after the GMCA or the Mayor receives the request.

21.3 Limit on rights

A member of an overview and scrutiny committee or of a sub-committee of such a committee will not be entitled to:-

- (a) any document or part of a document that is in draft form;
- (b) any document or part of a document that contains exempt or confidential information, unless that information is relevant to an action or decision they are reviewing or scrutinising or any review contained in any programme of work of such a committee or sub-committee of such a committee; or

(c) any document containing the advice of a political adviser.

21.4 Where the GMCA or the Mayor determines that a member of an overview and scrutiny committee is not entitled to a copy of a document or part of any such document the GMCA, or as the case may be, the Mayor must provide the overview and scrutiny committee with a written statement setting out the reasons for that decision.

22. Additional Rights of Access for Members

22.1 Subject to Rule 22.2, any document which:

- (a) is in the possession or under the control of the GMCA, and
- (b) contains material relating to any business to be transacted at a meeting of the GMCA or a committee or sub-committee of the GMCA;

shall, subject to Rule 22.2 below, be available for inspection by any Member of the GMCA.

22.2 Rule 22.1 does not require a document to be available for inspection if:

- (a) it contains confidential information (see Rule 10.2);
- (b) it appears to the Monitoring Officer to disclose exempt information under paragraph 1, 2, 4, 5 or 7 of Schedule 12A to the Local Government Act 1972 (see Rule 10.4); or
- (c) it appears to the Monitoring Officer to disclose exempt information under paragraph 3 of Schedule 12A, but only to the extent that the information relates to any terms proposed or to be proposed by or to the GMCA in the course of negotiations for a contract.

[NB: documents containing exempt information by virtue of paragraph 3 where 22.2 (c) does not apply or by virtue of paragraph 6 of Schedule 12A will be available under this Rule]

22.3 The above rights are in addition to any other right that a member of a combined authority may have.

23. Rights of Members – ‘Need to Know’

- 23.1 In addition to rights under Rule 22, Members will be entitled to access to documents and to attend the confidential part of meetings of committees and sub-committees where they can demonstrate a “need to know” in order to perform their duties as Members.
- 23.2 Subject to Rule 23.3 below, the circumstances where a “need to know” will be treated as arising will include -
- (a) Where the matter relates to a sub-committee of a committee of which the Member is a member;
 - (b) Where the GMCA is required to approve the decisions or recommendations of committees or sub-committees;
 - (c) Where the matter has been delegated to a committee or sub-committee, but significantly affects the reputation of the whole GMCA;
 - (d) Where the matter relates specifically to the area of the Constituent Council that appointed the Member to the GMCA.
- 23.3 There will not be a “need to know” if a Member is acting in bad faith or in pursuance of a personal pecuniary or non-pecuniary interest or merely out of curiosity.
- 23.4 A Member wishing to see confidential or exempt GMCA, committee or sub-committee documents or to attend the confidential part of a meeting should make a written application to the Head of Paid Service, setting out the reasons why the document and/or attendance at the meeting is necessary in order to enable the Member properly to perform his/her duties.
- 23.5 Where access to documents or a meeting is refused by the Head of Paid Service, there will be a right of appeal to the relevant body.
- 23.6 Where a matter or document is confidential or exempt, Members exercising the above rights will be asked to sign an agreement to preserve the confidentiality of the information.

SECTION C – OVERVIEW AND SCRUTINY COMMITTEE PROCEDURE RULES

- 1.** Establishment
 - 1.1 Legislation requires that the GMCA must establish one or more overview and scrutiny committees.
 - 1.2 The GMCA has determined to establish three overview and scrutiny committees whose remit is set out in Section E of Part 4 of this Constitution. The GMCA may choose to review the scope and titles of these committees periodically.
 - 1.3 In these scrutiny procedure rules, any provisions referring to an overview and scrutiny committee also apply to any sub-committees established by an overview and scrutiny committee.
- 2** Membership
 - 2.1 The GMCA will appoint to each committee annually following the annual meetings of its constituent councils.
 - 2.2 Each overview and scrutiny committee shall comprise fifteen members appointed by the GMCA from the elected members of the constituent councils.
 - 2.3 Each committee will have a least one member from each constituent council.
 - 2.4 In appointing members to the overview and scrutiny committees the GMCA will have regard to any nominations made by constituent councils and also endeavour to ensure that the membership reflects the conurbation’s diverse population.
 - 2.5 The GMCA must ensure that the members of the committee reflect (as far as reasonably practicable) the balance of political parties among members of the constituent councils across the whole GMCA area.
 - 2.6 The GMCA will also appoint up to 16 substitute members who may be invited to attend as full members of all GMCA scrutiny committees when apologies have been received. Substitute members will be appointed from the nominations received from constituent councils following their annual meetings and will be politically inclusive.
- 3** Committee Chair
 - 3.1 Each committee’s Chair will be appointed from amongst its members.
 - 3.2 The Chair must be a member of the committee who is an ‘appropriate person’ who is a member of one of the Constituent Councils. This requirement is set out in legislation.
 - 3.3 An ‘appropriate person’ means:
 - a person who is not a member of a registered political party of which the Mayor is a member;

- or, where the Mayor is not a member of a registered political party, a person who is not a member of a registered political party which has the most representatives among the members of the Constituent Councils on the GMCA or, where two or more parties have the same number of representatives, a member of either of those parties.

3.4 An overview and scrutiny committee may choose to appoint a vice chair, the vice chair should also be an appropriate person as described in rule 3.3 above.

4 Sub-Committees

4.1 An overview and scrutiny committee may establish one or more overview and scrutiny sub-committees to discharge its functions.

4.2 The overview and scrutiny committee establishing the sub-committee shall determine the membership of the sub-committee, subject to meeting the requirements relating to political balance and chairing by an appropriate person (rules 2.5 and 3.2).

4.3 These rules also apply to any sub-committee established.

5 Meeting Frequency

5.1 Overview and scrutiny committees will schedule regular meetings, of sufficient frequency to effectively discharge their function.

5.2 Additional meetings may be requested by the chair of the relevant overview and scrutiny committee, or by any 5 members of the committee or by the Monitoring Officer. Notification of any additional meeting will be made by the Head of Paid Service.

6 Quorum

6.1 The quorum for an overview and scrutiny committee shall be two thirds of its total membership, 10 members. This is set out in legislation.

6.2 The quorum requirement also applies to any sub committees established.

6.3 No business shall be transacted unless there are 10 members present

6.4 The meeting must start no later than 15 minutes after its advertised starting time, if there are not 10 members present then no meeting can take place.

6.5 If a meeting is inquorate those members present may still wish to informally discuss any issues which were due to be discussed at the meeting. However this informal meeting cannot transact any formal business, its discussions cannot be minuted, and any issues which members wish to bring to a decision makers attention would need to be raised again at a formally constituted meeting of that scrutiny committee.

7 Voting

7.1 Each member of the overview and scrutiny committees has one vote.

- 7.2 No member is to have a casting vote.
- 7.3 Whenever a vote is taken at a meeting it shall be by a show of hands and voting will be recorded.
- 8 Overview And Scrutiny Committee Work Programme**
- 8.1 Overview and scrutiny committees and any sub-committees will be responsible for setting their own work programme, taking into account the wishes of members of that committee or sub-committee.
- 8.2 The overview and scrutiny committees shall also accommodate requests from the GMCA and/or the Mayor to review particular areas of activity as soon as their work programme permits.
- 8.3 To assist with their work overview and scrutiny committees will be provided with a copy of the Register of Key Decisions each time it is updated.
- 8.4 Legislation also requires the GMCA to allow:
- a. Any member of an overview and scrutiny committee or sub-committee
 - b. Any member of the GMCA
 - c. Any member of a Constituent Council
- to refer matters to an overview and scrutiny committees by notifying the Head of Paid Service in writing.
- 8.5 Matters to be referred must be:
- i. relevant to the functions of the committee and
 - ii. not an excluded matter¹¹
- 8.6 The Chair of the relevant overview and scrutiny committee in consultation with the Monitoring Officer will determine whether a matter is an 'excluded matter'.
- 8.7 On receipt of a notice under Rule 8.4 the matter will be included on the agenda of the next meeting the relevant committee or sub-committee as long as it meets the statutory publication requirements.
- 8.8 When the overview and scrutiny committee considers a referred matter it must have regard to any representations made by the member referring the item as to whether it would be appropriate to exercise its powers in relation to the matter being referred.
- 8.9 If the committee decides not to exercise its powers in relation to the referred matter, it must notify the member who referred the matter of their decision and the reasons for it.
- 9 Procedure at Overview and Scrutiny Committee Meetings**

¹¹ An excluded matter is one which is a local crime and disorder matter within the meaning of section 19 of the Police and Justice Act 2006 or a matter of any description specified in an order made by the Secretary of State for the purposes of section 9FC of the Local Government Act 2000.

- 9.1 Where the overview and scrutiny committee conducts investigations (e.g. with a view to policy development), the committee may also ask people to attend to give evidence at committee meetings.
- 9.2 Following any investigation or review, the committee/sub-committee shall prepare a report, for submission to the GMCA and/or the Mayor as appropriate and shall make its report and findings public.
- 9.3 An overview and scrutiny committee or sub-committee may make proposals to the GMCA and/or the Mayor about any policy developments that fall within the committee's remit.
- 9.4 They may use choose to use different investigative methods, including task and finish groups to discharge this policy review function.
- 9.5 Where an overview and scrutiny committee conducts a review or scrutinises a matter which also falls (whether in whole or in part) within the remit of another overview and scrutiny committee, then the committee conducting the review shall invite the Chair (or the Chair's nominee) of the other committee to attend its meetings when the matter is being reviewed.
- 10** Reports and recommendations of overview and scrutiny committees
- 10.1 The GMCA's overview and scrutiny committees may publish a report or make recommendations which may require the GMCA or Mayor to:
- (a) consider the report or recommendations made by the committee;
 - (b) respond to the overview and scrutiny committee indicating what (if any) action the GMCA or Mayor proposes to take;
 - (c) publish their response to the overview and scrutiny committee's report or recommendations;
 - (d) if the committee's report or recommendations were made in response to a matter referred by a member under rule 8.4 that member must also be provided with the response.
- 10.2 The GMCA or the Mayor must respond to a committee's report or recommendations as soon as is practicable, but no later than two months from the date on which the GMCA or the Mayor received the reports or recommendations.
- 10.3 The agenda for GMCA meetings shall include the minutes of the previous month's scrutiny meetings which will highlight any recommendations for the GMCA to consider.
- 10.4 Where the Mayor has delegated decision making power to another Member of the GMCA, and an overview and scrutiny committee wishes to make recommendations regarding this decision they will submit a copy of their report to that delegated decision-maker (ie the Member of the GMCA) for consideration as well as the Head of Paid Service and the Mayor.
- 10.5 If the Member with delegated decision making power does not accept the recommendations of the overview and scrutiny committee then they must refer the matter to the Mayor for consideration before responding to the scrutiny committee in writing. This response will also be copied to the Head of Paid service.

10.6 Where a report or recommendation of an overview and scrutiny committee or a response of the GMCA or the Mayor's response is published any confidential information must be excluded and any relevant exempt information may be excluded in line with the provisions of Article 8 of the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017.

11 Rights of Overview and Scrutiny Committee Members to Documents

11.1 Members of overview and scrutiny committees have the additional right to documents, and to notice of meetings as set out in the Access to Information Procedure Rules in Section B of Part 5 of this Constitution.

11.2 There may also be more detailed liaison between the GMCA and/or the Mayor and overview and scrutiny committees as appropriate depending on the particular matter under consideration.

11.3 Additionally the Chairs of the GMCA's overview and scrutiny committees have a standing invitation to attend meetings of the GMCA including parts of the meeting where exempt items are discussed.

12 Members and Officers Giving Account

12.1 Any overview and scrutiny committee or sub-committee may scrutinise and review decisions made or actions taken in connection with the discharge of any GMCA function (including any mayoral general functions), within the remit of the committee.

12.2 As well as reviewing documentation, in fulfilling the scrutiny role, it may require any Member of the GMCA (including the Mayor) or officer of the GMCA to attend before it to explain in relation to matters within their remit:

- (a) any particular decision or series of decisions;
- (b) the extent to which the actions taken implement GMCA policy; and/or
- (c) their performance;

and it is the duty of those persons to attend if so required.

12.3 Where, in exceptional circumstances, the Member or officer is unable to attend on the required date, then the overview and scrutiny committee shall, in consultation with the member or officer, arrange an alternative date for attendance.

13 Attendance by Others

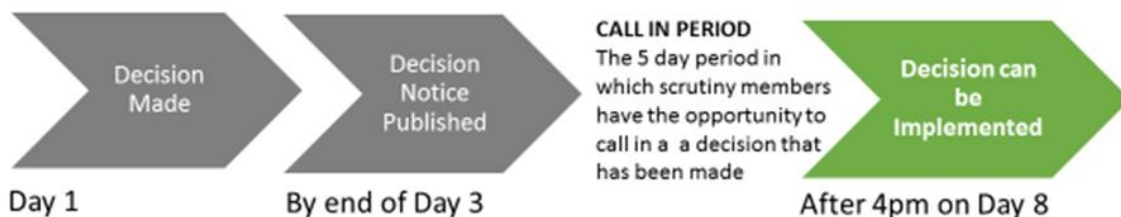
13.1 An overview and scrutiny committee may invite people other than members of the GMCA and/or the Mayor to support their deliberations on a matter. It may for example, wish to hear from residents, stakeholders and members and officers in other parts of the public sector or partner organisations.

14 Call-In Of Decisions

14.1 Call-in is one of a range of tools that scrutiny can use to influence decision-making.

- 14.2 Members appointed to the GMCA’s three Scrutiny Committees have the power to call-in:
The decisions made by:
- a. Greater Manchester Combined Authority (GMCA)
 - b. Greater Manchester Elected Mayor (for decisions relating to his general functions only)
- The decisions made under delegated powers by:
- c. A Member of the GMCA exercising delegated mayoral general functions
 - d. A Committee of the GMCA
 - e. A Committee established by the Mayor to exercise mayoral general functions.
 - f. Transport for Greater Manchester Committee,
- and key decisions made under delegated powers by:
- g. Officers of the GMCA, including Transport for Greater Manchester (as set out in Part 3 Sections E and F of the Constitution).
- 14.3 When the GMCA or any of its committees (with delegated decision-making powers), makes a decision; or when the mayor makes decision relating to his/her mayoral general functions, a decision notice will be published which sets out the decision/s that have been made. This notice will also be made available at the offices of the GMCA. The decision notice should be usually published within working 2 days of the decision being made.
- 14.4 It is the responsibility of the GMCA’s Head of Paid Service to send electronic copies of the records of all such decisions to all members of the GMCA and all members of the GMCA’s overview and scrutiny committees and any scrutiny sub committees (if established). This notice will enable members of the scrutiny committees to review the decisions that have been made and consider whether they would like any further information about them.
- 14.5 Each decision notice will bear the date on which they are published and will specify the date that the decision will come into force. Decisions may be implemented from 4.00 pm on the fifth day after the day on which the decision was published, unless before that time three members of the committee decide to call it in. The members must give notice in writing to the Head of Paid Service that they wish to call-in the decision, stating their reason(s) why the decision should be scrutinised.
- 14.6 The period between the publication of the decision notice and the time a decision may be implemented is the call-in period. The diagram below illustrate

Decision Making Timeline



NOTE: For Key Decisions there is an additional requirement to publish an intention to make a decision on the Register of Key Decisions 28 clear days in advance (in practice this means 30 days)

14.7 A decision may not be called in if the overview and scrutiny committee concerned has already made recommendations to the decision-maker and those recommendations have been accepted by the decision-maker either in whole or without significant addition or modification.

14.8 Budget Scrutiny

Provided that the views and recommendations (if any) of the Corporate Issues & Reform Overview & Scrutiny Committee on the proposals for the Transport levy, Waste levy and statutory contributions, non-mayoral GMCA Budget, Mayor's draft General Budget and Mayoral combined authority precept have been formally reported to both the Mayor and the GMCA and considered by them, the decisions of the GMCA to set the annual budgets, levies and precept shall not be susceptible to call in.

A report shall be provided to the next suitable meeting of the Corporate Issues & Reform Overview & Scrutiny Committee if its recommendations are not substantially accepted.

15 Call-in Procedure

15.1 The purpose of call in is to give an overview and scrutiny committee the opportunity to consider whether they should ask the decision maker to review their decision. If three members of an overview and scrutiny committee request to call-in a decision the Head of Paid Service must notify the relevant decision-maker of the call-in except where paragraph 16.4 applies.

15.2 The Head of Paid Service must then convene a meeting of the overview and scrutiny committee on such date as he/she may determine, where possible after consultation with the chair of the overview and scrutiny committee.

15.3 The meeting must be convened within ten working days of the decision to call-in. In the event that it is not possible to convene a quorate scrutiny meeting within this period such a meeting must instead be convened as soon as practicable to consider the call in. The decision-maker will have the right to attend the meeting to explain the reasons for the decision and to answer questions at the meeting. At the scrutiny meeting in which the call-in is reviewed the overview and scrutiny committee will consider the reasons for call-in and the decision-maker's response to any questions the committee may agree to. The committee may decide to:

- a. Make no recommendations (in which case the decision will stand and may be implemented with immediate effect); or
 - b. Refer the matter back to the decision-maker with a recommendation that the decision-maker: changes aspects of the decision; reconsiders the decision in light of the committee's views; or does something else before the final decision is made.
- 15.4 If a decision is referred by a meeting of the overview and scrutiny committee the decision-maker must reconsider the original decision before adopting a final decision. After reconsidering their decision the decision maker must write to the overview and scrutiny committee and set out if they have amended their decision or explain the reasons why their decision stands.
- 16** Urgent decisions: Call-in ¹²
- 16.1 In Greater Manchester the grounds for a decision to be considered as urgent (and therefore not subject to call-in) are that if any delay likely to be caused by the call-in process would seriously prejudice the legal or financial position of the GMCA or the constituent councils, or the interests of the residents of Greater Manchester.
- 16.2 The chair of the relevant overview and scrutiny committee must agree both that the making of the decision is urgent, cannot reasonably be deferred and that it can be treated as a matter of urgency. In the absence of the chair of the relevant overview and scrutiny committee, the chair of the GMCA must agree the grounds of urgency, or in the absence of the chair of the GMCA, the vice chair of the GMCA may agree the grounds for urgency.
- 16.3 As soon as agreement has been obtained by the decision maker that the making of the decision is urgent the decision maker must publish a notice in its offices and on its website which states the reason why the decision is urgent and cannot reasonably be deferred.
- 16.4 Where a decision is exempted from call-in it will become effective immediately or (if later) as soon as the agreement of the chair of the relevant overview and scrutiny committee (or of the chair or vice chair of the GMCA) has been obtained.
- 16.5 Decisions taken as a matter of urgency must be reported to the next meeting of the GMCA, together with the reasons for urgency.
- 16.6 The operation of the provisions relating to call-in and urgency shall be monitored annually, and a report submitted to the GMCA with proposals for review if necessary.
- 17** Scrutiny Officer
- 17.1 The GMCA must designate one of its officers as the scrutiny officer of the overview and scrutiny committee(s) to discharge the following functions:
- a. to promote the role of the overview and scrutiny committee(s);
 - b. to provide support and guidance to the overview and scrutiny committee(s) and to members of such committees; and

¹² The GMCA's Constitution under its access to information procedure rules also contains provision for a key decision, in certain exceptional circumstances, to proceed despite it being impracticable to meet the ordinary 28 clear day public notice requirement for such decisions. This is covered under rule 16 (General Exception) and rule 17 (Special Urgency) of those procedure rules.

- c. to provide support and guidance to Members of the GMCA and to the Mayor in relation to the functions of the overview and scrutiny committee(s).

19.3 The GMCA may not designate as the scrutiny officer any officer of a Constituent Council.

PART 6

FINANCIAL PROCEDURES

PART 6

FINANCIAL PROCEDURES

PART 6 SECTION A – GMCA FINANCIAL REGULATIONS

THESE REGULATIONS APPLY TO ALL OFFICERS CONDUCTING GMCA MATTERS INCLUDING GENERAL MAYORAL MATTERS BUT EXCLUDING THOSE SPECIFIC MATTERS RELATING TO MAYORAL POLICE AND CRIME COMMISSIONER FUNCTIONS WHERE THE REGULATIONS IN PART 9 WILL APPLY

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1. General

- 1.1. These Regulations shall be read in conjunction with the Rules of Procedure (see Part 5A) and the Responsibility for Functions (see Part 3) where GMCA general functions reserved to the Mayor are set out.
- 1.2. These Regulations lay down for the guidance of Members and officers, principles to be followed in securing the proper administration of the GMCA's financial affairs and shall be reviewed at intervals of not more than three years.
- 1.3. The Treasurer, as the officer responsible for the proper administration of the GMCA's financial affairs, shall report to the GMCA any significant failure to comply with these Regulations which comes to his/her attention.
- 1.4. The Head of Paid Service and the Treasurer shall be responsible for the accountability and control of all resources managed by them on behalf of the GMCA.
- 1.5. For the purposes of complying with these Regulations, the Treasurer shall be provided with any information he/she may require and shall have access to any documents and records as necessary.
- 1.6. Whenever any matter arises which may involve financial irregularity the Treasurer shall be notified immediately, and if an irregularity is disclosed the matter shall, at the discretion of the Treasurer and after consultation with the Head of Paid Service, be referred by them to the GMCA. Further, in a case where the Head of Paid Service advises that there is prima facie evidence of a criminal offence having been committed, the matter shall be reported to the Police forthwith.

2. Staffing

- 2.1. The Head of Paid Service will be responsible for providing overall management to staff employed by the GMCA.
- 2.2. The Head of Paid Service and the Treasurer will be responsible for ensuring that there is proper use of evaluation or other agreed systems for determining remuneration.
- 2.3. The Treasurer will:
 - 2.3.1. Ensure that budget provision exists for all existing and new employees.
 - 2.3.2. Ensure that appropriate mechanisms are in place to support the payment of salaries and any other related expenses to staff.
 - 2.3.3. Set out and issue a staff expenses scheme to be followed where staff incur personal expenses when carrying out their duties on behalf of the GMCA.

- 2.4. Chief Officers must ensure that appointments are made in accordance with the approved establishment and scales of pay and the adequate budget provision is available. Officers must produce an annual staffing budget (including on costs and overheads) which should be an accurate forecast of staffing levels and associated costs.
- 2.5. Payroll documents must be retained and stored for the defined period in accordance with guidance issued by the Treasurer.
- 2.6. The payment of all pensions to former firefighters and their dependents shall be made by the Treasurer or under arrangements approved by him.
- 2.7. Chief Officers shall notify the Treasurer of all matters affecting payment to employees - including appointments, resignations, dismissals, suspensions, secondments and pay awards, absences from duty for sickness and other reasons affecting pay, information necessary to maintain records of service for pension purposes, income tax and national insurance.
- 2.8. Claims for payments of car allowances, subsistence allowances, travelling and incidental expenses shall be submitted to the Treasurer in a form approved by him.

3. Accounting Arrangements

- 3.1. The Treasurer shall prepare a manual of financial and accounting procedures to be operated by officers working on GMCA matters.
- 3.2. All accounting and financial arrangements shall be determined by the Treasurer who shall be consulted before any **system**, form or document of a financial or costing nature is introduced.
- 3.3. The Treasurer shall be responsible for the submission of all claims for grant to Government Departments, or to the EU. Chief Officers must ensure expenditure is compliant with relevant grant conditions.
- 3.4. At the end of the financial year Chief Officers must supply the Treasurer with information in such form and by such date as he/she may determine to enable him/her to close the GMCA's Accounts promptly.
- 3.5. The Accounts must be approved by the **Audit Committee, which has delegated power to carry out this function from** GMCA, within the statutory deadlines.
- 3.6. If the Auditor's Report requires any material amendment to be made to the Accounts, this must be then reported to the **Audit Committee, which has delegated power to carry out this function from** GMCA, as soon as practicable after the receipt of the audit report.

4. Banking Arrangements and Cheques

- 4.1. All arrangements with the GMCA's bankers, including the ordering and safe custody of cheques, shall be made by the Treasurer who shall be authorised to operate such banking accounts, as he/she considers necessary.
- 4.2. All cheques drawn on behalf of the GMCA shall be signed by, or bear the facsimile of the Treasurer, or the signature of any other duly authorised officer.
- 4.3. The Treasurer will maintain a schedule of signatories for each bank account.

5. Budgetary Control

- 5.1. The detailed form of the programme of capital expenditure and revenue estimates shall be determined by the Treasurer after consultation with appropriate Chief Officers, in accordance with any general directions of the GMCA and the Mayor for the Mayoral General Functions.
- 5.2. It is the responsibility of Chief Officers to ensure service plans reflect agreed budget estimates. Chief Officers are responsible for the continuous exercise of budgetary control and service performance throughout the year, and are responsible for reporting on variations to the Treasurer.
- 5.3. Where the GMCA operates in partnership or similar arrangements, Chief Officers must set out the roles and responsibilities of all parties including a sound framework of internal controls. All proposed financial arrangements must be subject to prior approval of the Treasurer and subject to compliance checks as deemed necessary.

6. Capital and Revenue Budgets

6.1. GMCA Budget

- 6.1.1. The Treasurer, in consultation with appropriate Chief Officers and the Chief Executive of TfGM, shall prepare an annual programme of capital expenditure for submission to the GMCA, together with proposals for financing that programme. The programme will separately identify capital expenditure relating to both schemes promoted by the GMCA and those via TfGM.
- 6.1.2. The Treasurer, in consultation with appropriate Chief Officers and the Chief Executive of TfGM, shall prepare annual estimates of revenue expenditure and income, indicating the levy (in relation to the GMCA's transport functions) and additional amounts payable by the Constituent Councils (in relation to the GMCA's non transport functions) necessary to finance the net expenditure for the next financial year.

6.2. Mayor's General Budget

- 6.2.1. The Treasurer, in consultation with appropriate Chief Officers and the Mayor shall prepare annual estimates of revenue expenditure and income and a capital programme associated

with the Mayor's General Functions, indicating the general component of the Mayor's Precept to be levied and any associated borrowing requirement.

6.2.2. The Mayor will submit the draft Mayor's General Budget, the general component of the Mayor's Precept and associated borrowing requirement to GMCA for consideration and approval.

6.2.3. GMCA may approve the draft Mayor's General Budget.

6.2.4. GMCA may veto the draft Mayor's General Budget, the general component of the Mayor's Precept and **associated borrowing and** propose changes to the Mayor who may then submit a revised draft budget for consideration and approval.

6.2.5. GMCA will approve the **revised draft** Mayor's General Budget, the general component of the Mayor's Precept incorporating any GMCA recommendations as to the relevant amounts and any associated borrowing requirements.

7. Control of Expenditure

7.1. Capital Schemes

7.1.1. Before a capital scheme for which provision is made may proceed, Chief Officers must prepare a fully costed scheme report for presentation to the GMCA and the Mayor as appropriate, justifying the need for the expenditure. The Treasurer will report on the revenue implications of the scheme.

7.1.2. After a capital scheme has been approved in detail by the GMCA or the Mayor, Chief Officers and the Chief Executive of TfGM shall inform the Treasurer as soon as practicable of any likely overspending and the Treasurer will report to the GMCA or the Mayor as appropriate. If the overspending is likely to exceed the approved capital cost, the revised estimates shall be referred to the GMCA or the Mayor along with proposals for further funding if appropriate.

7.1.3. Where no borrowing is required to finance a capital scheme, the capital budget of the GMCA and/or TfGM may be increased in-year on the following basis:

7.1.3.1. in relation to GMCA's capital budget, by up to £100,000 with the approval of the Treasurer;

7.1.3.2. in relation to TfGM's capital budget, by up to £100,000 –

7.1.3.2.1. by TfGM, if wholly funded by TfGM's own resources, or

7.1.3.2.2. if otherwise, with the approval of the Treasurer;

7.1.3.3. in relation to GMCA's **general and** transport capital budget and TfGM's capital budget, **over** £100,000 with the approval of **the GMCA**;

7.1.3.4. all other increases need the approval of GMCA.
7.1.4.

7.2. GMCA Revenue Budget

7.2.1. The GMCA will determine the amounts to be allocated to GMCA Functions. The Head of Paid Service in conjunction with Chief Officers will monitor expenditure against this approval, and report on a regular basis agreed with the Treasurer to the GMCA showing forecast variations from the budget allocated. It will be a matter for the GMCA to determine from this information whether expenditure priorities should be changed within the funding envelopes available.

7.2.2. For revenue expenditure any likely overspending shall be reported by Chief Officers as soon as practicable to the Treasurer. Where it is not possible to finance an overspending by a transfer between expenditure heads (see virements below), the matter shall be referred to the GMCA for consideration.

7.2.3. The GMCA will determine guidelines for carrying forward of surplus and deficits on budget headings. The Treasurer will administer the scheme of carry forward within the guidelines approved by the GMCA.

7.3. Mayor's General Revenue Budget

7.3.1. . The Head of Paid Service in conjunction with Chief Officers will monitor expenditure against the approved **Mayor's General Revenue Budget**, and report on a regular basis agreed with the Treasurer to the Mayor showing forecast variations from the budget allocated. It will be a matter for the Mayor to determine from this information whether expenditure priorities should be changed within the funding envelopes available.

7.3.2. For revenue expenditure any likely overspending shall be reported by Chief Officers as soon as practicable to the Treasurer. Where it is not possible to finance an overspending by a transfer between expenditure heads (see virements below) the matter shall be referred to the Mayor for consideration.

7.3.3. The Mayor will determine guidelines for carrying forward of surplus and deficits on budget headings. The Treasurer will administer the scheme of carry forward within the guidelines approved by the Mayor.

7.4. Grants for capital or revenue purposes to outside organisations and persons for which provision is made in the appropriate budget shall not be paid except by agreement with the Treasurer who shall make such arrangements as he/she considers necessary for this purpose. **The Treasurer shall keep a register of grants to outside organisations excluding GM Districts.**

8. Virements

- 8.1. The Treasurer shall be authorised to approve virements between expenditure heads within the limits as set out in these Regulations. Anything in excess of these limits shall be reported for approval to the GMCA or Mayor as appropriate. Virements are deemed to be:
- 8.1.1. Revenue - A transfer of budget for a different purpose to that set out in the approved Budget;
- 8.1.2. Capital - a movement of budget between approved capital schemes.
- 8.2. In accordance with the scheme of virement and associated thresholds, the Treasurer is responsible for considering reports submitted by Chief Officers in respect of virement proposals for revenue and capital expenditure.
- 8.3. In conjunction with Chief Officers, the Treasurer is to report to and seek the prior approval of the GMCA or the Mayor for any revenue expenditure where it is **funded by a** release of earmarked sums from reserves or will have an adverse impact on a priority within the approved budget.
- 8.4. The Treasurer is to report and seek the approval of the Head of Paid Service (in consultation with the Chair of the GMCA) to the exercise of the virement powers of the GMCA where a matter is urgent.
- 8.5. Appropriate Officers are to ensure compliance with the scheme of virement (see tables below).

Revenue Budgets

Threshold	GMCA Function	Mayoral General Function
Up to £50,000	Chief Officers to exercise virements on budgets under their control during the year following approval by the Treasurer.	Chief Officers to exercise virements on budgets under their control during the year following approval by the Treasurer.
Above £50,000	Requests must specify the proposed expenditure and the source of funding, and must explain the implications in the current and future financial year. Requests must be notified to the Treasurer who will report and seek approval from the GMCA.	Requests must specify the proposed expenditure and the source of funding, and must explain the implications in the current and future financial year. Requests must be notified to the Treasurer who will report and seek approval from the Mayor.

Capital Programme

Threshold	GMCA Capital	Mayoral General Capital	TfGM Capital
Up to £100,000	Chief Officers to exercise in year virement on budgets under their control following approval by the Treasurer.	Chief Officers to exercise in year virement on budgets under their control following approval by the Treasurer.	TfGM to exercise in year virement on budgets under their control provided they are wholly funded by TfGM resources, otherwise following approval by the Treasurer.
)			
Above £100,000	Requests must specify the proposed expenditure and the source of funding, Requests must be notified to the Treasurer who will report and seek approval from the GMCA	Requests must specify the proposed expenditure and the source of funding, Requests must be notified to the Treasurer who will report and seek approval from the Mayor	Requests must specify the proposed expenditure and the source of funding, Requests must be notified to the Treasurer who will report and seek approval from the GMCA

9. Maintenance of Balances/Reserves/Provisions

- 9.1. The Treasurer will ensure that there are clear protocols for the establishment and use of balances/reserves/provisions and, in consultation with Chief Officers, will establish reserves and/or provisions and provide guidance on how to incur expenditure from balances/reserves/provisions.
- 9.2. The Treasurer is to seek GMCA or Mayoral, as appropriate, approval the use of balances, reserves or provisions in addition to those already approved in setting the original budget.
- 9.3. Chief Officers must ensure that the use of reserves or provisions when approved is planned into the budget and used only for the purposes for which they were intended.

10. Borrowing and Investments

- 10.1. The Treasurer shall be the GMCA's registrar of stocks, bonds, bills and mortgages and all borrowings shall be made by, or under the supervision, of the Treasurer in the name of the GMCA.
- 10.2. The Treasurer shall maintain records of all monies borrowed and shall be responsible for the day to day administration of borrowed monies.
- 10.3. The Treasurer shall ensure that the **CIPFA** Treasury Management Code of Practice and the Prudential Code are complied with and shall, as recommended by the Codes of Practice,

periodically submit relevant reports to the GMCA in relation to the GMCA's **treasury management activity**.

11. Contracts

- 11.1. All contracts on behalf of the GMCA shall be subject to the GMCA's Rules of Procedure in Part 5, Section A of this Constitution and the Responsibility for Functions in Part 3 of this Constitution.
- 11.2. The Treasurer shall be informed as soon as possible by Chief Officers of all contracts, agreements, awards or other instruments involving the payment or receipt of money on behalf of the GMCA and shall carry out such checks as he/she considers necessary during the currency of a contract. Contracts entered into by TfGM are subject to TfGM Standing Orders and are not covered by this Regulation.
- 11.3. Payment to contractors on account shall be authorised only on certified documents signed by a duly authorised Officer, showing the total amount of the contract, value of the work executed to date, retention money, amount paid to date and the amount now certified.
- 11.4. Every variation of a contract or addition to the original specification shall be authorised, in writing, by a duly authorised Officer. Any such variation or addition which necessitates an increase in the amount of an accepted tender or estimate by more than £2,500 on projects up to £30,000 or 5% of the accepted tender or estimate on projects over £30,000 or involves a substantial modification of a scheme, shall be reported to the Treasurer as soon as possible. No order shall be placed, nor any payment certified, in respect of any such variation or addition until this has been approved by the Treasurer.
- 11.5. The final certificate on a contract or accepted estimate shall be issued by the duly authorised Officer after he/she has submitted to the Treasurer a detailed statement of account, together with such vouchers or documents as he/she may require.
- 11.6. In the case of contracts for works entered into by the GMCA and supervised and managed by architects or persons other than the GMCA's own officers, the agreement with the person having control of the work shall provide that he/she furnish to the GMCA for inspection by their officers, all documents and vouchers relating to prime costs, provisional sums, etc. Subject to the rights of other parties to the contract, the final certificate shall not be issued, nor the balance under such contract paid until:
 - (a) The Treasurer with the assistance of any appropriate officer has had the opportunity to examine the accounts, vouchers and documents, and
 - (b) If any question of propriety of payment arises, the GMCA shall have authorised payment.
- 11.7. Claims received from contractors in respect of matters clearly not within the terms of the appropriate contract shall be referred to the Head of the Paid Service for consideration of

the GMCA's legal liability and to the Treasurer for financial consideration, before settlement is negotiated.

12. Estates and Property

- 12.1. The Head of Paid Service shall maintain a terrier of all estates and properties owned by the GMCA in a form approved by the Treasurer.
- 12.2. The Monitoring Officer shall be responsible for the safe custody of all legal documents under secure arrangements agreed with the Treasurer.
- 12.3. Chief Officers shall ensure that records and assets are properly maintained and securely held. They shall also ensure that contingency plans for the security of assets and continuity of service in the event of disaster or system failure are in place.

13. Assets for Disposal

13.1. Land and Buildings

13.1.1. The disposal of assets are subject to statutory provisions, in particular the overriding duty under section 123 of the Local Government Act 1972 to obtain the best consideration that can be reasonably obtained for the disposal of land which includes the granting of leases in excess of 7 years.

13.1.2. The General Disposal Consent (England) 2003 gives a Local Authority the ability to dispose of assets, or grant a lease in excess of 7 years for less than the best consideration reasonably obtainable, where:-

13.1.2.1. The Authority considers that the purpose for which the land and property is to be disposed is likely to contribute to the promotion or improvement of the economic, social or environmental well-being of the whole or any part of its area or any persons resident or present in its area; and

13.1.2.2. The difference between the full market value and the actual consideration payable does not exceed £2m

13.2. Disposal Methods

13.2.1. The disposal method for all assets including plant, vehicles and machinery will be appropriate to each disposal and may range from seeking formal quotations, electronic auctions to using public auctions. The Treasurer will be consulted on the appropriate disposal method for all disposals by Chief Officers.

14. Income

- 14.1. The collection of all money due to the GMCA shall be under the supervision of the Treasurer.

- 14.2. All money received by an officer on behalf of the GMCA shall, without delay, be paid intact to the Treasurer or, as he may direct, to the GMCA bank account.
- 14.3. Chief Officers will provide the Treasurer details in connection with work completed, goods supplied or services rendered and of all other amounts due as may be required to record correctly all sums receivable by the GMCA and to ensure prompt rendering of accounts for the collection of income.
- 14.4. Chief Officers will notify the Treasurer promptly of all money due to the GMCA and of contracts, leases and other agreements and arrangements entered into which involve the receipt of money by the GMCA.
- 14.5. All receipt forms, books, tickets and other such items shall be ordered and supplied to departments by the Treasurer who shall satisfy himself/herself as to the arrangements for their control.
- 14.6. The Treasurer shall be authorised to write off bad debts. Requests to write off any individual debt in excess of £100,000 must be referred to the GMCA for information.
- 14.7. Every transfer of official money from one officer to another shall be evidenced in the records of the departments concerned by the signature of the receiving officer.

15. Insurance

- 15.1. The Treasurer shall, subject to any general direction of the GMCA, arrange such insurances in the name of the GMCA as he/she considers necessary, and shall inform Chief Officers annually of the insurances in force in respect of his/her department.
- 15.2. Chief Officers shall give prompt notification to the Treasurer of all new risk, properties or vehicles which require to be insured and of any alterations affecting existing insurances.
- 15.3. Chief Officers shall inform the Treasurer promptly in writing of any event which may involve the GMCA in a claim on the GMCA's insurers.
- 15.4. Indemnities on behalf of the GMCA can only be given by the Head of Paid Service.

16. Risk Management

- 16.1. The GMCA shall approve the risk management strategy and shall review the effectiveness of risk management. The Treasurer shall prepare and promote the risk management strategy and develop appropriate risk management controls.
- 16.2. Chief Officers shall be responsible for the identification, classification and control of all risks falling within their areas of responsibility. The risks identified shall be included in the Corporate Risk Register which will be subject to periodic review. Chief Officers should notify the Treasurer, in writing of any loss, liability or damage or any event likely to lead to a claim.

16.3. Chief Officers shall take responsibility for risk management within their areas of responsibility, having regard from relevant advice from specialists (e.g. fire safety, health and safety, insurance) and shall undertake regular reviews of risk within their own Departments.

17. CIPFA Treasury Management Code of Practice 2011

17.1. In line with CIPFA recommendations, the GMCA has adopted the following four clauses:

17.1.1. To create and maintain, as the cornerstones for effective treasury management:

17.1.2. A Treasury Management Policy statement, stating the policies, objectives and approach to risk management of its treasury management activities;

17.1.3. Suitable Treasury Management Practices (TMPs), setting out the manner in which the GMCA will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities.

17.1.4. The GMCA will receive reports on its Treasury Management Policies, practices and activities, including, as a minimum, an annual strategy and plan in advance of the year, a mid year review and an annual report after its close, in the form prescribed in its TMPs.

17.1.5. The GMCA delegates responsibility for the implementation and regular monitoring of its Treasury Management Policies and Practices to the Audit Committee, and for the execution and administration of treasury management decisions to the Treasurer of the Combined Authority, who will act in accordance with the GMCA's policy statement and TMPs and CIPFA's Standard of Professional Practice on Treasury Management.

17.1.6. The GMCA has nominated its Audit Committee to ensure effective scrutiny of the Treasury Management Strategy and Policies.

18. Internal Audit

18.1. The Treasurer shall, so far as he/she considers necessary:

18.1.1. Arrange for the internal audit of all accounts and financial transactions of the GMCA and its officers.

18.1.2. Supervise security arrangements and the custody and safeguarding of GMCA moneys and property, including any funds entrusted to the GMCA or its officers.

18.1.3. (Undertake investigations in order to ensure that value for money is obtained and loss through wastage minimised.

- 18.2. The Treasurer will make arrangements so that internal auditors have the authority:
- 18.2.1. To have access to Authority premises at reasonable times.
 - 18.2.2. To have access to documents, records and equipment in the possession of the Authority.
 - 18.2.3. To require any officer of the Authority to account for cash, stores or any other Authority asset under their control.
 - 18.2.4. Where possible, to have access to records belonging to third parties, such as contractors, when required
 - 18.2.5. To receive information concerning any matter under investigation.
 - 18.2.6. To have access to the Head of Paid Service and the Audit Committee.
- 18.3 Chief Officers must inform the Treasurer, as soon as possible, of any matter which involves irregularities or any suspected irregularity concerning cash, stores, other property or any irregularity in the exercise of the functions of the GMCA. The Treasurer may investigate and report on any matter which he believes involves or may involve irregularities concerning cash, stores or other property of the GMCA or any suspected irregularity in the exercise of the functions of the GMCA.

19. Requisitions and Purchase Orders for Work, Goods & Services

- 19.1. The GMCA Contract Procurement Rules set out at Part 6 Section B of the GMCA Constitution will apply.
- 19.2. **Requisitions and Purchase** orders for works, goods and services are to be approved by the Chief Officer or their delegated officer up to £250,000 and by the Treasurer or delegated officer over £250,000.

20. Payment of Accounts

- 20.1. Chief Officers shall be responsible for the certification and submission of invoices and other claims to the Treasurer who shall make safe and efficient arrangements for the payment of such accounts.

21. Petty Cash

- 21.1. The Treasurer shall make such arrangements as he/she considers necessary for defraying petty cash and other expenses by means of an imprest system.

22. Taxation

- 22.1. The Treasurer is;
 - 22.1.1. Responsible for ensuring that taxation advice is available to Chief Officers to ensure compliance with relevant legislation.
 - 22.1.2. Responsible for maintaining the Council's tax records, making all tax payments, receiving tax credits and submitting tax returns by their due date as appropriate.
 - 22.1.3. To complete all HM Revenue and Customs returns regarding Pay As You Earn (PAYE).
 - 22.1.4. To complete a monthly return of VAT inputs and outputs to HM Revenue and Customs.
 - 22.1.5. To provide details to the HM Revenue and Customs of deductions made under the Construction Industry Tax Deduction Scheme
 - 22.1.6. To maintain an up-to-date register of VAT de minimis payments in accordance with the VAT Act 1994.
- 22.2. Chief Officers are to:
 - 22.2.1. Ensure that the correct VAT liability is attached to all income due and that all claims for VAT recoverable on purchases complies with HM Revenue and Customs regulations and all output tax is properly identified and recorded.
 - 22.2.2. Ensure that, where construction and maintenance works are undertaken, the contractor fulfils the necessary construction industry tax deduction requirements.
 - 22.2.3. Ensure that the Authority is not put at risk in any funding arrangements by identifying the correct VAT treatment in accordance with the VAT Act 1994.
 - 22.2.4. Ensure that all persons employed by the Council are added to the Council's payroll and that tax is deducted from any payments, except where the individuals are bona fide self-employed or are employed by a recognised staff agency.
 - 22.2.5. Follow any guidance on taxation that may be issued by the Treasurer

23 Internal Control

- 23.1 The Treasurer is responsible for ensuring that the financial management of the GMCA is adequate and effective and that there is a sound system of internal control and sound procedures for the management of risk. The responsibility for maintaining and reviewing the system of internal control rests with the GMCA.
- 23.2 The Treasurer is responsible for advising on effective systems of internal control. These arrangements shall ensure compliance with all applicable statutes and regulations, and other relevant statements of best practice.

24 Stock and Stores

- 24.1 Each Chief Officer shall be responsible for the care and custody of stocks and stores within his area of responsibility.
- 24.2 The Treasurer shall arrange for periodic checks of stocks by persons other than store-keepers and shall ensure that all stocks are checked at least once in every year.
- 24.3 Chief Officers will dispose of surplus materials, stores or equipment by competitive tender, public auction, e-bay type auction or in a manner approved by the Treasurer.
- 24.4 Adjustments which may be necessary for surpluses or deficiencies of stock shall be subject to the approval of the Treasurer, or delegated officer.
- 24.5 The Treasurer shall be authorised to write off or make adjustments in respect of deficiencies or surpluses of stock. Requests to write off items in excess of £50,000 must be reported to the GMCA for information.

25 Security

- 25.1 Chief Officers are responsible for maintaining proper security at all times for buildings, stocks, stores, furniture, equipment, cash, documentation and information under their control.
- 25.2 Each Chief Officer shall be responsible for maintaining proper security and privacy of information and data held, as required by the Data Protection legislation.
- 25.3 All staff shall comply with the standards and principles set out in the GMCA's ICT Security policies.

26 Purchase Cards

- 26.1 Purchase Cards shall be operated strictly within the procedures and policy determined by the Treasurer and GMCA respectively.**
- 26.2 Contravention of the procedures or policy will result in the rescinding of the Purchase Card facility.**

27 Bids for External Funding

- 27.1 Where third parties invite GMCA to bid for additional resources (e.g. capital grants), care should be taken to ensure that the costs and risks associated with preparing a bid do not outweigh the benefits of receiving additional funding. All costs associated with bidding should be financed from the relevant service budget unless GMCA or the Mayor has specifically approved alternative financing arrangements. Successful bids typically require GMCA to deliver specific outcomes or provide additional matched funding. Failure to meet these obligations could result in the clawback of funding from the donor organisation. Any decision to bid for external funding must take account of the costs, risks and obligations associated with the bid being accepted by the provider of the funding.**

27.2 The Treasurer shall be notified by Chief Officers of all external bids for additional resources and any additional confirmed funding. Copies of original correspondence confirming funding allocations shall also be forwarded by Chief Officers to the Treasurer.

PART 6 SECTION B - GMCA CONTRACT PROCUREMENT RULES

THESE RULES APPLY TO ALL GMCA PROCUREMENTS INCLUDING GENERAL MAYORAL PROCUREMENTS BUT EXCLUDING SPECIFIC PROCUREMENTS RELATING TO MAYORAL POLICE AND CRIME COMMISSIONER FUNCTIONS WHERE THE RULES IN PART 9 WILL APPLY

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- RULE 17: AWARD OF CONTRACTS AND FRAMEWORK AGREEMENTS AND DEBRIEFING CANDIDATES**

CONTRACT AND OTHER FORMALITIES

- RULE 18: CONTRACT DOCUMENTS**
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CONTRACT MANAGEMENT

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DEFINITIONS

A BRIEF GUIDE TO CONTRACT PROCUREMENT RULES

1. These Contract Procurement Rules (issued in accordance with section 135 of the Local Government Act 1972), are intended to promote good purchasing practice (including the delivery of social value and the application of ethical procurement principles) and public accountability and deter corruption.
2. Officers responsible for purchasing must comply with these Contract Procedure Rules. They lay down minimum requirements and a more thorough procedure may be appropriate for a particular contract. (For example if Rule 8.1 would normally require that quotes be obtained, it might be appropriate in particular circumstances to seek additional quotations in writing or tender submissions).
3. For the purposes of these rules, where there is a requirement for communication to be in writing, this shall be deemed to include **electronic** as well as hard copy.
4. Key considerations for officers engaged in purchasing works, goods and services include:
 - Follow the rules if you purchase goods or services or order building work;
 - Take all necessary legal, financial and professional advice;
 - Declare any personal financial interest in a contract. Corruption is a criminal offence;
 - Conduct any Best Value review and appraise the purchasing need;
 - Check whether there is an existing GMCA Contract, OGC Buying Solutions/Crown Commercial Service agreement, AGMA and other joint purchasing arrangements you can make use of before undergoing a competitive process;
 - Normally allow at least four weeks for submission of bids (not to be submitted by e-mail unless allowed for in the Invitation to Tender documents);
 - Keep bids confidential;
 - Complete a written contract or GMCA order before the supply or works begin;
 - Identify a contract manager with responsibility for ensuring the contract delivers as intended;
 - Keep records of dealings with suppliers;
 - Assess each contract afterwards to see how well it met the purchasing need and Value for Money requirements.
5. GMCA is committed to meeting needs for goods, services and works in a way that achieves value for money on a whole life basis in terms of generating benefits to society and the economy of Greater Manchester whilst maximising environmental sustainability.

SCOPE OF CONTRACT PROCUREMENT RULES

1. Basic Principles

All purchasing and disposal procedures must:

- Achieve Best Value for public money spent;
- Be consistent with the highest standards of integrity;
- Ensure fairness in allocating public contracts;
- Comply with all legal requirements;
- Ensure that Non-Commercial Considerations do not influence any Contracting Decision;
- Support the GMCA's corporate aims and policies;
- Comply with the GMCA's corporate Procurement Strategy and other relevant policies;
- Include considerations of social value in line with the GMCAs policy and the Public Services (Social Value) Act 2012;

2. Officer Responsibilities

2.1 Officers

2.1.1 Officers responsible for purchasing or disposal must comply with these Contract Procurement Rules, the GMCA's Financial Regulations, the GMCA's Social Value Policy, the GMCA's Code of Conduct for Employees and with all UK and European Union binding legal requirements. Officers must ensure that any agents, consultants and contractual partners acting on behalf of GMCA also comply with these rules.

2.1.2 Officers must:

- Have regard to the GMCA's Purchasing Guidance including any relevant Gateway procedures;
- Check whether a suitable GMCA contract exists before seeking to let another contract; where a suitable GMCA contract exists, this must be used unless there is an auditable reason not to;
- Keep the records required by Rule 6;
- Take all necessary legal, financial and professional advice.

2.1.3 When any employee either of the GMCA or of a service provider may be affected by any transfer arrangement, Officers must ensure that the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) issues are considered and obtain legal and personnel advice before proceeding with inviting Tenders or Quotations.

2.2 Chief Officers

2.2.1 Chief Officers must:

- Ensure their staff comply with Rule 2.1;
- Keep registers of:
 - Contracts completed by signature rather than by the GMCA's seal (see Rule 18.3) and arrange their safekeeping on GMCA premises;
 - Exemptions recorded under Rule 3.2.
- **Provide an electronic copy of all contracts and exemptions to Procurement Section.**

2.3 The Officer must comply with the GMCA Code of Conduct for Employees and must not invite or accept any gift or reward in respect of the award or performance of any contract. It will be for the Officer to prove that anything received was not received corruptly. High standards of conduct are obligatory. Corrupt behaviour will lead to dismissal and is a crime under the Bribery Act 2010.

2.4 Officers shall comply with section 117 of the Local Government Act 1972 in relation to the declaration of interest in contracts.

3. Exemptions, Collaborative and E-Procurement Arrangements

3.1 The GMCA has power to waive any requirements within these Contract Procedure Rules for specific projects unless it would be unlawful to do so.

3.2 A Chief Officer may (subject to Treasurer's written approval where the Total Value is likely to exceed £50,000) waive any requirements within these Contract Procedure Rules, where they are satisfied:

- Goods are to be bought at auction and the GMCA's best interest will be served by purchase through auction and has agreed an upper limit for bids; or
- Only one contractor can provide the goods, services or works required and there is no reasonable alternative contractor; or
- The need for the goods, services or works is so urgent that the time needed to comply with these Contract Procedure Rules would be prejudicial to the GMCA's interests, or
- There are value for money reasons justifying a waiver

Applications to waiver any requirement shall be made using the waiver template documentation available from the Procurement Team.

3.3 Where a proposed contract or agreement is subject to the EU Procedure, a Chief Officer and the Treasurer have no delegated powers. No exemption under Rules 3.1 and 3.2 can be used if the EU Procedure applies.

3.4 All exemptions, and the reasons for them, must be recorded by the Chief Officer. The Treasurer will monitor use of exemptions.

3.5 In order to secure Value for Money, the GMCA may enter into collaborative procurement arrangements with local authorities, government departments, public bodies, public

sector buying organisations and may use Framework Agreements let by local authorities, government departments, public bodies or public service purchasing consortium.

3.6 All purchases made via a public sector buying organisation are deemed to comply with these Contract Procedure Rules and no exemption is required. However, purchases above the EU Threshold must be let under the EU Procedure, unless the consortium has satisfied this requirement already by letting their contract in accordance with the EU Procedures on behalf of the GMCA and other consortium members.

3.7 Advice must be sought from the **Procurement Team prior to entering into a contract** through collaboration with local authorities or other public bodies to ensure compliance with the procurement rules.

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4. Relevant Contracts

4.1 All Relevant Contracts and Framework Agreements must comply with these Contract Procurement Rules. A Relevant Contract is any arrangement made by the GMCA for the carrying out of works or for the supply of goods, materials or services. These include arrangements for:

- The carrying out of construction and engineering works;
- The supply or disposal of goods;
- The hire, rental or lease of goods or equipment; and
- The delivery of services.

4.2 Relevant Contracts do not include:

- Contracts of employment which make an individual a direct employee of GMCA; or
- Agreements relating to the acquisition, disposal or transfer of land which do not form part of a wider transaction under which the GMCA procures works, goods or services.
- **Instruction of counsel**

COMMON REQUIRMENTS

5. Steps Prior to Purchase

5.1 The Officer must appraise the purchase, in a manner commensurate with its complexity and value, and taking into account any guidance in the Purchasing Guidance, by:

- Satisfying themselves that they have the necessary authority to deal with the purchase and that there is budget provision for the purchase;
- Taking into account the requirements from any relevant Best Value review appraising the need for the expenditure and its priority defining the objectives of the purchase;
- Assessing the risks associated with the purchase and how to manage them;

- In consultation with the Procurement Team considering what procurement method is most likely to achieve the purchasing objectives, including internal or external sourcing, partnering, packaging strategy and collaborative procurement arrangements with another local authority, government department, statutory undertaker or public service purchasing consortium;
- Consulting users as appropriate about the proposed procurement method, social value opportunities, contract standards and performance and user satisfaction monitoring, terms and conditions that are to apply to the proposed contract;
- Setting out these matters in writing if the Total Value of the purchase exceeds £50,000.

5.2 and by confirming that:

- There is GMCA Member or delegated approval for the expenditure and the purchase accords with the approved policy framework and Scheme of Delegation as set out in the GMCA Constitution.

6. Records

6.1 **Where the Total Value is below £10,000 a purchase order is sufficient record, unless additional records are deemed appropriate having taken into account considerations in Rule 5.1**

6.2 Where the Total Value is **£10,000 to £49,999**, the following records must be kept:

- A unique reference number for the contract (**obtained from the Procurement Section**) and the title of the contract;
- Invitations to quote or tender and Quotations or Tenders;
- A record:
 - of any exemptions and the reasons for them;
 - of any Contracting Decision and the reasons for it including the evaluation of the Quotation or Tender;
- Written records of communications with the successful contractor or an electronic record if a written record of the transaction would not normally be produced.

6.3 Where the Total Value exceeds £50,000 the Officer must record:

- A unique reference number for the contract (**obtained from the Procurement Section**) and the title of the contract;
- The method for obtaining bids (see Rule 8.1);
- Any Contracting Decision and the reasons for it;
- Any exemption under Rule 3 together with reasons for it;
- The Award Criteria;
- Invitation to Tender documents sent to and Tender documents received from Candidates;
- Pre-tender market research (if any);
- Clarification and post-tender negotiation (to include minutes of any meetings);
- The contract documents – **an electronic copy to be provided to Procurement Section**;
- Post-contract evaluation and monitoring;

- Communications with Candidates and with the successful contractor throughout the period of the procurement.

6.3 Records required by this rule must be kept for six years after the end of the contract.

7. Advertising

7.1 Identifying and Assessing Potential Candidates

7.1.1. Officers shall ensure that, for Relevant Contracts or Framework Agreements a sufficiently accessible advertisement is published. . Examples of where such advertisements may be placed include:

- The GMCA’s website;
- E portals specifically created for contract advertisements such as the UK Government Contracts Finder;
- A local or national newspaper or specialist publication;
- National official journals, or the Official Journal of the European Union (OJEU)/Tenders Electronic Daily (TED) (even if there is no requirement within the EU Procedure).

7.1.2 Officers are responsible for ensuring that all Candidates for a Relevant Contract have necessary:

- Economic and financial standing; and
- Technical ability and capacity;

to fulfil the requirements of the GMCA.

CONDUCTING PURCHASES

8. Competition Requirements for Purchase and Partnership Arrangements

The Officer must calculate the Total Value.

The following procedures apply where there are no other procedures which take precedence. Other procedures may include agency agreements with government. If in doubt, Officers must seek the advice of the Monitoring Officer.

8.1 Purchasing – Competition Requirements

8.1.1 Where the Total Value for a purchase is within the values in the first column below, the procedure in the second and third columns must be followed.

Total Value	Procedure	Advert Placement
Up to £9,999.99	One written quotation	

£10,000 to £49,999.99	At least three written quotations	
£50,000 – EU Threshold	Invitation to Tender by advertisement to at least three Candidates	E portal and the UK Government Contracts Finder
Above EU Threshold	EU Procedure	E portal and the UK Government Contracts Finder

8.1.2 Irrespective of Rule 8.1.1 Relevant Contracts and Framework Agreements that are subject to European Union grant funding requirements shall be advertised in accordance with published guidance, ERDF National Procurement Requirements (ERDF–GN-1-004) as amended from time to time.

8.1.3 An Officer must not enter into separate contracts nor select a method of calculating the Total Value in order to minimise the application of these contract procedure rules.

8.1.4 Where the Total Value exceeds £50,000 the Procurement Team should be consulted prior to the commencement of the procedure.

8.2 Providing Services to External Purchasers

8.2.1 The Treasurer must be consulted where contracts to work for organisations other than the GMCA are contemplated and any bid, tender and contract for work shall be made in accordance with the Financial Regulations.

8.3 Collaborative and Partnership Arrangements

8.3.1 Collaborative and partnership arrangements where services/goods/works are supplied to the GMCA are subject to all UK and EU procurement legislation and must follow these contract procedure rules. If in doubt, Officers must seek the advice of the Monitoring Officer and the Treasurer.

8.4 The Appointment of Consultants to Provide Professional Services

8.4.1 Consultants shall be selected and commissions awarded in accordance with the procedures detailed within these contract procedure rules and as outlined below.

Total Value	Procedure	Advert Placement
Up to £30,000	One written quotation	
£30,001 – EU Threshold	Three written quotations	E portal up to £50,000 then E portal and UK

		Government Contracts Finder
Above EU Threshold	EU Procedure	E portal and UK Government Contracts Finder

Agreements shall be completed as specified in Rule 18.2 (Contract Formalities)

- 8.4.2 Irrespective of Rule 8.4.1 Relevant Contracts and Framework Agreements that are subject to European Union grant funding requirements shall be advertised in accordance with published guidance, ERDF National Procurement Requirements (ERDF–GN-1-004) as amended from time to time.
- 8.4.3 The engagement of a Consultant shall follow the agreement of a brief that adequately describes the scope of the services to be provided and shall be subject to completion of a formal letter or contract of appointment.
- 8.4.4 Records of consultancy appointments shall be maintained in accordance with Rule 6.
- 8.4.5 Consultants shall be required to provide evidence of, and maintain appropriate professional indemnity insurance policies for the periods specified in the respective agreement.
- 8.4.6 The instruction of the Authority’s External Auditors for additional pieces of work must only be carried out by the Treasurer.**
- 8.4.7 The instruction of external legal advisers must only be carried out by the Monitoring Officer.
- 8.4.8 The instruction of counsel shall not be subject to the requirements of Rules 8.4.1 – 8.4.4 (inclusive).

9. PRE-TENDER MARKET RESEARCH AND CONSULTATION

9.1 The Officer responsible for the purchase:

- may consult potential suppliers prior to the issue of the Invitation to Tender in general terms about the nature, level and standard of the supply, contract packaging and other relevant matters, provided this does not prejudice any potential Candidate, but
- must not seek or accept technical advice on the preparation of an Invitation to Tender or Quotation from anyone who may have a commercial interest in them, if this may prejudice the equal treatment of all potential Candidates or distort competition.

10. STANDARDS AND AWARD CRITERIA

10.1 The Officer must ascertain the standards necessary to properly describe the subject matter of the contract having regard to any relevant British, European or international standards.

10.2 The Officer must define Award Criteria that are appropriate to the purchase and designed to secure an outcome giving Value for Money for the authority. The basic criteria shall be one of the following:

- 'most economically advantageous', where considerations of quality, price, social value and other relevant factors apply, or
- 'lowest price' where payment is to be made by the GMCA (provided that lowest price is not permissible under the EU Procedure),

If the first criterion is adopted (most economically advantageous) it must be further defined by reference to sub-criteria which may refer only to relevant considerations. These may include price, service, quality of goods, running costs, technical merit, previous experience, delivery date, cost effectiveness, quality, relevant social value and environmental considerations, aesthetic and functional characteristics (including security and control features), safety, after-sales services, technical assistance and any other relevant matters.

Supplier suitability assessment questions may also be asked by the GMCA provided such are relevant to the subject matter of the procurement, are proportionate and are used to assess whether **candidates** meet requirements or minimum standards of suitability, capability, legal status and financial standing. Officers shall have regard to the Purchasing Guidance when defining the Award Criteria.

10.3 Award Criteria must not include:

- Non-Commercial Considerations that are prohibited under UK and European Union law
- Matters which discriminate against suppliers from the European Economic Area or signatories to the Government Procurement Agreement.

11. INVITATIONS TO TENDER/QUOTATIONS

11.1 The Invitation to Tender shall state that the GMCA reserves the right to reject a Tender that is not received by the date and time stipulated in the Invitation to Tender. No Tender delivered in contravention of this requirement shall be considered without the Treasurer's prior approval and shall not be considered under any circumstances when it is received after the other Tenders have been opened.

11.2 All Invitations to Tender shall include the following:

- 11.2.1 A specification that describes the GMCA's requirements in sufficient detail to enable the submission of competitive offers.
- 11.2.2 A requirement for tenderers to declare that the Tender content, price or any other figure or particulars concerning the Tender have not been disclosed by the tenderer to any other party (except where such a disclosure is made in confidence for a necessary purpose).
- 11.2.3 A requirement for tenderers to complete fully and sign all Tender documents including a form of Tender and certificates relating to canvassing and non-collusion.
- 11.2.4 Notification that Tenders are submitted to the GMCA on the basis that they are compiled at the tenderer's expense.
- 11.2.5 A description of the Award Procedure and, unless defined in a prior advertisement, a definition of the Award Criteria in objective terms.
- 11.2.6 Unless the Tender is sought in accordance with an electronic tendering process which is approved by the Treasurer and Monitoring Officer and/or which is permitted by the Invitation to Tender documents, a statement that any Tenders submitted by fax or other electronic means shall not be considered.
- 11.3 All Invitations to Tender or Quotations must specify the goods, service or works that are required, together with the terms and conditions of contract that will apply (see Rule 18).
- 11.4 The Invitation to Tender or Quotation may state that the GMCA is not bound to accept any Quotation or Tender.

12. SHORTLISTING

- 12.1 Shortlisting for contracts or agreements which are not subject to the EU Procedure may only be undertaken where permitted by UK law. Special rules apply to Short listing for contracts or agreements which are subject to the EU Procedure and these are set out in the EU Procedure.

13. SUBMISSION, RECEIPT AND OPENING OF TENDERS / QUOTATIONS

- 13.1 Candidates must be given an adequate period in which to prepare and submit a proper Quotation or Tender, consistent with the complexity of the contract requirement. Normally at least four weeks should be allowed for submission of Tenders. The EU Procedure lays down specific time periods (see guidance in the Purchasing Guidance).
- 13.2 All Tenders must be returned in accordance with the Invitation to Tender.
- 13.3 Tenders received by any means (e.g. email) other than the electronic tendering process approved by the Treasurer and Monitoring Officer must be rejected.
- 13.4 Each Tender must be:

- suitably recorded so as to verify the date and precise time it was received
- adequately protected on receipt to guard against amendment of its contents

14. CLARIFICATION PROCEDURES

14.1 Providing clarification of an Invitation to Tender to potential or actual Candidates or seeking clarification of a Tender, whether in writing or by way of a meeting, is permitted. However, discussions with tenderers after submission of a Tender and before the award of a contract with a view to obtaining adjustments in price, delivery or content (i.e. post-tender negotiations) are the exception rather than the rule. In particular, they must not be conducted in an EU Procedure where this might distort competition, especially with regard to price.

15. EVALUATION

15.1 Apart from the debriefing required or permitted by these contract procedure rules, the confidentiality of Quotations, Tenders and the identity of Candidates must be preserved at all times and information about one Candidate's response must not be given to another Candidate.

15.2 Contracts must be evaluated and awarded in accordance with the Award Criteria. During this process, Officers shall ensure that submitted Tender prices are compared with any pre-tender estimates and that any discrepancies are examined and resolved satisfactorily.

15.3 The arithmetic in compliant Tenders must be checked. If arithmetical errors are found they should be notified to the tenderer, who should be requested to confirm or withdraw their Tender. Alternatively, if the rates in the Tender, rather than the overall price, were stated within the Invitation to Tender as being dominant, an amended Tender price may be requested to accord with the rates given by the tenderer.

16. POST TENDER NEGOTIATIONS

16.1 Post tender negotiations under the EU Procedure can only be undertaken on the grounds allowing for such specified in the EU Procedure. For all other procedures if post-tender negotiations are necessary after a single-stage Tender process or after the second stage of a two-stage Tender process, then such negotiations shall only be undertaken with the tenderer who is identified as having submitted the best Tender and after all unsuccessful Candidates have been informed. During negotiations tendered rates and prices shall only be adjusted in respect of a corresponding adjustment in the scope or quantity included in the Tender documents. Officers appointed by the Chief Officer to carry out post-tender negotiations should ensure that there are recorded minutes of all negotiation meetings and that both parties agree actions in writing.

16.2 Post-tender negotiation must only be conducted in accordance with the guidance issued by the Monitoring Officer who, together with the Treasurer, must be consulted wherever it is proposed to enter into post-tender negotiation. Negotiations must be conducted by a team of at least two officers, one of whom must be from a division independent to that leading the negotiations.

16.3 Where post-tender negotiation results in a fundamental change to the specification (or contract terms) the contract must not be awarded but re-tendered.

17. AWARD OF CONTRACTS AND FRAMEWORK AGREEMENTS AND DEBRIEFING CANDIDATES

17.1 The Officer may accept **quotations, tenders and bids** received up to **£50,000.00** in value in respect of proposed contracts and Framework Agreements, provided **that** they have been sought and evaluated fully in accordance with these contract procurement rules **and that budget provision is available.**

17.2 The Officer in consultation with the Head of Procurement may accept tenders **or bids** received over £50,000 and up to **£250,000** in value in respect of proposed contracts and Framework Agreements, provided they have been sought and evaluated fully in accordance with these contract procurement rules and, in respect of proposed contracts and Framework Agreements that are expected to exceed £250,000 (relating to either expenditure or income) with the additional approval of the Treasurer.

17.3 For contracts and Framework Agreements subject to the EU Procedure, the Officer must notify all Candidates simultaneously and as soon as possible of the intention to award the contract or Framework Agreement to the successful Candidate and provide information required by the EU Procedure specifying the name(s) of the successful Candidate(s), the award criteria and the reasons for the decision including the score of the Candidate being debriefed and the successful Candidate(s) and the characteristics and relative advantages of the successful tender. The Officer must provide unsuccessful Candidates with a period of at least ten days in which to challenge the decision before the Officer awards the contract or Framework Agreement. If the decision is challenged by an unsuccessful Candidate then the Officer shall not award the contract or Framework Agreement and shall immediately seek the advice of the Monitoring Officer. The requirement to notify candidates of the intention to award a contract or Framework Agreement in this Rule 17.3 does not apply to:

- contracts and Framework Agreements that are not subject to the EU Procedure (such as social and other specific services listed under the EU Procedure, or where the value is under the EU Threshold) and
- contracts subsequently called off and awarded based on a Framework Agreement that was let in accordance with the EU Procedure

17.4 If a Candidate requests in writing the reasons for a Contracting Decision relating to an unsuccessful Quotation or Tender it has submitted, the Officer must give in writing the name(s) of the successful Candidate(s), the award criteria and the reasons for the

decisions including the score of the candidate being debriefed and the successful Candidate(s) and the characteristics and relative advantages of the successful tender.

CONTRACT AND OTHER FORMALITIES

18. CONTRACT DOCUMENTS

18.1 Relevant Contracts

18.1.1 All Relevant Contracts that exceed £50,000 shall be in writing.

18.1.2 All Relevant Contracts, irrespective of value, shall clearly specify:

- what is to be supplied (i.e. the works, materials, services, matters or things to be furnished, had or done)
- the provisions for payment (i.e. the price to be paid and when)
- the time, or times, within which the contract is to be performed
- the provisions for the Authority to terminate the contract.

18.1.3 The GMCA's standard terms and conditions or standard contract forms issued by a relevant professional body must be used wherever possible.

18.1.4 In addition, every contract or agreement must also state clearly as a minimum:

- that the contractor may not assign or sub-contract without prior written consent
- any insurance requirements
- health and safety requirements
- data protection requirements, if relevant
- Equality Act requirements
- Anti-bribery compliance
- Freedom of Information Act requirements
- a right of access to relevant documentation and records of the contractor for monitoring and audit purposes if relevant.
- that the GMCA shall pay the contractor and the contractor shall pay its subcontractors within 30 days of an undisputed invoice.

18.1.5 The formal advice of the Monitoring Officer must be sought for the following contracts:

- those involving leasing arrangements
- where it is proposed to use a supplier's own terms or
- those that are complex in any other way.

18.2 Contract Formalities

18.2.1 Agreements shall be completed as follows:

Total Value	Method of completion	By
Up to £50,000	Signature	Authorised Signatory
£50,001 - £75,000	Two signatures or sealing	Two Authorised Signatories or see Rule 18.3
Above £75,000	Sealing	See Rule 18.3

18.2.2 All contracts must be concluded formally in writing before the supply, service or construction work begins, except in exceptional circumstances.

18.3 Sealing

18.3.1 Where contracts are completed by each side as a deed, such contracts shall be executed by the fixing of the GMCA's seal, and must be witnessed by an Authorised Signatory.

18.3.2 Every GMCA sealing will be consecutively numbered, recorded and signed by the person witnessing the seal.

18.3.3 A contract must be sealed where:

- the GMCA may wish to enforce the contract more than six years after its end
- the price paid or received under the contract is a nominal price and does not reflect the value of the goods or services
- there is any doubt about the authority of the person signing for the other contracting party, or
- the Total Value exceeds £75,000 **unless the Monitoring Officer does not consider that sealing is necessary.**

19. BONDS AND PARENT COMPANY GUARANTEES

19.1 The Officer must consult the Treasurer about whether a Parent Company Guarantee is necessary when a Candidate is a subsidiary of a parent company and:

- the Total Value exceeds £250,000, or
- selection and/or award is based on evaluation of the parent company, or
- there is some concern about the stability of the Candidate.

19.2 The Officer must consult the Treasurer about whether a Bond is needed:

- where the Total Value exceeds £1,000,000, or

- where it is proposed to make stage or other payments in advance of receiving the whole of the subject matter of the contract and there is concern about the stability of the Candidate.

CONTRACT MANAGEMENT

20. MANAGING CONTRACTS

- 20.1 Chief Officers are to name contract managers for all new contracts. All contracts must have a GMCA contract manager for the entirety of the contract.
- 20.2 Contract managers must follow the procedures set out in the GMCA's Purchasing Guidance.
- 20.3 Anyone awarding a contract must notify the Treasurer of the details of that contract if for any reason the tender has not been issued via the Procurement Section.
- 20.4 The Treasurer must maintain a central register of all contracts let with a value in excess of £50,000.

21. RISK ASSESSMENT AND CONTINGENCY PLANNING

- 21.1 A business case must be prepared for all procurements with a potential value over the EU Threshold. Provision for resources for the management of the contract, for its entirety, must be identified in the business case.
- 21.2 For all contracts with a value of over £75,000, contract managers must consider maintaining a risk register during the contract period, undertake appropriate risk assessments and for identified risks ensure contingency measures are in place.

22. CONTRACT MONITORING, EVALUATION AND REVIEW

- 22.1 The Treasurer may require that a GMCA-developed Gateway review process may be applied to all contracts deemed to be High Risk, High Value, or High Profile. This process must be applied at key stages of major procurements.
- 22.2 During the life of the contract, the Officer must monitor in respect of:
- Performance
 - Compliance with specification and contract
 - Cost
 - Any Value for Money requirements
 - Social value requirements
 - User satisfaction and risk management.

DEFINITIONS

Authorised Signatory	An officer authorised by the Monitoring Officer in accordance with the GMCA's Constitution to sign a contract or witness the GMCA's seal.
Award Criteria	The criteria by which the successful Quotation or Tender is to be selected (see further Rules 10 and 11.2.5).
Award Procedure	The procedure for awarding a contract as specified in Rules 8, 10 and 15.
Best Value	The duty, which Part I of the Local Government Act 1999 places on local authorities, to secure continuous improvement in the way in which functions are exercised, having regard to a combination of economy, efficiency and effectiveness as implemented by the GMCA. This terminology has now in many instances been superceded by Value for Money.
Candidate	Any person or organization who applies for, asks or is invited to submit a Quotation or Tender.
Chief Officers	The Officers defined as such in the GMCA Constitution.
Code of Conduct	The Code of Conduct for Employees as set out from time to time in the GMCA Constitution.
Committee	A committee which has power to make decisions for the GMCA.
Constitution	The constitutional document approved by the GMCA of which those Contract Procedure Rules form part.
Consultant	Specialist advisers engaged to provide professional services to the GMCA.
Contracting Decision	Any of the following decisions: <ul style="list-style-type: none"> • withdrawal of Invitation to Tender • whom to invite to submit a Quotation or Tender • Shortlisting • award of contract or Framework Agreement • any decision to terminate a contract.
Delegated Officer	The Officer authorized by the Chief Officer to approve requisitions and purchase orders.
EU Procedure	The procurement procedure required by the EU for goods, works and services where the Total Value exceeds the EU Threshold.
EU Threshold	The value at which the EU public procurement directives apply.
European Economic Area	The members of the European Union, and Norway, Iceland and Liechtenstein
Financial Regulations	The GMCA's financial regulations outlining Officer responsibilities for financial matters prepared by the Treasurer and becoming part of the GMCA Constitution.
Framework Agreement	An agreement between one or more authorities and one or more economic operators, the purpose of which is to establish the terms governing contracts to be awarded during a given period, in particular with regard to price and, where appropriate, the quantity envisaged. This includes Dynamic Purchasing Systems as defined in legislation.

Government Procurement Agreement	The successor agreement to the General Agreement on Trade and Tariffs. The main signatories other than those in the European Economic Area are the USA, Canada, Japan, Israel, South Korea, Switzerland, Norway, Aruba, Hong Kong, China, Liechtenstein and Singapore.
Head of Procurement	The Officer as designated by the Treasurer
High Profile	A high-profile purchase is one that could have an impact on functions integral to GMCA service delivery should it fail or go wrong.
High Risk	A high-risk purchase that is in the opinion of the Treasurer one which presents the potential for substantial exposure on the GMCA's part should it fail or go wrong.
High Value	A high-value purchase is where the value exceeds the EU Threshold values.
Invitation to Tender	Invitation to tender documents in the form required by these Contract Procedure Rules.
Monitoring Officer	As identified in the GMCA Constitution
Non-Commercial Considerations	<ul style="list-style-type: none"> (a) The terms and conditions of employment by contractors of their workers or the composition of, the arrangements for the promotion, transfer or training of or the other opportunities afforded to, their workforces ('workforce matters'). (b) Whether the terms on which contractors contract with their sub-contractors constitute, in the case of contracts with individuals, contracts for the provision by them as self-employed persons of their services only. (c) Any involvement of the business activities or interests of contractors with irrelevant fields of government policy. (d) The conduct of contractors or workers in industrial disputes between them or any involvement of the business activities of contractors in industrial disputes between other persons ('industrial disputes'). (e) The country or territory of origin of supplies to, or the location in any country or territory of the business activities or interests of, contractors. (f) Any political, industrial or sectarian affiliations or interests of contractors or their directors, partners or employees. (g) Financial support or lack of financial support by contractors for any institution to or from which the GMCA gives or withholds support. (h) Use or non-use by contractors of technical or professional services provided by the authority under the Building Act 1984 or the Building (Scotland) Act 1959. <p>Workforce matters and industrial disputes, as defined in paragraphs (a) and (d), cease to be non-commercial considerations to the extent necessary or expedient to comply with Best Value; or where there is a transfer of staff to which the Transfer of undertakings (Protection of Employment) Regulations 2006 (TUPE) may apply.</p>

Officer	The Officer designated by the Chief Officer to deal with the procurement and award of the contract in question.
Parent Company Guarantee	A contract which binds the parent of a subsidiary company as follows: if the subsidiary company fails to do what it has promised under a contract with the GMCA, the GMCA can require the parent company to do so instead.
Procurement Strategy	The document setting out the GMCA's approach to procurement and key priorities for the next few years.
Procurement Team	The Team under the Treasurers responsibility for Procurement Services.
Public Sector Buying Organisation	An organisation which procures goods and services contracts and frameworks to be made available to the public sector.
Purchasing Guidance	Any guidance documents issued from time to time by the Treasurer that support the implementation of these Contract Procurement Rules.
Quotation	A quotation of price and any other relevant matter (without the formal issue of an Invitation to Tender).
Relevant Contract	Contracts to which these contract procedure rules apply (see Rule 4).
Shortlisting	The process of selecting Candidates who are to be invited to quote or bid or to proceed to final evaluation.
Tender	A Candidate's offer submitted in response to a GMCA Invitation to Tender.
Total Value	The whole of the value (net of VAT) or estimated value (in money or equivalent value) calculated as follows: <ul style="list-style-type: none"> (a) where the contract is for a fixed period, by taking the total price to be paid or which might be paid during the whole of the period (b) where the purchase involves recurrent transactions for the same type of item, by aggregating the value of those transactions in the coming 12 months (c) where the contract is for an uncertain duration, by multiplying the monthly payment by 48 (d) in the case of framework agreements and dynamic purchasing systems, the maximum estimated value of all contracts envisaged for the total term of the framework agreement or the dynamic purchasing system.
Treasurer	As identified in the GMCA Constitution.
TUPE of Undertakings (Protection of Employment) Regulations 2006 (SI 2006 No.246)	Subject to certain conditions, the regulations applying where responsibility for the delivery of works or services for the GMCA is transferred from one organisation (e.g. private contractor, local authority in-house team) to another (e.g. following a contracting out or competitive tendering process) and where the individuals involved in carrying out the work are transferred to the new employer. These regulations seek to protect the rights of employees in such transfers,

	enabling them to enjoy the same terms and conditions, with continuity of employment, as existed with their former employer. Broadly, TUPE regulations ensure that the rights of employees are transferred along with the business.
Value for Money	Value for money is not the lowest possible price; it is the most economically advantageous proposal that combines goods or services that fully meet your needs, with the level of quality required, delivery at the time you need it, and at an appropriate price.

PART 7

CODES AND GUIDANCE

SECTION A: CODE OF CONDUCT FOR MEMBERS

Part 1 General Provisions

1 Introduction and Scope

1.1 The Greater Manchester Combined Authority is determined to promote and maintain high standards of conduct by its Members, Co-opted Members and those councillors from Greater Manchester's districts appointed to roles in which they act on behalf of the GMCA. The GMCA has adopted a Code of Conduct for Members in line with its obligations under section 27(2) of the Localism Act 2011.

1.2 This Code mandatorily applies to those acting as Members of the GMCA (including the Mayor and Substitute Members), voting Co-opted Members of the GMCA's committees or Appointed Members of Joint Committees, and references to "official capacity" are to be construed accordingly.

1.3 Compliance with this Code is a statutory requirement for those identified in paragraph 1.2. To promote good governance the GMCA strongly recommends voluntary compliance with the Code by non-voting Co-opted Members of the GMCA's committees and by elected members from Greater Manchester's ten districts when they otherwise act for or represent the GMCA. Where a member is only subject to the Code through voluntary compliance (as described in this paragraph) they will not in law be subject to the statutory obligations relating to member conduct under Chapter 7, Part 1 of the Localism Act 2011 nor can the conduct of such a member, insofar as it concerns that member's GMCA role, amount to any of the criminal offences referred to in this Code. However, the conduct of a member who has agreed to voluntarily be subject to the Code may be considered under the GMCA's arrangements for determining whether a member has breached the Code.

1.4 In this Code – 'meeting' means any meeting of:

- the GMCA; or
- any of the GMCA's Committees or Sub-Committees, Joint Committees or Joint Sub-Committees.

For the purposes of this Code "Committee" includes **any** Fire Committee **that may be** established by the Mayor.

1.5 This Code does not have effect in relation to a member's conduct other than where it is in that member's official capacity.

1.6 This Code will be reviewed every two years by the GMCA's Standards Committee or earlier if required by a change in legislation.

2 General Principles

- 2.1 The Code and the associated guidance are based on the following general principles.
- 2.2 Members must behave according to the highest standards of personal conduct in everything they do when acting as a Member or voting Co-opted Member (or in the case of those voluntarily subject to compliance with the Code in accordance with paragraph 1.3 above, where they are otherwise acting on behalf of the GMCA). They must observe the following principles of conduct, some of which are set out in law. The seven principles of Standards in Public Life known as the Nolan Principles underpin the provisions of the GMCA's Code of Conduct for Members. They are set out in paragraphs 2.3 to 2.9 below.
- 2.3 Selflessness: holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.
- 2.4 Integrity: holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.
- 2.5 Objectivity: in carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.
- 2.6 Accountability: Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
- 2.7 Openness: Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.
- 2.8 Honesty: holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
- 2.9 Leadership: holders of public office should promote and support these principles by leadership and example.
- 2.10 Where those covered by this Code act as a representative of the GMCA:
- (a) on another relevant authority, they must, when acting for that other authority, comply with that other authority's code of conduct; or
 - (b) on any other body, they must comply with this Code, unless it conflicts with any other lawful obligations to which that other body may be subject.

2.11 It is an individual's responsibility to comply with this Code. Failure to do so may result in a sanction being applied by the GMCA. A failure by a Member coming within the scope of paragraph 1.2 above to declare a Disclosable Pecuniary Interest may result in a criminal conviction and an unlimited fine and/or disqualification from office for a period of up to 5 years.

3 General Obligations for Members

3.1 You must not:-

- a.** Do anything which may knowingly cause the GMCA to breach the Equality Act 2010;
- b.** Bully or be abusive to any person;
- c.** Intimidate or attempt to intimidate any person who is or is likely to be:
 - a complainant
 - a witness, or
 - involved in the administration of any investigation or proceedings, in relation to an allegation that a Member (including yourself) has failed to comply with the GMCA's Code of Conduct; or
- d.** do anything which compromises or is likely to compromise the impartiality of those who work for, or on behalf of, the GMCA.

3.2 You must not:

- a.** Disclose information given to you in confidence by anyone, or information acquired by you which you believe, or ought reasonably to be aware, is of a confidential nature, except where:
 - i.** You have the consent of a person authorised to give it;
 - ii.** You are required to do so by law;
 - iii.** The disclosure is made to a third party for the purpose of obtaining professional advice, provided that the third party agrees not to disclose the information to any other person; or
 - iv.** the disclosure:
 - is reasonable and in the public interest; and
 - is made in good faith and in compliance with the reasonable requirements of the GMCA; or
- b.** prevent another person from gaining access to information to which that person is entitled by law.

3.3 You must not conduct yourself in such a way which could reasonably be regarded as bringing your office or the GMCA into disrepute.

3.4 You:

- a.** must not use or attempt to use your position as a Member improperly to confer on or secure for myself or any other person, an advantage or disadvantage; and

- b. must, when using or authorising the use by others of the resources of the GMCA:
 - act in accordance with the GMCA’s reasonable requirements;
 - ensure that such resources are not used improperly for political purposes (including party political purposes); and
- c. must have regard to any applicable Local Authority Code of Publicity made under the Local Government Act 1986.

3.5 When reaching decisions on any matter you must have regard to any relevant advice provided to you by:

- a. The GMCA’s Treasurer (section 73 officer); or
- b. The GMCA’s Monitoring Officer

where that officer is acting pursuant to his or her personal statutory duties.

3.6 You must give reasons for all decisions in accordance with any statutory requirements and any reasonable additional requirements imposed by the GMCA.

Part 2 Disclosable Pecuniary Interests

4 Notification of Disclosable Pecuniary Interests

- 4.1** Within 28 days of becoming a Member or a Voting Co-opted Member (or in the case of those subject to voluntary compliance with the Code in accordance with paragraph 1.3 above, within 28 days of being appointed to a GMCA body or appointed to act as a representative of the GMCA) you must notify the Monitoring Officer of any disclosable pecuniary interests.
- 4.2** A ‘disclosable pecuniary interest’ is an interest of yourself, or of your partner (if you are aware of your partner's interest), within the descriptions set out in the table below.
- 4.3** ‘Partner’ means a spouse or civil partner, or a person with whom you are living as husband or wife, or a person with whom you are living as if you are civil partners.

Subject	Description
Employment, office, trade, profession or vocation	Any employment, office, trade, profession or vocation carried on for profit or gain.
Sponsorship	Any payment or provision of any other financial benefit (other than from the GMCA) made or provided within the 12 month period prior to notification of the interest in respect of any expenses incurred by you in carrying out duties as a Member, or towards your election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation Act) 1992.
Contracts	Any contract which is made between you or your partner (or a body in which you or your partner has a beneficial interest) and the GMCA: <ul style="list-style-type: none"> a. under which goods or services are to be provided or works are to be executed: and, b. which has not been fully discharged.
Land	Any beneficial interest in land which is within the area of the GMCA
Licence	Any licence (alone or jointly with others) to occupy land in the area of the GMCA for a month or longer.
Corporate Tenancies	Any tenancy where (to your knowledge) - <ul style="list-style-type: none"> a. the landlord is the GMCA: and b. the tenant is a body in which you or your partner has a beneficial interest.
Securities	Any beneficial interest in securities of a body where: <ul style="list-style-type: none"> a. that body (to your knowledge) has a place of business or land in the area of the GMCA; and b. either -

	<ul style="list-style-type: none"> i. the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or ii. if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you or your partner has a beneficial interest exceeds one hundredth of the total issued share capital of that class.
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4.4 For the purposes of the above table:

- a. 'a body in which you or your partner has a beneficial interest' means a firm in which you or your partner is a partner or a body corporate of which you or your partner is a director, or in the securities of which you or your partner has a beneficial interest;
- b. 'director' includes a member of the committee of management of a registered society within the meaning given by section 1(1) of the Co-operative and Community Benefit Societies Act 2014, other than a society registered as a credit union;
- c. 'land' excludes an easement, interest or right in or over land which does not carry with it a right for you or your partner (alone or jointly) to occupy the land or receive income; and
- d. 'securities' means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

5 Non Participation in Case of Disclosable Pecuniary Interest

5.1 If you are present at a meeting and you have a disclosable pecuniary interest in any matter to be considered or being considered at the meeting:

- a. You must not participate in any discussion of at the meeting.
- b. You must not participate in any vote taken on the matter at the meeting.
- c. If the interest is registered you must disclose the interest to the meeting (as required by GMCA Procedure Rule 16.3).
- d. If the interest is not registered, you must disclose the interest to the meeting.
- e. If the interest is not registered and not the subject of a pending notification, you must notify the GMCA's Monitoring Officer of the interest within 28 days.
- f. You must also withdraw from the meeting while the matter is being considered (as required by GMCA Procedure Rule 16.4).

6 Offences

6.1 It is a criminal offence for a Member coming within the scope of paragraph 1.2 above to:

- a. Fail to notify the GMCA's Monitoring Officer of any disclosable pecuniary interest within 28 days of appointment as a Member of the GMCA or a voting Co-opted Member;
- b. Fail to disclose a disclosable pecuniary interest at a meeting if it is not on the GMCA's Register;
- c. Fail to notify the GMCA's Monitoring Officer within 28 days of a disclosable pecuniary interest that is not on the GMCA Register that you have disclosed to a meeting;
- d. Participate in any discussion or vote on a matter in which you have a disclosable pecuniary interest;
- e. Knowingly or recklessly provide information that is false or misleading in notifying the GMCA's Monitoring Officer of a disclosable pecuniary interest or in disclosing such interest to a meeting.

6.2 The criminal penalties available to a court are to impose an unlimited fine and disqualification from being a Member of Co-opted Member for up to 5 years.

Part 3 Other Interests

7 Notification of Personal Interests

7.1 In addition to the disclosable pecuniary interests notifiable under the Localism Act 2011, you must within 28 days of your election or appointment to office notify the GMCA's Monitoring Officer in writing of the details of your other personal interests, where they fall within the categories set out in paragraph 7.2 below for inclusion in the register of interests.

7.2 You have a personal interest in any business of the GMCA where it relates to or is likely to affect:

- a. Any body of which you are in a position of general control or management and to which you are appointed or nominated by the GMCA;
- b. any body of which you are in a position of general control or management which
 - i. exercises functions of a public nature;
 - ii. is directed to charitable purposes; or
 - iii. one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union),
- c. the interests of any person from whom you have received a gift or hospitality with an estimated value of at least £100.

7.3 You also have a personal interest in the business of the GMCA where a decision might reasonably be regarded as affecting your well-being or financial position or the well-being or financial position of a relevant person to a greater extent than the majority of other council tax payers, ratepayers or inhabitants of the electoral ward(s), affected by the decision.

7.4 A relevant person is:

- a. a member of your family or any person with whom you have a close association; or
- b. any person or body who employs or has appointed such persons, any firm in which they are a partner, or any company of which they are directors;
- c. any person or body in whom such persons have a beneficial interest in a class of securities exceeding the nominal value of £25,000; or
- d. any body of a type described in paragraph 7.2 a. or b.

7.5 Subject to paragraphs 7.6 to 7.8 below, where you have a personal interest described in paragraph 7.2 or 7.3 above in any business of the GMCA, and you are aware or ought reasonably to be aware of the existence of that personal interest, and you attend a meeting at which the business is considered, you must disclose to the meeting the existence and nature of that interest at the commencement of that consideration, or when the interest becomes apparent.

- 7.6 Where you have a personal interest in any business of the GMCA which relates to or is likely to affect a body described in paragraph 7.2 a. or b.i, you need only disclose to the meeting the existence and nature of that interest when you address the meeting on that business.
- 7.7 Where you have a personal interest in any business of the GMCA of the type mentioned in paragraph 7.2 c, (gifts and hospitality) you need not disclose the nature or existence of that interest to the meeting if the interest was registered more than three years before the date of the meeting.
- 7.8 Where you have a personal interest but, by virtue of paragraph 11, sensitive information relating to it is not registered in the GMCA's Register of Members' Interests, you must indicate to the meeting that you have a personal interest, but need not disclose the sensitive information to the meeting.
- 7.9 Where you have a personal interest in any business of the GMCA and you have made an **individual** decision in relation to that business, you must ensure that any written statement of that decision records the existence and nature of that interest.

8 Non Participation In Case of Prejudicial Interest

- 8.1 Where you have a personal interest in any business of the GMCA you also have a prejudicial interest in that business where the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice your judgement of the public interest and where that business:
- a. affects your financial position or the financial position of a person or body described in paragraph 7.4 ;or
 - b. relates to the determining of any approval, consent, licence, permission or registration in relation to you or any person or body described in paragraph 7.4.
- 8.2 Subject to paragraphs 8.3 and 8.4, where you have a prejudicial interest in any business of the GMCA:
- a. You must not participate in any discussion of the matter at the meeting.
 - b. You must not participate in any vote taken on the matter at the meeting.
 - c. You must disclose the interest to the meeting.
 - d. If the interest is not registered and not the subject of a pending notification, you must notify the GMCA's Monitoring Officer of the interest within 28 days.
 - e. You must withdraw from the meeting while the matter is being considered (as required by GMCA Procedure Rule 16.4).
- 8.3 Where you have a prejudicial interest in any business of the GMCA, you may attend a meeting but only for the purpose of making representations, answering questions or giving evidence relating to the business, provided that the public are also allowed to

attend the meeting for the same purpose, whether under a statutory right or otherwise and you leave the room where the meeting is held immediately after making representations, answering questions or giving evidence.

8.4 Subject to you disclosing the interest at the meeting, you may attend a meeting and vote on a matter where you have a prejudicial interest that relates to the functions of the GMCA in respect of:

- a. school transport and travelling expenses, where you are a parent or guardian of a child in full time education, or are a parent governor of a school, unless it relates particularly to the school which the child attends;
- b. statutory sick pay under Part XI of the Social Security Contributions and Benefits Act 1992, where you are in receipt of, or are entitled to the receipt of, such pay; and
- c. any ceremonial honour given to Members.

8.5 If you are making a decision or discharging a function alone, and you become aware of a prejudicial interest in a matter being dealt with or to be dealt with by you, you must notify the Monitoring Officer of the interest and must not take any steps or further steps in the matter, or seek improperly to influence a decision about the matter.

9 Interests Arising in Relation to Overview and Scrutiny Committees

9.1 In any business before an Overview and Scrutiny Committee of the GMCA (or of a Sub-Committee of such a Committee) where:

- a. that business relates to a decision made (whether implemented or not) or action taken by the GMCA or another of the GMCA's Committees, Sub-Committees, Joint Committees or Joint Sub-Committees; and
- b. at the time the decision was made or action was taken, you were a Member of the GMCA, Committee, Sub-Committee, Joint Committee or Joint Sub-Committee mentioned in paragraph (a) and you were present when that decision was made or action was taken,

you may attend the meeting of the Overview and Scrutiny Committee (or Sub-Committee) for the purpose of explaining the reasons for the decision, or answering questions or giving evidence relating to the business, but you cannot participate otherwise in the discussion or in any vote on the matter.

Part 4 General Matters Relating To Parts 2 And 3

10 Register of Interests

- 10.1** Subject to paragraph 11 any disclosable pecuniary interests or personal interests notified to the GMCA's Monitoring Officer will be included in the GMCA's Register of interests. A copy of the Register will be available for public inspection and will be published on the GMCA's website.

11 Sensitive Interests

- 11.1** This applies where you consider that disclosure of the details of a disclosable pecuniary interest could lead to you, or a person connected with you, being subject to violence or intimidation, and the GMCA's Monitoring Officer agrees. In these circumstances, if the interest is entered on the GMCA's Register of interests, copies of the Register that are made available for inspection and any published version of the Register will exclude details of the interest, but may state that you have a disclosable pecuniary interest, the details of which are withheld under Section 32(2) of the Localism Act 2011.

12 Dispensations

- 12.1** The GMCA may grant you a dispensation, but only in limited circumstances, to enable you to participate and vote on a matter in which you have a disclosable pecuniary interest or a prejudicial interest.

SECTION B: GIFTS AND HOSPITALITY GUIDANCE FOR MEMBERS

1 General Introduction

- 1.1** The Code of Conduct requires Members to notify the Monitoring Officer in writing of any gift or hospitality he/she receives which may be to the value of one hundred pounds or more. It is also a breach of the Code to act in such a way as to bring the GMCA into disrepute or for a member to use his/her position as a member of the GMCA improperly to confer on or secure for him/herself or any other person advantage or disadvantage.
- 1.2** The following guidance aims to assist members in complying with the Code of Conduct for Members but it also goes beyond these basic provisions and seeks to provide wider guidance so members can avoid any situation where their integrity may be brought into question as a result of gifts and hospitality.
- 1.3** Standards Committee will review this guidance every two years, unless new legislation requires the guidance to be updated before the next scheduled review.

2 Legal Position

- 2.1** The Bribery Act 2010 provides that it is a criminal offence for a Member to request, agree to receive, promise, offer or give any gift, loan, fee, reward or advantage for doing anything or showing favour or disfavour to any person in their official capacity. It is for the Member to demonstrate that any such rewards have not been corruptly obtained.

3 Gifts and Hospitality

- 3.1** Members are advised to treat with extreme caution any offer or gift, favour or hospitality that is made personally to them. The person or organisation making the offer may be doing business or seeking to do business with the GMCA or may be applying to the GMCA for some sort of decision in respect of which it is imperative that the member's independence should not be compromised.
- 3.2** The following rules should be applied: Other than the exceptions listed in (b) below a member should refuse any gift offered to them or to an immediate relative of the member, by any person who has or may seek to have dealings with the GMCA. It is recommended that members should notify the Monitoring Officer of all such refusals as soon as reasonably practicable regardless of the value of the offered gift (unless the gift falls within I or II below). The Monitoring Officer will maintain the register for this purpose.
- 3.3** The exceptions where it may be appropriate to accept a gift are set out below. Members should note that the Code of Conduct for Members requires all gifts and hospitality of one hundred pounds or more to be notified to the Monitoring Officer, who will maintain a register for this purpose.

- 3.4 The gift is of purely token, advertising value given to a wide range of people, e.g. pens, key rings and other promotional items. As such promotional gifts will usually be less than one hundred pounds in value generally there will be no need to register but in cases of doubt members should err on the side of caution and register the gift.
- 3.5 A small gift where refusal would cause needless offence and the giver is not currently seeking a decision or business from the GMCA. Again because such gifts would be of a small value generally there will be no need to register but in cases of doubt members should err on the side of caution and register the gift.
- 3.6 Cash or monetary gifts should always be refused without exception and the refusal notified to the Monitoring Officer as set out above.
- 3.7 Gifts given as prizes at exhibitions, conferences, seminars etc. as part of a free raffle or draw may be accepted but they belong to the GMCA and should be registered with the Monitoring Officer as soon as reasonably practicable (notwithstanding that their value may be less than the one hundred pounds specified in the Code). The Monitoring Officer in consultation with the chair of the Standards Committee will determine whether it is appropriate to retain the gift in question.
- 3.8 Whilst it may be acceptable to accept a token or small gift on one occasion members should refuse repeated gifts, even if these are individually not of a significant value.

4 Hospitality

- 4.1 It is increasingly the case that private companies offer hospitality e.g. free drinks, tickets to shows or hotel accommodation to persons with whom they do business or with whom they hope to do business in the future. Such hospitality could convey the impression that members' judgment would be influenced. It would however be too rigid to say that no hospitality can be accepted. Members are reminded that any hospitality of one hundred pounds or more is required by the Code of Conduct to be registered. However members may wish to notify the Monitoring Officer of hospitality offered but refused and hospitality which is less than the one hundred pounds limit specified in the Code.
- 4.2 Some examples of hospitality which may be acceptable follow but much may depend on the particular circumstances, for example who is providing the hospitality, why the member is there and the nature of the dealings between the Authority, the member and the provider of the hospitality:
- i. A working meal provided to allow parties to discuss or continue to discuss business.
 - ii. An invitation to attend a dinner or function of a Society, Institute or other non-commercial body with whom the GMCA has contact.
 - iii. Invitations to attend functions where the member represents the GMCA (opening ceremonies, public speaking events, conferences).

5 Unacceptable Hospitality

5.1 The following are examples of unacceptable hospitality:

- i. Holidays, including accommodation and travel arrangements
- ii. Offers of theatre tickets for the member and his family or free travel
- iii. Personal invitations for evenings out with representatives from a company or firm who have dealings with the GMCA or who are likely to have dealings in the future.

5.2 Members are again urged to err on the side of caution and if in any doubt as to the integrity of the offer / invite the member should consult the Monitoring Officer or refuse.

6 Notifications

6.1 Notifications of gifts and hospitality should be sent to the **Head of Paid Service** who will administer the register on behalf of the Monitoring Officer.

6.2 A form for this purpose is available from the **Head of Paid Service**.

7 The Register

7.1 The Register referred to in this protocol will be subject to scrutiny by the Standards Committee and regular inspection by the Monitoring Officer, the Head of Internal Audit and the District Auditor. The Register of Gifts and Hospitality of one hundred pounds or more should be available for public inspection. For consistency registrations as regards gifts & hospitality offered and refused, or gifts and hospitality of a value less than one hundred pounds will also be available for public inspection.

8 Gifts Which Cannot Be Retained

8.1 Where the Monitoring Officer in consultation with the Chair of the Standards Committee determines that it would not be appropriate for a member to retain a gift, that gift will be returned, utilised by the GMCA or otherwise donated to an appropriate charitable organisation as determined appropriate by the Monitoring Officer and Chair of the Standards Committee.

9 Advice and Sanctions

9.1 Members are advised to seek the advice of the Monitoring Officer in cases where their position is unclear. Breaches of this guidance may result in a breach of the Code of Conduct for members.

9.2 Breaches of this guidance which do not result in a breach of the Code of Conduct will be reported by the Monitoring Officer to the Standards Committee.

SECTION C: OFFICER CODE OF CONDUCT

1. INTRODUCTION

- 1.1. The Greater Manchester Combined Authority is at the forefront of innovation in the delivery of devolved government and sub-regional co-operation to ensure the well-being and advancement of the community of the Greater Manchester region.
- 1.2. The residents of Greater Manchester, the constituent local authorities and public sector partners within it are entitled to expect the highest standards of behaviour and conduct from the employees of Greater Manchester Combined Authority (GMCA).
- 1.3. The GMCA Officer Code of Conduct sets out both expectations and standards of professional and personal behaviour from its officers in respect of colleagues, residents and the community in the delivery of these services. It expects that its employees will strive to ensure that they are courteous, respectful, efficient and impartial in the provision of services to all groups and individuals within that community.

2. SCOPE

- 2.1. This Code applies to all employees of the GMCA. It is expected that where other professional codes of conduct apply to specific groups of staff, that compliance with this Code will be an additional requirement to any specific professional codes of conduct.
- 2.2. The GMCA is committed to conduct of the highest standard such that public confidence in its integrity is maintained and as such expects all those who provide services to and on behalf of the GMCA to adhere to the principles set out within this Code of Conduct. This includes contractors and secondees.

3. GENERAL PRINCIPLES

The key principles underpinning all employee's conduct are:

- ***Honesty, Integrity, Impartiality and Objectivity***
An employee must perform their duties with honesty, integrity, impartiality and objectivity.
- ***Accountability***
An employee must be accountable for their actions
- ***Respect for Others***
An employee must treat others with respect, not discriminate unlawfully against any person and treat all employees and elected members of the Authority professionally

- **Stewardship**
An employee must use any public funds entrusted to or handled by them in a responsible and lawful manner and not make personal use of property or facilities of the Authority unless properly authorised to do so.
- **Personal Interests**
An employee must not in their official capacity or personal capacity allow their personal interests to conflict with the Authority's requirements or use their position improperly to confer an advantage or disadvantage to any person.
- **Declaration of Interests**
An employee must comply with any requirements of the Authority to declare interests and hospitality, benefits or gifts received as a consequence of their employment.

Employees will not, either in an official capacity or in any other circumstances conduct themselves in a manner which could reasonably be regarded as bringing the GMCA into disrepute.

4. EQUALITY

- 4.1. Employees must ensure that GMCA policies relating to equality and equal opportunities are followed and that all members of the community, customers and colleagues are treated with fairness and equity.
- 4.2. Additionally, all employees must make sure that they are aware of factors which result in discrimination against those with protected characteristics as defined by the Equality Act,2010 (namely age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation) Employees must undertake their duties so as to seek to redress any equality and oppression experience by those with protected characteristics.
- 4.3. If employees themselves become victims of harassment at work they should report it to their line manager at the earliest opportunity.
- 4.4. All employees with managerial and supervisory roles have a responsibility for the performance of other employees who they manage. Employees at all levels can expect to be directed in their work, and held accountable for their performance by their manager.

5. SERVICE PROVISION

- 5.1. Each employee should make every effort to understand the law governing their service and inform their manager or the GMCA's Monitoring Officer of any impropriety, breach of procedure, unlawfulness or maladministration.

6. POLITICAL NEUTRALITY AND WORKING WITH MEMBERS

- 6.1. Elected Members have a key role to play in the governance and management of the GMCA. Both Officers and Elected Members are public servants and indispensable to one another in ensuring efficient and effective government. Mutual respect between officers and elected members of the GMCA are essential to good local government.
- 6.2. It is essential that elected members and officers conduct their relationship with mutual respect and courtesy and that both parties avoid seeking to exert undue influence over the other. Additionally, close personal familiarity can damage the relationship and prove embarrassing to both colleagues and elected members and should be avoided.
- 6.3. Whether or not an employee's post is politically restricted, they must follow every lawfully expressed policy of the GMCA and not allow their personal or political opinions to interfere with their work. Where they are required to give advice to elected members and colleagues, it should be done with impartiality except in circumstances where posts are political appointments and/or the level of political restriction applied is varied by regulations.

7. DEALING WITH THE PRESS AND MEDIA

- 7.1. Unless required to in the course of their work, an employee must not deal direct with the Press or the media.
- 7.2. If canvassed by the Press in the course of their work employees must seek advice and authorisation from their line manager on providing any article, publication or interview on any aspect of the GMCA's work.

8. DISCLOSURE OF INFORMATION AND INFORMATION SECURITY

- 8.1. The GMCA is committed to the principle of open government and will act in compliance with information rights legislation in promoting transparency and participation in the Authority's decision-making processes.
- 8.2. Employees must ensure that the Authority's information assets are managed securely and protected against accidental and unauthorised disclosure, damage or loss.
- 8.3. Employees must not:
 - Prevent another person from gaining access to information to which they are lawfully entitled
 - Subject to the Authority's Whistleblowing Policy, they must not disclose information as set out below, unless they have the specific authority to do so
 - The above applies to
 - personal data about an individual, including employees protected by the Data Protection Act;
 - information given in confidence where there is a reasonable expectation that confidentiality will be maintained;

- commercially sensitive information;
- Confidential or exempt proceedings and any reports or other documents connected to these.

Employees must not use any information obtained in the course of their employment for personal gain or benefit, nor share it with others who might use it in this way.

9. PROPRIETY IN FINANCIAL/PROCUREMENT MATTERS

9.1. Contracts and Contractors

An employee must not seek or accept any gift or personal inducement in connection with the procurement of works, goods or services.

9.2. Relationships

Employees should inform their manager about relationships of a business, private or personal nature with external contractors or potential contractors. If involved in the tendering process, they should ensure that it is open and above board, observing the rules related to separation of roles during tendering.

9.3. Sponsorship

Where the GMCA wishes to sponsor an event, employees must ensure that they, their partner, or relative do not benefit in any way from such sponsorship without full disclosure to their manager or the Monitoring Officer.

9.4. Hospitality/Gifts

Invitations to social or sporting events should be accepted only where the GMCA should be seen to be represented and with authorisation of the Head of Service. If the employee does accept hospitality they should be mindful of all the circumstances. They should get advance authority and keep a record of such occasions, and ensure that it is recorded on the GMCA's hospitality register. They should not accept any significant personal gifts from contractors and outside suppliers.

10. DECLARATION OF INTERESTS

10.1. Employees should not subordinate their duty to their private interests or put themselves in a position where duty and private interests conflict. An employee must declare any financial interests which could conflict with the GMCA's interests to their manager or the Monitoring Officer. Non-financial interests should also be declared, where a conflict of interest could be involved e.g. membership of outside bodies in a personal capacity, other secondary employment, role as a volunteer with other organisations, any relevant convictions/offences that could impact on their employment.

10.2. Employees should be mindful not to place themselves in a situation where involvement in outside bodies could compromise their continuing professional duty to the interests of the GMCA. When serving on outside bodies the employee will be

expected to represent and promote the interests and policies of the GMCA as circumstances dictate.

- 10.3.** Employees should also declare membership of any organisation which is not open to the public, has no formal membership and has commitment of allegiance and which has secrecy about its rules, membership and conduct.

11. PROPRIETY IN EMPLOYMENT MATTERS

- 11.1.** Employees involved in the recruitment process must ensure that all appointments are made on merit. It is unlawful for an employee to make an appointment which is based upon anything other than the ability of the candidate to undertake the duties of the post.
- 11.2.** In order to avoid any possible accusation of bias, employees should not be involved in the recruitment process where they are related to an applicant or have a close personal relationship with that person, outside the workplace. In all such circumstances, a declaration of interest must be made by the panel member.
- 11.3.** Similarly, employees should not be involved in decisions relating to promotion or pay adjustments for any other employee who is a relative, partner, or close personal friend.

12. INDEMNIFICATION OF EMPLOYEES

- 12.1.** Employees will be indemnified from personal legal action against them when acting in good faith in the discharge of their duties with the GMCA.

13. BREACH OF CODE OF CONDUCT

- 13.1.** This Code sets out key expectations with regards to employee conduct. For avoidance of doubt where an employee is unclear about the application of this Code, they must seek advice from their line manager.
- 13.2.** Breaches of this Code may lead to the formal disciplinary action depending on the circumstances. Serious breaches of this Code may lead to an employee being dismissed from the service of the GMCA.

SECTION D MEMBER / OFFICER RELATIONS GUIDANCE

1 Introduction and Principles

- 1.1 The purpose of this guidance is to set a framework for the conduct of member officer relations which will ensure the smooth running of the business of the GMCA. Its guidance should be heeded by Members of the GMCA, its committees and joint committees and Officers of the GMCA, and of constituent councils providing services to GMCA, its committees and joint committees.
- 1.2 In this guidance, references to members of the GMCA include references, where appropriate, to members of its committees and joint committees (including **the GM Transport Committee**) and, references to officers of the GMCA include references where appropriate to officers of the constituent councils who provide services to the GMCA, its committees and joint committees.
- 1.3 Given the variety and complexity of such relations, this guidance does not seek to be prescriptive or comprehensive. It simply offers guidance on some of the issues which most commonly arise. It is hoped, however, that the approach which it adopts to these issues will serve as a guide to dealing with other circumstances.
- 1.4 This guidance is to a large extent a written statement of current practice and convention. It seeks to promote greater clarity and certainty. If the guidance is followed it should ensure that Members receive objective and impartial advice and that Officers are protected from accusations of bias and any undue influence from Members.
- 1.5 It also seeks to reflect the principles underlying the respective Codes of Conduct that apply to Members and Officers. The shared object of these codes is to enhance and maintain the integrity (real and perceived) of local government and the Codes, therefore, demand very high standards of personal conduct.
- 1.6 This guidance should be read in conjunction with the Members' and Employees' Codes of Conduct and any guidance issued by the Standards Committee and/or the Monitoring Officer.

2 General Points

- 2.1 Both Members and Officers are servants of the public and they are indispensable to one another. But their responsibilities are distinct. Members are responsible to the electorate and serve only so long as their term of office lasts. Officers are responsible to the GMCA, its committees and joint committees. Their job is to give advice to Members and to carry out work under the direction and control of the GMCA, its committees and joint committees.
- 2.2 At the heart of this guidance is the importance of mutual respect. Member/Officer relationships should be conducted in a positive and constructive way. Therefore, it is

important that any dealings between Members and Officers should observe reasonable standards of courtesy and that neither party should seek to take unfair advantage of their position or seek to exert undue influence on the other party.

- 2.3 A Member should not raise matters relating to the conduct or capability of an Officer at meetings held in public or before the press. This is a long-standing tradition in public service as an Officer has no means of responding to such criticisms in public. If a Member feels they have not been treated with proper respect, courtesy or has any concern about the conduct or capability of an Officer, and fails to resolve it through direct discussion with the Officer, they should raise the matter with the Head of Paid Service of the GMCA who will then look into the facts and report back to the Member.
- 2.4 An Officer should not raise with a Member matters relating to the conduct or capability of another Officer in a manner that is incompatible with the overall objectives of this policy. Such matters should be raised with the Officer's immediate line manager or the Head of Paid Service.
- 2.5 Nothing in this guidance shall prevent an officer expressing a relevant concern under the GMCA's Whistle Blowing Policy.
- 2.6 Where an Officer feels that they have not been properly treated with respect and courtesy by a Member, they should raise the matter with the Head of Paid Service of the GMCA who will take appropriate action including approaching the individual Member concerned or discussing the matter with the Monitoring Officer where they consider there may be a breach of the Members' Code of Conduct.

3 Officer Support to Members: General Points

- 3.1 Officers must act in the best interests of the GMCA, its committees and joint committees as a whole and must not give politically partisan advice.
- 3.2 Close personal familiarity between individual Members and Officers can damage professional relationships and can prove embarrassing to other Members and Officers. Situations should be avoided therefore that could give rise to the appearance of improper conduct or behaviour.
- 3.3 Certain statutory officers – the Head of Paid Service of the GMCA, the Treasurer and the Monitoring Officer have specific roles. These are addressed in the Constitution. Their roles need to be understood and respected by all Members. In particular Members are reminded of the duty under the Code of Conduct to have regard to any advice given by the Treasurer or the Monitoring Officer.
- 3.4 The following key principles reflect the way in which Officers generally relate to Members:
- 3.5 Officers undertaking work for the GMCA are accountable to the GMCA through the Head of Paid Service.

- 3.6 Support from Officers is needed for all the GMCA's functions. Day-to-day managerial and operational decisions should remain the responsibility of the Head of Paid Service of the GMCA and other Officers.
- 3.7 On occasion, a decision may be reached which authorises named Officers to take action between meetings following consultation with a Member or Members. It should be recognised that in these circumstances it is the Officer, rather than the Member or Members, who legally takes the action and it is the Officer who is accountable for it. If this action is a key decision the officer has to ensure that the procedures to publicly notify such decisions are followed as set out in the constitution.
- 3.8 Finally, it should be remembered that GMCA Officers undertaking work for the GMCA are accountable to the Head of Paid Service of the GMCA and whilst Officers should always seek to assist a Member, they must not, in so doing go beyond the bounds of whatever authority they have been given by the Head of Paid Service.

4 Officer Advice to Party Groups

- 4.1 It must be recognised by all Officers and Members that in discharging their duties and responsibilities, Officers serve the GMCA as a whole and not any political group, combination of groups or any individual Member of the GMCA. The assistance provided by Senior Officers can take many forms ranging from a briefing meeting with a Member, Chair or other Members prior to a meeting, to a presentation, to a full political group meeting. It is an important principle that such assistance is available to all political groups and individual members.

5 Attendance at Party Political Group Meetings

- 5.1 There is now statutory recognition for 'party groups'. It is common practice for such groups to give preliminary consideration to matters of GMCA business in advance of such matters being considered by the relevant decision making body. Senior Officers may properly be called upon to assist and contribute to such deliberations by party groups but must at all times maintain political neutrality. All Officers must, in their dealings with political groups and individual Members, treat them in a fair and even-handed manner.
- 5.2 Attendance at meetings of party groups is voluntary for Officers and must be authorised by the Head of Paid Service of the GMCA.
- 5.3 Certain points must, however, be clearly understood by all those participating in this type of process, Members and Officers alike. In particular:
- i. Officer assistance must not extend beyond providing information and advice in relation to matters of GMCA business. Officers must not be involved in advising on matters of party business. Internal party debates and decision making should take place in the absence of Officers.

- ii. Party group meetings, whilst they form part of the preliminaries to GMCA decision making, are not formal decision making bodies of the GMCA and are not empowered to make decisions on behalf of the GMCA. Conclusions reached at such meetings do not therefore rank as GMCA decisions and it is essential that they are not interpreted or acted upon as such; and
- iii. Similarly, where Officers provide information and advice to a party group meeting in relation to a matter of GMCA business, this cannot act as a substitute for providing all necessary information and advice to the relevant GMCA decision making body when the matter in question is considered.

5.4 Special care needs to be exercised whenever Officers are involved in providing information and advice to a party group meeting which includes persons who are not Members of the GMCA. Such persons are not bound by the GMCA's Code of Conduct for Members (in particular, the provisions concerning the declaration of interests and confidentiality). Officers would not be able to provide the same level of information and advice as they would to a Member only meeting.

5.5 Officers must respect the confidentiality of any party group discussions at which they are present. When information is disclosed to an Officer during discussions with a party group that information should not be passed on to other groups. However, Members should be aware that this would not prevent officers from disclosing such information to other Officers of the GMCA so far as that is necessary to performing their duties.

5.6 Any particular cases of difficulty or uncertainty in this area of Officer advice to party groups should be raised with the Head of Paid Service of the GMCA who will discuss them with the relevant group leader(s).

6 Members' Access to Information and to Authority Documents

6.1 Members have various statutory and common law rights to inspect GMCA documents. A Member must not disclose information given to them in confidence by anyone or information acquired which they believe is of a confidential nature, without the consent of a person authorised to give it, or unless they are required by law to do so and must not prevent another person from gaining access to information to which that person is entitled by law. A breach of these requirements is a breach of the code of conduct and actionable by way of complaint to the GMCA's Standards Committee. If the breach is serious a civil action may be brought against the Member and / or the GMCA for damages.

6.2 The Freedom of Information Act 2000 (FoIA) brought additional rights and responsibilities regarding the disclosure of information. A 'publication scheme' has been produced by the GMCA and is available on the information bar under Data Protection and FOI which appears on every page of the GMCA's website.

7 Correspondence

- 7.1** Correspondence between an individual Member and an Officer should not normally be copied (by the Officer) to any other Member. Where it is necessary to copy the correspondence to another Member, this should be made clear to the original Member. In other words, a system of ‘silent copies’ should not be employed.
- 7.2** Official letters on behalf of the GMCA should normally be sent in the name of the appropriate Officer, rather than in the name of a Member. It will, however, be appropriate in certain circumstances (e.g. representations to a Government Minister) for a letter to appear in the name of a Member or the Chair. Letters which, for example, create legal obligations or give instructions on behalf of the GMCA should never be sent out in the name of a Member.

8 Publicity and Press Releases

- 8.1** In recent years, all authorities have increasingly used publicity to keep the public informed and to encourage public participation. The Government has issued a Code of Recommended Practice on Local Authority Publicity and all local authorities must have regard to the provisions of any such Code in coming to any decision on publicity. In particular members and officers should note that during the election period special rules apply with regard to local authority publicity.
- 8.2** Officers and Members of the GMCA will, therefore, in making decisions on publicity, take account of the provisions of the Code of Recommended Practice on Local Authority Publicity and any further guidance issued by the Head of Paid Service of the GMCA. If in doubt Officers and / or Members should seek advice from the Head of Paid Service or the Monitoring Officer.
- 8.3** All press releases are issued through the Head of Paid Service on behalf of the GMCA. Press releases are not issued by the GMCA on behalf of political groups. They can contain the comments of Members and Committee Chairs where they are speaking in connection with the roles given to them by the GMCA. Officer’s comments can be included on professional and technical issues.

9 Officer / Member Guidance Review and Interpretation

- 9.1** Monitoring compliance with this guidance is the responsibility of the Standards Committee and the Monitoring Officer. This guidance will be reviewed by the Standards Committee every two years, unless changes to legislation necessitate an update before the next scheduled review.
- 9.2** Questions of interpretation of this guidance will be determined by the Monitoring Officer.

SECTION E CODE OF CORPORATE GOVERNANCE

1 INTRODUCTION

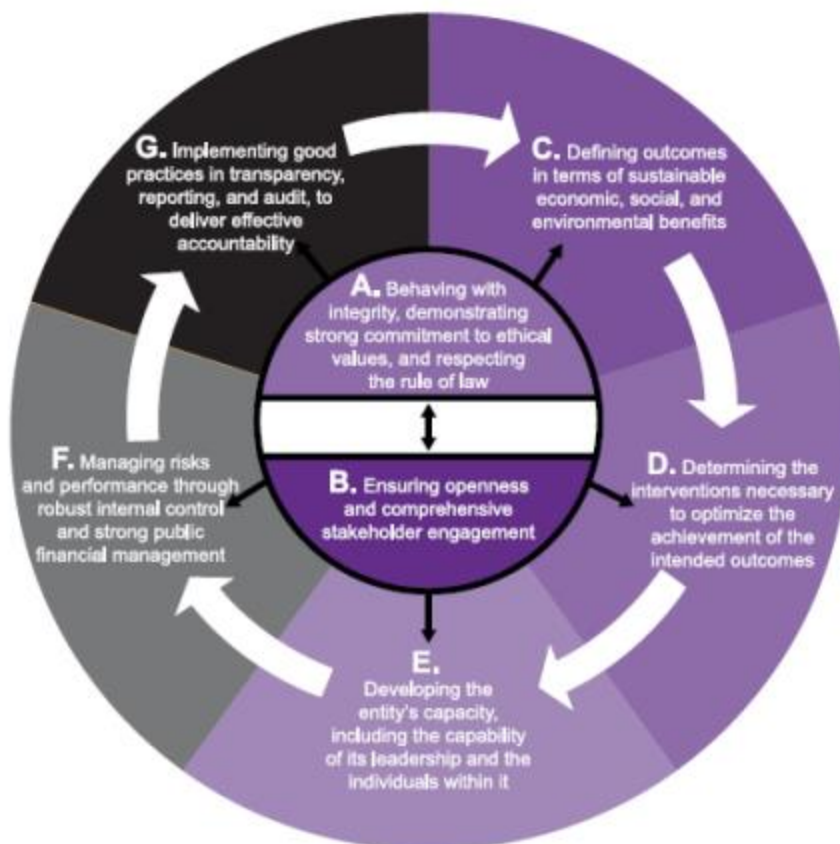
- 1.1** This Code of Corporate Governance sets out the Greater Manchester Combined Authority's (GMCA's) governance standards. 'Corporate governance' describes how the GMCA (the Authority) directs and controls what it does.
- 1.2** Good governance provides the conditions for the GMCA and its partners to work effectively, economically and ethically. The Authority should carry out its functions in a way that demonstrates accountability, transparency, effectiveness, integrity, and inclusivity. Good governance will support the Authority to pursue its vision and secure its agreed objectives.
- 1.3** The GMCA's governance framework comprises the legislative requirements, principles, management systems and processes – including the Authority's Constitution, Operating Agreement and Protocols – and cultures and values through which the Authority exercises its leadership, fulfils its functions, and by which it is held accountable for its decisions and activities.
- 1.4** This Code is a public statement that sets out the way in which the GMCA and its attendant structures will fulfil these principles in practice and demonstrate its commitment to good corporate governance. The business of the Authority will be conducted in accordance with the Seven Principles of Public Life identified in The Nolan Committee Report (1995), namely: selflessness; integrity; objectivity; accountability; openness; honesty; and leadership.
- 1.5** This Code will be reviewed annually to ensure it continues to be fit for purpose and relevant. The Authority will review the effectiveness of its governance arrangements and internal control systems and publish the review outcomes in an annual governance review. These standards ensure the Authority is doing the right things, in the right way in a timely, inclusive, open, effective, honest and accountable manner.
- 1.6** This new Code reflects the GMCA's arrangements for the year 2018-19 only, as it is planned that the GMCA will take on responsibility for further new functions in the year 2019-20.
- 1.7** The governance of the combined area of Greater Manchester is still subject to a series of Parliamentary orders which continue to provide the legislative framework in which the GMCA and the elected mayor operate.
- 1.8** The GMCA's most recent powers which relate to the functions of the former Waste Disposal Authority came into force on the 1st April 2018 and follow the mayoral powers of 2017/18.

2 What is Good Governance

2.1 [International Framework: Good Governance in the Public Sector](#) (CIPFA/IFAC) describes governance as the:

arrangements put in place to ensure that the intended outcomes for stakeholders are defined and achieved.....To deliver good governance in the public sector, both governing bodies and individuals working for [an authority] must try and achieve their authority's objectives while acting in the public interest at all times.

2.2 The diagram below illustrates the principles of good governance, which is seen as dynamic process involving continuous evaluation and review and improvement. The following sections of this document describe how the GMCA fulfils the requirements set out in the seven principles good governance described in the diagram.



- 3** A. BEHAVING WITH INTEGRITY, DEMONSTRATING STRONG COMMITMENT TO ETHICAL VALUES, AND RESPECTING THE RULE OF LAW.
- 3.1** The GMCA fosters a culture of behaviour based on shared values, ethical principles and good conduct that is put into practice by members and officers alike.
- 3.2** The leadership of the GMCA embodies these values and creates a climate of openness, support and respect that covers the whole organisation. It establishes, monitors and maintains the organisation's ethical standards and performance.
- 3.3** One of the challenges of working across the combined area of Greater Manchester is being clear about the relationships and roles between the districts and the GMCA. There is an operating agreement between each district and the GMCA which sets out their respective roles and also [governance protocols](#) developed as part of the first devolution agreement in November 2014.

Behaving With Integrity

- 3.4** The GMCA is committed to maintaining its values and integrity and operates a whistleblowing policy ([update link](#)) to ensure that individuals who draw attention to factors that compromise the GMCA's integrity are adequately protected and supported in doing so.

Demonstrating Strong Commitment to Ethical Values

- 3.5** The leadership of the Combined Authority has put in place robust policies and procedures which put its values into practice; these include:
- 3.6** A voluntary Standards Committee, composed of elected Members and an independent co-opted member, with responsibility for promoting and maintaining high standards of conduct; assisting Members to observe the Member Code of Conduct; overseeing the Authority's Whistleblowing Policy and monitoring the Member/Officer Protocol.
- 3.7** A Member Code of Conduct and arrangements for determining allegations that a Member has acted in breach of the Authority's Member Code of Conduct as required by the Localism Act 2011.
- 3.8** A Code of Conduct for Officers ([link](#)) which makes it clear what standards are expected from staff across the organisation in the performance of their duties.
- 3.9** A [Register of Member's Interests](#) records members' interests in other bodies or land or assets in the Combined Authority's area and also outlines the process for registering gifts and hospitality.
- 3.10** Systems for reporting and dealing with any incidents of wrongdoing including fraud, corruption, bribery and money laundering.

Respecting the Rule of Law

- 3.11** The GMCA has a Monitoring Officer (the GMCA’s Solicitor) who is a member of both the GMCA’s Senior Management Team (SMT) and the Wider Leadership Team. The Monitoring Officer ensures that decisions are taken in a lawful and fair way and agreed procedures are followed and that all applicable statutes, regulations and procedure rules are complied with.
- 3.12** The GMCA uses its legal powers to promote its values and priorities to the full benefit of the citizens and communities across Greater Manchester. The GMCA has full regard to the extent of its powers and does not act beyond them, and will observe specific requirements in legislation as well as general responsibilities of public law.
- 3.13** The GMCA’s decision making process will adhere to the principles of good administrative law, respect human rights and demonstrate rationality, legality and natural justice.

Dealing With Breaches of Legal and Regulatory Power

- 3.14** The GMCA appoints Statutory Officers that have the skills, resources and support necessary to perform effectively in their roles. These statutory officers include:
- Head of the Paid Service (Chief Executive)
 - Monitoring Officer
 - Chief Finance Officer (GMCA Treasurer - Section 73 officer)
- 3.15** The officers working on GMCA business support these statutory officers as well as other key post holders and elected members to fulfil their responsibilities within legislative and regulatory requirements.

4 B. ENSURING OPENNESS AND COMPREHENSIVE STAKEHOLDER ENGAGEMENT

Openness

- 4.1** The GMCA sets out its commitment to openness in this Code, the Constitution and Annual Governance Statement.
- 4.2** Decisions taken by the GMCA subject to limited exemptions, are made in public, [minuted](#) (alongside the reasons and the evidence considered) and information relating to those decisions is made available to the public. This includes access through [live webcasts](#) of the public part only of the Authority, Police and Crime Panel and Overview and Scrutiny meetings which remain online for six months.
- 4.3** The Authority ensures that, subject to limited exemptions, its most significant decisions are recorded and that information relating to such decisions is made available to the public. The Authority publishes its intention to take key decisions through the GMCA’s Register of Key Decision’s which is published monthly along with

GMCA's papers. Decisions taken at each meeting of the GMCA and Transport for Greater Manchester Committee are published on the web page relating to that meeting and are also circulated by email to members of the GMCA Scrutiny Pool.

4.4 The GMCA has established three thematic overview and scrutiny committees. The overarching purpose of these new structure is to improve the quality of decisions made by the GMCA and elected Mayor. The committees will do this by:

- Reviewing the work and decisions of the GMCA and the elected Mayor, and
- By acting as a critical friend in the development of policy and new work streams.

The three GM scrutiny committee are:

- Corporate Issues and Reform (GMCA as a corporate entity & pupil sector reform)
- Economy, Business Growth and Skills
- Housing, Planning and Environment (including transport and regeneration)

4.5 The GMCA's approach is consistent with the requirements of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012. The Authority holds its key meetings in public with the agenda and public reports available on the GMCA's website. However, certain exclusions apply where there is a need to comply with confidentiality laws. The Authority allows for people to make comments live through social media. The Authority informs, consults and involves residents in significant decisions and their views are submitted to those making decisions for consideration.

4.6 In May 2017 the Greater Manchester Combined Authority (Transfer of Police and Crime Commissioner Functions to the Mayor) Order 2017 transferred all property, rights and liabilities of the former Police and Crime Commissioner for Greater Manchester to the GMCA and made the functions of the police and crime commissioner in Greater Manchester, functions exercisable by the Mayor.

4.7 In accordance with the legislation, the Mayor has arranged for the Deputy Mayor for Policing and Crime to exercise PCC functions and he has made a Mayor's PCC Scheme of delegation as set out in the Police and Crime Commissioner Functions - Governance Documents contained in Part 9 of the GMCA Constitution.

4.8 A newly constituted Police and Crime Panel, which is a joint committee of the Constituent Councils, was established in 2017. Membership of the Police and Crime Panel may no longer include members or substitute members of the GMCA. The role of the GMPCP is to scrutinise and review decisions made or actions taken by the Mayor, the Deputy Mayor for Policing and Crime and any other person who exercises any PCC function of the Mayor.

Engaging Comprehensively with Institutional Stakeholders

- 4.9 The Authority develops and maintains relationships with leaders of other organisations across the private, public and voluntary sector. They to help deliver the shared vision for the city region through formal governance structures and through partnership working.

Engaging With Individual Citizens and Service Users Effectively

- 4.10 The GMCA consults communities, individuals, service users and other stakeholders whenever there is a legal duty to do so. The Authority informs, consults and involves residents on strategic matters and issues of interest to them. This dialogue is sustained and encouraging through a number of channels, including the live streaming of GMCA meetings and through an active social media presence on Facebook, and Twitter.
- 4.11 The Authority is committed to considering and acting upon feedback from residents and stakeholders has a transparent complaints handling procedure which enables the Authority to learn effectively from the complaints it has received.

5 C. DEFINING OUTCOMES IN TERMS OF SUSTAINABLE ECONOMIC, SOCIAL, AND ENVIRONMENTAL BENEFITS

Defining Outcomes

- 5.1 The GMCA's strategic plan: the Greater Manchester Strategy [link: <https://www.greatermanchester-ca.gov.uk/ourpeopleourplace>] is jointly owned by the GMCA and the GM Local Enterprise Partnership.
- 5.2 The Greater Manchester Strategy sets out Greater Manchester's ambitions for the conurbation and both bodies are jointly responsible for ensuring that the ambitions contained within these plans are delivered.
- 5.3 The Strategy sets out a vision to make Greater Manchester one of the best places in the world to grow up, get on and grow old. Our approach to achieving this vision is structured around 10 priorities, reflecting the life journey:
- Priority 1: Children starting school ready to learn
 - Priority 2: Young people equipped for life
 - Priority 3: Good jobs, with opportunities for people to progress and develop
 - Priority 4: A thriving and productive economy in all parts of Greater Manchester
 - Priority 5: World-class connectivity that keeps Greater Manchester moving
 - Priority 6: Safe, decent and affordable housing
 - Priority 7: A green city-region and a high quality culture and leisure offer for all
 - Priority 8: Safer and stronger communities
 - Priority 9: Healthy lives, with quality care available for those that need it
 - Priority 10: An age-friendly city-region

- 5.4 At the heart of the Greater Manchester Strategy is a single Outcomes Framework, which provides a set of headline outcomes, measures, and 2020 targets for each of the strategy's 10 priorities, which informs the decisions all Greater Manchester partners take on investment and service commissioning.
- 5.5 To enable the GMCA and GM LEP to understand performance across all strategic priorities, GM published a six-monthly performance dashboard setting out progress towards the target and measures set out in the Outcomes Framework [link: <https://www.greatermanchester-ca.gov.uk/ourpeopleourplace>]
- 5.6 Greater Manchester Strategy's priorities provide the strategic context for the allocation of resources. For the financial year 2018-19 the GMCA has set out a one year budget, but from 2019-20 it will set a medium-term financial strategy. This will set out the new organisation's financial assumptions and provide a set of goals for financial decision making for the next three years. This will support the organisation to balance its longer-term vision with short term imperatives.

Sustainable Economic, Social and Environmental Benefits

- 5.7 The Greater Manchester Strategy's vision for the conurbation is predicated on developing a modern and productive economy, where residents are able to contribute to and benefit from growth, and where social and environmental objectives are delivered alongside GM's economic ambitions. All of its priorities are focused on delivering this vision and ensuring that everyone in GM realises their potential and all parts of Greater Manchester become thriving places.
- 5.8 An Equalities Impact Assessment has been undertaken for the new Greater Manchester Strategy and its Implementation Plan, with no significant adverse impacts identified against any groups with protected characteristics.
- 5.9 A leader portfolio for fairness, equality and cohesion has been established to ensure that all of the conurbation can play the fullest part and benefit from the growth of Greater Manchester.
- 5.10 The portfolio holder's work will be informed in part, by the Equality Act (2010) and help work to ensure that:
- GM's key strategic initiatives proactively embed the principles of promoting fairness, equality and cohesion within their design (and in so doing fulfil the requirements of the general equality duty);
 - As an employer the GMCA integrates the consideration of fairness, equality and cohesion into its day-to-day business and adopts best practice to fulfil the aims of the general equality duty.
- 5.11 Finally, the GMCA has been proactive in using Social Value as an enabler to deliver additional benefits for suppliers and partners across all procurement and commissioning activity. GM understands that social value can be used to reinforce the

core objectives of the GM strategy and to increase the spending power – in the widest sense of the word - of every pound spent in GM. The GMCA’s funding is subject to the provisions of the Public Services (Social Value) Act 2012 and so has adopted a [Social Value Policy](#) whose objectives are:

- promote employment and economic sustainability – tackle unemployment and facilitate the development of skills
- raise the living standards of local residents – working towards living wage, maximise employee access to entitlements such as childcare and encourage suppliers to source labour from within Greater Manchester
- promote participation and citizen engagement – encourage resident participation and promote active citizenship
- build the capacity and sustainability of the voluntary and community sector – practical support for local voluntary and community groups
- promote equity and fairness – target effort towards those in the greatest need or facing the greatest disadvantage and tackle deprivation across the borough
- promote environmental sustainability – reduce wastage, limit energy consumption and procure materials from sustainable sources

5.12 As of early-2018 the GMCA Social Value Policy is being reviewed in light of the revised Greater Manchester Strategy.

6 Determining the Interventions Necessary to Optimise the Achievement of the Intended Outcomes

Determining Interventions

6.1 The GMCA provides decision makers with objective and rigorous analysis of options, covering intended outcomes, financial impact and associated risks supporting efficient service delivery.

6.2 Greater Manchester has invested heavily in developing the evidence base which underpins its policy interventions. This has been a distinctive feature of GM's approach to developing strategic interventions. High quality evidence (including a forecasting model) together with Treasury Green Book compliant techniques for undertaking cost benefit analysis on policy interventions have been developed over the last decade. Key aspects of GM's strategic approach to evidence include the MIER (2008) – the Manchester Independent Economic Review: a significant assessment of the opportunities and challenges faced by Greater Manchester; the Greater Manchester Forecasting Model – an externally commissioned model which provides a twenty year forward look; and the Greater Manchester ‘Deep Dive’ work – an assessment of sectoral growth opportunities and the driver and barriers to enhanced productivity and labour market participation performance link: <http://www.neweconomymanchester.com/publications/deep-dive-research>].

6.3 As part of the delivery arrangements for the Greater Manchester Strategy, a 2-year Implementation Plan is published detailing the specific actions and activities

underway to deliver GM's strategic vision and ambitions. This was developed with the input from a wide range of partners. Performance is reported every 6-months on delivery against milestones and reported to the GMCA, GM LEP and Overview and Scrutiny Committees.

Planning Interventions

- 6.4 The GMCA plans its activity through its budget and business planning cycle and does this in consultation with internal and external stakeholders to ensure that work delivered across different organisations and partners complement each other and avoid duplication.
- 6.5 This is facilitated by GM's [comprehensive governance structures](#) which support the delivery of GM's priorities across the conurbation and co-ordinate their activity. The effectiveness of interventions are monitored through the provision of regular performance reports to thematic meetings such as the Low Carbon Hub and as well as the GMCA itself.

Optimising Achievement of Intended Outcomes

- 6.6 GMCA is required to secure value for money as set out in the Code of Audit Practice 2010. The GMCA has to put in place proper arrangements to:
- secure economy, efficiency and effectiveness in its use of resources
 - ensure proper stewardship and governance
 - review regularly the adequacy and effectiveness of these arrangements.
 - consider the GMCA's arrangements to secure economy, efficiency and effectiveness.
- 6.7 The GMCA's approach to investing in interventions which will deliver its intended outcomes is guided by its investment strategy, which focuses on maximising the uplift in jobs and GVA. GM's model was originally developed for transport investment but has since been expanded to include regeneration and economic development investment funds to support businesses and has been complemented by more recent work using cost benefit analysis in the development of public service reform interventions.
- 6.8 The Authority procures goods and services in compliance with EU, UK and Council regulations and ensure that value for money is obtained through a balanced consideration of social, economic and environmental impacts that can be derived from procurement spend.
- 7 E. DEVELOPING THE ENTITY'S CAPACITY, INCLUDING THE CAPABILITY OF ITS LEADERSHIP AND THE INDIVIDUALS WITHIN IT

Developing the Organisation's Capacity

- 7.1 The GMCA monitors its governance and staffing to support the delivery of planned work programme. The Authority ensures that resources are directed to those activities that will make the greatest contribution to the conurbation's vision through its budget and business planning process.
- 7.2 Where possible the Authority seeks information about functions, expenditure and performance from comparator organisations and uses these findings to inform its own work. Where intelligence suggests different ways of doing things will lead to improved value for money these options are explored.
- 7.3 The GMCA continues to develop all aspects of its approach to workforce planning and development following the transition to the new GMCA in April 2017.

Developing The Capability of the Organisation's Leadership and Other Individuals

- 7.4 The roles and responsibilities of members and senior officers are clearly defined within the GMCA Constitution, Operating Agreement and Protocols. The Constitution also sets out the GMCA's scheme of delegation (see part 3 section D) and a protocol governing member/officer relations so that elected members and senior officers have a shared understanding of their respective roles.
- 7.5 The GMCA is committed to developing the capability of people with governance responsibilities and ensuring that officers working on GMCA business understand the importance of governance within their role. An induction and training programme for members and officers is tailored to individual needs and provides an opportunity to learn about new developments as well as their governance responsibilities.
- 7.6 The Authority has an open approach to external and peer review and inspection and actively considers constructive feedback.

8 F. MANAGING RISKS AND PERFORMANCE THROUGH ROBUST INTERNAL CONTROL AND STRONG PUBLIC FINANCIAL MANAGEMENT

Managing Risk

- 8.1 The GMCA maintains a risk register, which supports the identification and management of key risks. The risk register is reviewed at every meeting of the [Audit Committee](#) and informs decision making, protects the Authority's reputation and other assets and is compliant with statutory and regulatory obligations. The GMCA's Corporate Risk Register names risk managers for each of its key strategic risks.

Managing Performance

- 8.2 Regular performance reports are provided to the GMCA's thematic meetings who manage the Authority's work programme as well as the GMCA itself. As mentioned in section 6, the GMCA has developed a 2-year Implementation Plan and a Dashboard for the purpose of publishing performance on a six monthly basis. This report is

considered by the GMCA as well as Joint Audit and Scrutiny Committees, and the GM Local Enterprise Partnership. The GMCA also receives a quarterly financial update, and well as regular reports on its capital programme.

- 8.3 Relevant, objective and reliable performance information is used to inform decision making, alongside the financial implications and risk information associated with each decision.

Effective Overview and Scrutiny

- 8.4 The Authority believes that effective overview and scrutiny of decisions leads to improved decision making and improved public services. The Authority has established and maintains an effective [Scrutiny function](#) as required by the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017 which is able to constructively challenge decision-makers, including those who work in partnership with the Authority, and policy makers.

Robust Internal Control

- 8.5 Internal control systems support the Authority to achieve its objectives by managing its risks while complying with regulations and organisational policies. This safeguards the Authority's resources against loss, fraud, misuse and damage and safeguards the confidentiality and integrity of its ICT and information systems. The Authority maintains clear policies and arrangements in respect of counter fraud and anti-corruption.
- 8.6 The Authority's [Audit Committee](#) provides a further source of assurance of the GMCA's approach to risk management and the control environment.

Managing Data

- 8.7 The Authority is committed to safeguarding the personal data it holds and sharing this data only in circumstances permitted by law. Its approach to data protection is set out in its publication scheme. The Authority is committed to the safe-sharing of data - where appropriate- with other agencies where this supports the delivery of the Greater Manchester Strategy's priorities and vision.
- 8.8 The GMCA complies with the [Local Government Transparency Code 2015](#) by publishing accurate data within appropriate time frames in the areas mandated by the Code on the [GMCA website](#). The Authority regularly reviews the quality and accuracy of the data it produces, and uses in decision making and performance monitoring.

Strong Public Financial Management

- 8.9 The Authority's approach to financial management ensures that public money is safeguarded at all times and used appropriately, economically, efficiently and

effectively. Its approach supports both long term achievement of objectives and short term financial and operational performance.

8.10 The Section 73 Officer, the GMCA's Treasurer, ensures that appropriate advice is given on all financial matters, proper financial records and accounts are kept, and oversees an effective system of internal financial control. The Treasurer ensures well developed financial management is integrated at all levels of planning and control including management of financial risks and controls.

8.11 The GMCA maintains a prudential financial framework; keeps its commitments in balance with available resources; and monitors income and expenditure levels to ensure that this balance is maintained and takes corrective action if necessary.

9. G. IMPLEMENTING GOOD PRACTICES IN TRANSPARENCY, REPORTING, AND AUDIT TO DELIVER EFFECTIVE ACCOUNTABILITY

Implementing Good Practice in Transparency

9.1 The Authority is committed to publishing information including reports in a manner which is accessible to residents and other stakeholders. The publication of information will strike a balance between satisfying the demands of transparency and becoming too onerous for users to understand.

Implementing Good Practices in Reporting

9.2 The Authority seeks to demonstrate to its stakeholders that it has delivered its priorities. It publishes an Annual Report setting out how it has performed, charting the city region's progress towards delivering its vision. There is also an annual review of the effectiveness of its governance framework including its system of internal control and an Annual Governance Statement which is published alongside its accounts.

Assurance and Effective Accountability

9.3 The GMCA welcomes peer challenge, internal and external review and audit, and inspections from regulatory bodies. Officers and relevant member bodies consider any recommendations made and put in place arrangements for the implementation of actions agreed to be taken as a result. There is clear oversight from the GMCA and wider leadership team on the conclusions and resultant actions.

Monitoring and Review

9.4 This Code is reviewed on an annual basis to ensure it is kept up to date. Where the review identifies that changes to the Code are necessary, the revised Code will be submitted to Standards and Audit Committee for comments before being incorporated within the GMCA's Constitution.

9.5 The GMCA has two committees that are jointly responsible for monitoring and reviewing corporate governance arrangements. These committees are:

- Audit Committee – responsible for approving the GMCA's annual accounts and responding to the auditor's annual management letter. It also oversees the effectiveness of the GMCA's governance and risk management arrangements, the internal control environment and associated anti-fraud and anti-corruption arrangements
- Standards Committee – responsible for promoting and maintaining high standards of conduct amongst Members, for advising the GMCA on the adoption and revision of the Code of Conduct for Members, and for monitoring the operation of the Code.

9.6 Full terms of reference for each of these Committees are included in the GMCA's Constitution. The GMCA's members are informed of the work of these Committees through minutes submitted to the GMCA.

9.7 The GMCA will ensure that corporate governance arrangements are kept under continual review by updating, as appropriate, these Committees on:

- The work of Internal and External Audit
- The opinion of other review agencies and inspectorates
- Opinions from the GMCA's Statutory Officers
- General matters relating to the implementation of the Code
- The production of the Annual Governance Statement and actions planned to address arising governance issues.

The Annual Governance Statement

9.8 Each year the GMCA publishes an Annual Governance Statement to accompany the Annual Accounts. The Statement provides an overall assessment of the GMCA's corporate governance arrangements and how it adheres to the governance standards set out in this Code. Evidence relating to the principles of this Code is reviewed and analysed to assess the robustness of the GMCA's governance arrangements.

9.9 The Statement includes an appraisal of the key controls in place to manage the GMCA's principal governance risks and the effectiveness of systems and processes governing decision making and financial control. The Statement also provides details of where improvements need to be made. Actions to address significant governance issues are identified and recorded in an action plan. The Annual Governance Statement is audited by the GMCA's external auditors as part of the audit of the annual accounts.

SECTION F ANTI-FRAUD & CORRUPTION POLICY

1 Introduction

- 1.1 The GMCA Treasurer, in conjunction with Chief Officers, is responsible for the development and maintenance of GMCA anti-fraud and corruption policies and fraud risk management processes.**
- 1.2 The GMCA Audit Committee is responsible for obtaining assurance over GMCA corporate governance and risk management arrangements, the control environment and associated anti-fraud and corruption arrangements.**
- 1.3 The GMCA is committed to ensuring that the people of Greater Manchester can have complete confidence that the affairs of the GMCA, and its committees and joint committees are conducted in accordance with the highest standards of probity and accountability. The GMCA is consequently committed to combating fraud and corruption, wherever it may arise, in relation to any of the GMCA's activities.**
- 1.4 The GMCA expects Members and employees to demonstrate the highest standards of honesty and integrity. This includes compliance with appropriate legislation, Member and Employee Codes of Conduct, Standing Orders, Financial Regulations, conditions of service, standards of appropriate professional bodies, and any other standards, guidelines or instructions which are relevant to the particular service or activity.**
- 1.5 The GMCA is committed to establishing and maintaining effective arrangements to prevent fraud and corruption. The GMCA recognises however, that in any large complex organisation there is an inherent risk of fraud and corruption and so effective arrangements have been established to detect and investigate all incidents or situations where fraud and corruption is suspected.**
- 1.6 The GMCA will not tolerate dishonesty on the part of any of the Members or employees of the GMCA or any persons or organisations involved in any way with the GMCA. Where fraud or corruption is detected the GMCA will rigorously pursue appropriate action against the persons concerned including legal and/or disciplinary action.**
- 1.7 The GMCA is committed to creating and maintaining an anti-fraud and corruption culture. This includes establishing arrangements which enable officers, or other persons, to express concerns and suspicions without fear or repercussions or intimidation and in the knowledge that the information will be treated confidentially and will be investigated fully and rigorously.**
- 1.8 The GMCA is committed to working constructively with the police and other relevant agencies in relation to combating fraud or corruption within the GMCA or within the wider community.**

1.9 The GMCA will seek to ensure that its stance on anti-fraud and corruption is widely publicised. All officers and Members of the GMCA will be made aware of the anti-fraud and corruption policies and supporting procedures in respect of:

- Anti-Fraud and Corruption
- Anti-Bribery
- Anti-Money Laundering
- Whistleblowing

1.10 Policies and procedures are available on the GMCA website.

SECTION G COMPLAINTS AND WHISTLEBLOWING

1 Introduction

- 1.1 The GMCA wants to provide high-quality services for all members of the public and is committed to the highest possible standards of openness, probity and public accountability in discharging its functions. The GMCA takes this commitment seriously. It has robust procedures to deal with the serious concerns of employees and others set out in its approach to whistleblowing, and complaints from members of the public in its complaints procedure.**
- 1.2 Detailed policies dealing with both of these matters are available on the GMCA's website, including signposting to specific services which now fall within the GMCA's remit: for instance the Police and Crime Commissioner functions of the GMCA (exercisable only by the Mayor), matters concerning the GMCA's Fire responsibilities, as well as transport and matters concerning the Local Enterprise Partnership.**

2 Whistleblowing

- 2.1 The Greater Manchester Combined Authority is committed to the highest possible standards of openness, probity and accountability. The GMCA Whistleblowing Policy is a vital part of our governance arrangements and is designed to allow employees or others, with serious concerns about any aspect of the GMCA's work or that of its partners, to come forward and voice those concerns without fear of reprisal.**
- 2.2 The GMCA will seek to protect individuals who make certain disclosures with regard to any instances of malpractice or wrongdoing and to seriously consider and investigate them in the public interest.**
- 2.3 In the event that an individual becomes aware of activities which they believe to be illegal, improper, unethical or inconsistent with this Constitution, individuals are encouraged to report their concerns in line with procedures set out in the Whistleblowing policy.**
- 2.4 There are separate whistleblowing policies and referral processes in place for GMCA, GMFRS and GMP respectively and referrals should be made to the relevant body.**
- 2.5 The detailed policies and procedures in relation to the above are made available on the GMCA website. Referrals will be handled as follows:**

Greater Manchester Combined Authority

- 2.6 Whistleblowing concerns related to the GMCA functions, including Greater Manchester Fire and Rescue Service, will be referred to the Head of Internal Audit and Risk Management.**
- 2.7 The GMCA Standards Committee are responsible for reviewing the Whistleblowing Policies and approving any necessary changes. The GMCA Treasurer and relevant Chief Officer are responsible for monitoring the effectiveness of the Whistleblowing Policy and**

process with periodic reports provided to Audit Committee on the outcome of whistleblowing referrals.

Greater Manchester Police

- 2.8 Whistleblowing concerns related to GMP matters will be referred to the Head of Internal Audit and Risk Management.**
- 2.9 The Independent Police Ethics Panel are responsible for reviewing the Whistleblowing Policies and approving any necessary changes. The GMCA Treasurer and Chief Constable are responsible for monitoring the effectiveness of the Whistleblowing Policy and process with periodic reports provided to Police Audit Panel on the outcome of whistleblowing referrals. The GMCA encourages anybody, employees and others, with serious concerns about any aspect of the GMCA's work or its partners, to come forward and voice those concerns without fear of reprisal.**
- 2.10 The GMCA will seek to protect individuals who make certain disclosures with regard to any instances of malpractice or wrongdoing and to seriously consider and investigate them in the public interest.**
- 2.11 In the event that an individual becomes aware of activities which they believe to be illegal, improper, unethical or inconsistent with this Code, a whistleblowing referral should be made to the relevant body, namely Fire, Police or GMCA respectively. The Whistleblowing Policy along with contact information for each body can be viewed on the GMCA website.**

3 Complaints

- 3.1 The GMCA needs to know when things go wrong with our service. We are committed to putting you first and providing quality customer service. This includes:**
- **Dealing with any complaint quickly and fairly;**
 - **Keeping the complainant informed about what is happening with their complaint;**
 - **Treat the information given to us in line with data protection legislation;**
 - **Explaining the reason for our decision;**
 - **Use the information gathered through dealing with complaints to review and improve the way we provide services.**

- 3.2 There are three stages to the GMCA's complaints procedure:**

Step One - Informal Complaint: where possible, the Head of Governance and Scrutiny will do their best to help resolve the issue for you.

Step Two - Formal Complaint: If the Head of Governance and Scrutiny has not been able to help put things right, or the complainant is not happy with the result, the next step is to make a formal complaint. The complaint will be handled by a senior manager in the team being complained about.

Step 3 - Complaint Review: If a complainant has been through Steps 1 and 2 of the complaints procedure and is still not happy with the results of the investigations, the GMCA's monitoring officer to review your complaint.

3.3 The GMCA is committed to dealing with all complaints fairly and impartially, and to providing a high quality service to those who make them. However, there are occasions when contact from a complainant becomes too frequent or complex that it hinders our consideration of their complaints, or those made by other people. In such cases the GMCA may take action to limit the contact the complainant has with the GMCA. Such occurrences are rare, and the GMCA will first write to the complainant to advise that their contact is no longer considered reasonable.

PART 8

MEMBERS ALLOWANCES

PART 8 - MEMBERS ALLOWANCES

- 1. The 2011 Order (as amended) enables the GMCA to establish an Independent Remuneration Panel (“IRP”) which may make recommendations to the GMCA and to the constituent councils regarding the allowances payable to—**
 - (a) members appointed to the GMCA;**
 - (b) the Mayor ; and**
 - (c) members of a committee or sub-committee of the GMCA**
- 2. The IRP must consist of at least 3 members, none of whom:-**
 - (a) is also a member of the GMCA or committee or sub-committee of the GMCA, or a member of a Constituent Council; or**
 - (b) is disqualified from being or becoming a member of the GMCA**
- 3. Subject to paragraph 4 below no remuneration is to be payable by the GMCA to its members other than allowances for travel and subsistence.**
- 4. The GMCA may pay an allowance to the Mayor or a member of a committee or sub-committee of the GMCA who is not an elected member of a constituent council, but only if it has considered recommendations made by the IRP which contain recommendations for the payment of such an allowance. Where the IRP recommends the payment of an allowance, the GMCA must pay an allowance to the Mayor or a member of a committee or sub-committee of the GMCA who is not an elected member of a constituent council not exceeding the allowance recommended by the IRP.**
- 5. The IRP has recommended an allowance for the Mayor of £110,000 a year, and this recommendation has been accepted by the GMCA.**
- 6. The IRP has recommended:**
 - a. an annual allowance of £1,485 be paid to the Independent Member appointed to the GMCA Audit Committee;**
 - b. an inclusive annual allowance of £3,713 be paid when the Chair of the GMCA Audit Committee is an Independent Member;**
 - c. the Independent Chair of the Standards Committee be paid the following allowances:**
 - Annual Allowance: £1,126**
 - Sitting on Standards (Hearings) Sub-Committee: £161 per meeting**
 - d. the Independent Person appointed under the Localism Act 2011 be paid the following allowances:**
 - Annual Allowance: £901**
 - If attending Standards (Hearings) Sub-Committee:£161 per meeting**

A. MEMBERS ALLOWANCES SCHEME

1. Interpretation

In this Scheme “Year” means the 12 months ending on the Sunday after the first Thursday in May.

2. Renunciation

A member may by notice in writing given to the Treasurer elect to forego any part of his or her entitlement to an allowance under this Scheme.

3. Claims/Payments

All claims relating to subsistence and travelling expenses must be supported by receipts.

4. Amendments to Scheme

Amendments to this scheme can be made by the GMCA at any time.

B. Allowance Payable to Mayor

The allowance payable to the Interim Mayor shall be **£110,000 a year** [*The allowance is not index-linked, but should be reviewed in 2020 with the outcome of the review to be applicable from the beginning of the next Mayoral term in May 2020*].

C. Allowances Payable to the Independent Members and Independent Person

The allowances and remuneration paid to the Independent Members of the Audit and Standards Committees and the Standards Independent Person are indexed to the annual percentage cost of living increase that is applied each year as set by the National Joint Council for Local Government Services.

The allowances for Independent Members of the Audit and Standards Committees and the Standards Independent Person are paid from the date of their appointment in June 2017 in accordance with the provisions of the 2018 Order that gives the Authority to pay such allowances including backdating.

D. Scheme of travel and subsistence allowance as authorised pursuant to the Order

1. Definition of Qualifying Duties

The definition of duties qualifying for the payment of travel and subsistence allowances shall include any duty carried out by any member of the GMCA in accordance with a request, authorisation or designation by the GMCA; or in accordance with a request by the

Clerk or Chief Officer for the purpose of, or in connection with the discharge of the functions of the GMCA.

2. Travel

- (a) Members are expected to travel by standard class rail. First class travel is considered acceptable only in the following circumstances:
 - Additional space and privacy is required during the journey in order to work
 - Where the cost of discounted first class travel is less than that of the cheapest available standard class ticket
- (b) Rail tickets are available from the GMCA office; however, members wishing to make their own travel arrangements (other than by private car) may claim a sum equal to the cost of the rail fare or their actual expenses, whichever is the lesser.
- (c) Expenditure may be refunded for:
 - (i) Pullman car, seat reservation, deposit or portorage of luggage; and
 - (ii) sleeper reservation on overnight journeys; subject to a reduction by one third of any subsistence allowance payable for that night.
- (d) The rate for travel by taxi shall be:
 - (i) in cases of urgency or where no public transport is reasonably available, the amount of the actual fare and any reasonable gratuity paid; and
 - (ii) in any other case, the amount of the fare for travel by public transport.

3. Motor Mileage

- 3.1 The authorised rate where members travel by their own car or van, or one belonging to a member of their family, or one otherwise provided for their use is 45p per mile (all engine sizes) up to 10,000 miles per annum.
- 3.1 The above rates may be increased:
 - (a) in respect of the carriage of passengers, not exceeding four, to whom a travel allowance would otherwise be payable, by 5 pence per mile.
 - (b) by the amount of any expenditure incurred on tolls, ferries or parking fees, including overnight garaging.

4. Bicycle

Members who travel to approved duties by bicycle will be reimbursed at a rate of 20 pence per mile.

5. Subsistence

Day Subsistence

- 5.1 Day subsistence rates are on a 'meals' basis, with eligibility based on the time of day the meal is taken and time away from home, as follows:
- (a) Breakfast allowance (more than 4 hours away from normal place of residence before 11:00 am) £5.59
 - (b) Lunch allowance (more than 4 hours away from normal place of residence including the period between 12 noon and 2:00 pm) £7.59
 - (c) Tea allowance (more than 4 hours away from normal place of residence including the period between 3:00 pm to 6:00 pm) £3.06
 - (d) Evening meal allowance (more than 4 hours away from the normal place of residence after 7:00 pm) £9.50

Overnight Accommodation

- 5.2 The cost of overnight accommodation will be paid where necessary at a reasonable rate for a 3 star hotel.
- 5.3 The amount claimed should not be higher than the amount actually incurred and any reimbursement at a higher rate than is specified will only be permitted when prior agreement to the cost has been given by the Clerk to the GMCA.

Meals provided free of charge

- 5.4 The rates specified in 5.1 and 5.2 above are to be reduced by an appropriate amount in respect of any meal provided free of charge by an authority or body in respect of the meal or the period to which the allowance relates.

6. Meals on Trains

When main meals are taken on trains during a period for which there is an entitlement to day subsistence, the reasonable cost of the meals (including VAT) may be reimbursed in full. In such circumstances, reimbursement for the reasonable cost of a meal would replace the entitlement to the day subsistence allowance for the appropriate meal period.

7. Claims / Payments

Claims for payments under this scheme shall be made in writing to the Treasurer / Finance Officer of the Constituent Council which has nominated the member to serve on the GMCA, on a quarterly basis, in arrears, or at more frequent intervals if the member so chooses.

Payments shall be made by the nominating Constituent Council on the same basis. All payments are rechargeable to the GMCA by the Constituent Councils, on a quarterly basis.

PART 9

POLICE AND CRIME COMMISSIONER FUNCTIONS – GOVERNANCE DOCUMENTS

Mayor's PCC Scheme of Consent

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1. Introduction and Background

The **Mayor** and Chief Constable are required, on an annual basis, to produce an annual governance statement. As part of this process **the Mayor and Chief Constable** should have an Integrated Scheme of Governance which describes the strategies, arrangements, instruments and controls to ensure good governance.

The Scheme of Consent is a key document in the Integrated Scheme of Governance. It details the key roles of the **Mayor** and Chief Constable and sets out the activities which the Chief Constable is able to act in his/her own name, through the consent of the **Mayor**. Consent refers to the formal approval or agreement by the **Mayor** for the Chief Constable to enter into certain transactions in the Chief Constable's own name.

This document should be read in conjunction with the following documents that comprise the Integrated Scheme of Governance:

- **Mayor's PCC** Financial Regulations;
- **Mayor's PCC** Contract Standing Orders;
- **Mayor's PCC** Schemes of Delegations; **and**
- **Chief Constable's Schemes of Delegations**

This Scheme of Consent will be reviewed at least on an annual basis.

2. Scope

This Scheme of Consent identifies those powers which may be exercised by the **Mayor** and by the Chief Constable. It provides clarity on their relationship and confirms the functions that the Chief Constable can legally undertake in his/her own name, though the consent of the Mayor. It also sets out any limits on the powers given to the Chief Constable with the consent of the **Mayor** and any reporting requirements placed on the Chief Constable by the **Mayor** in relation to those powers.

3. Roles & Responsibilities

3.1 The Mayor's PCC Functions

The key roles and primary responsibilities of the **Mayor in relation to PCC functions** include:

- Securing the maintenance of the Greater Manchester Police Force;
- Providing for an efficient and effective police service for the Greater Manchester area;

- Setting out the strategic direction and objectives of the Greater Manchester Police Force through the publication of a Police and Crime Plan;
- Providing a link between the police and the local communities, including obtaining and representing the views of the local people, councils and criminal justice organisations;
- Setting out the Force's budget and allocating funds and assets to the Chief Constable;
- Setting out the Crime and Disorder Reduction grants for the Greater Manchester area;
- Setting the **PCC component of the** Precept;
- Appointing and when necessary dismissing the Chief Constable;
- Holding the Chief Constable to account for the performance of the Force on behalf of the people of Greater Manchester, ensuring that he has regard to the Police and Crime Plan, the Strategic Policing Requirement and Codes of Practice issued by the Secretary of State;
- Holding the Chief Constable to account for the exercise of his/her duties in relation to value for money; and
- Preparing and publishing an annual report on progress in the delivery of the Police and Crime Plan.

The **GMCA** owns all the assets used by both **the Mayor (in connection with his PCC functions)** and the Force and all contracts will be entered into in **the name of the GMCA, but all functions in relation to such assets and all decisions relating to such contracts and assets are to be made by the Mayor or through arrangements made under section 18 of the Police Reform and Social Responsibility Act 2011.**

The Mayor has responsibility for the financial administration of his **PCC functions**, and for ensuring the financial probity of the Force. **The GMCA** is the recipient of funding relating to policing and crime reduction, including government grant, council tax precept and other sources of income. How this money is allocated is matter for the **Mayor**, in consultation with the Chief Constable or in accordance with any grant terms.

The **Mayor** also has wider community safety, crime reduction and criminal justice responsibilities than those solely relating to the responsibilities and activities of the Force. When exercising any duties and functions, the **Mayor** must have regard to:

- The views of the people in the Greater Manchester area, including victims of crime;
- Any report or recommendation made by the Police and Crime Panel in respect of the Police and Crime Plan, the proposed **PCC component of the** annual precept and the annual report for the previous financial year; and
- The Police and Crime Plan and any guidance issued by the Secretary of State, including the Strategic Policing Requirement.

The **Mayor** will be responsible for handling complaints and conduct matters in relation to the Chief Constable, monitoring complaints against police officers and staff, and complying with the requirements of the Independent Police Complaints Commission.

3.2 Chief Constable

The Chief Constable is responsible for maintaining the Queen's Peace and for the direction and control of the Force. The Chief Constable holds office under the Crown but is appointed by the **Mayor**.

The Chief Constable is accountable to the law for the exercise of police powers and to the **Mayor** for the delivery of efficient and effective policing, management of resources and expenditure by the Force. At all times the Chief Constable, their constables and staff, remain operationally independent in the service of the public.

The key roles and primary responsibilities of the Chief Constable include:

- To lead the Force in a way that is consistent with the attestation made by all constables on appointment and ensuring that it acts impartially;
- To support the **Mayor** in the delivery of the strategy and objectives set out in the Police and Crime Plan;
- To have regard to the Strategic Policing Requirement in respect of the Force's national and international policing responsibilities;
- Being the operational voice of policing in the Force area, regularly explaining to the public the operational action of his/her officers and staff;
- Entering into collaboration agreements with other Chief Constables, other policing bodies and partners to improve the efficiency or effectiveness of policing;
- To remain politically independent of the **Mayor**;
- To manage all complaints against the Force, its officers and employees, except in relation to him/herself; and
- To notify and brief the **Mayor** of any matter or investigation on which he may need to provide public assurance.

4. Terms and Definitions

Code of Governance	A statement giving clarity to the way the GMCA acting through the Mayor in relation to PCC functions and the Chief Constable will undertake their statutory functions .
Contract Standing Orders	A single set of Standing Orders relating to contracts explaining the procedures to be followed for the procurement of goods, works and services.
Financial Regulations	A set of documented procedures explaining the working financial relationship between the Mayor , the Chief Constable, the Treasurer to the GMCA and the Chief Finance Officer of the Chief Constable having regard to the role of the Head of Paid Service .

Integrated Scheme of Governance

A collective term for the governance framework documents. This includes the Code of Governance, Scheme of Consent, **Mayor's PCC** Financial Regulations, **Mayor's PCC** Contract Standing Orders and Schemes of Delegation.

Scheme of Consent

A document that details the key roles of the **Mayor** and Chief Constable and sets out the activities which the Chief Constable is able to act in his/her own name through the consent of the **Mayor**

Mayor's PCC Scheme of Delegation

An official document from the **Mayor** assigning authority and responsibility to **members of the Combined Authority's staff deployed wholly or partly in relation to the Mayor's PCC functions** to carry out specific activities or functions or from the Chief Constable assigning authority and responsibility to his officers and staff to carry out specific activities or functions.

The Force / Greater Manchester Police Force

A collective term that refers to the Chief Constable, police officers, staff employed by the Chief Constable, Police Community Support Officers, special constabulary, cadets and volunteers.

5. Scheme of Consent

5.1 Legal Context

This Scheme has been made in accordance with the respective powers of **the Mayor** and Chief Constable, pursuant to the Police Act 1996 as amended by subsequent and future legislation (including subordinate legislation) and in particular the Police Reform and Social Responsibility Act 2011 **and PCC Order**. Due regard must be given to, and this Scheme should be read in conjunction with, all other legal requirements of the **Mayor** and/or the Chief Constable, and specifically the provisions of:

- The Policing Protocol;
- The Financial Management Code of Practice; and
- The Strategic Policing Requirement.

The Mayor and Chief Constable have the powers:

- Expressly stated in legislation;
- Necessarily and properly required for carrying into effect the purposes of their incorporation as set out in legislation; and/or
- That may be fairly regarded as incidental to, or consequential on, those things which legislation authorises.

5.1.1 Statutory PCC Functions and Powers of the Mayor

The core statutory functions of the **Mayor in relation to his PCC functions** are to secure the maintenance of the Force, ensure that the Force is efficient and effective and hold the Chief Constable to account for the exercise of his/her functions.

The Police Reform and Social Responsibility Act 2011 confers wide general powers on a Police and Crime Commissioner, **and these powers are to be treated as transferred to the Mayor by virtue of the PCC Order, subject to the terms of the said Order**. The **Mayor** may do anything which is calculated to facilitate, or is conducive or incidental to, the exercise of **his/her** functions. **Such functions are to be taken as functions of the GMCA exercisable by the Mayor**. This includes **approving the** entering into of contracts and other agreements (whether legally binding or not) and acquiring and disposing of property (including land).

The **Mayor** must not restrict the operational independence of the Force and/or the Chief Constable.

5.1.2 Statutory Functions and Powers of the Chief Constable

The Chief Constable has the core function of preserving the Queen's Peace and enforcing the law through the officers of the Force and his/her staff.

The Police Reform and Social Responsibility Act 2011 confers wide general powers on a Chief Constable. They may do anything which is calculated to facilitate, or is conducive or incidental to, the exercise of their functions. The Chief Constable can only enter into contracts or agreements or acquire or dispose of property (other than land) in his/her own name with the consent of the **Mayor**, but this restriction does not apply to contracts or agreements in relation to the employment of police staff.

The Chief Constable may not borrow money unless legislation specifically permits him/her to do so.

5.1.3 Discharge of PCC Functions

The **Mayor's PCC** Scheme of Consent clarifies what the Chief Constable can do legally in his/her own name, through the consent of the **Mayor**. These are not delegations from the **Mayor** to the Chief Constable or any officer or staff employed by Chief Constable. Nothing in this Scheme is intended to restrict the Chief Constable's operational independence.

To enable the **Mayor** to exercise **his PCC** functions he will need reasonable access to information held by the Force and officers and staff employed by the Chief Constable. This access must not be unreasonably withheld or obstructed by the Chief Constable.

The **Mayor** may not arrange for any constable or any person employed by the Chief Constable to exercise any of the **Mayor's PCC** functions.

There are legislative requirements upon the **GMCA** and Chief Constable to appoint certain **statutory** officers. The roles and responsibilities of these officers can be found in the **Mayor's PCC** Financial Regulations.

It is recognised that the **Mayor** or the Chief Constable do not need to exercise their functions or powers personally, unless required to do so as a matter of law. The **Mayor** and the Chief Constable can delegate those powers they are not obliged to exercise personally to their staff and officers. Those powers which may be exercised by **either officers or members of GMCA staff deployed wholly or partly in relation to the Mayor's PCC functions** or the Chief Constable's officers and staff can be found in **the Mayor's PCC Scheme of Delegation** and the Chief Constable's Scheme of Delegation.

5.2 Consent from the Mayor to the Chief Constable

5.2.1 Ownership of Assets

The **GMCA** will own and fund all assets, regardless of whether they are used by the **Mayor**, the Force or by both.

5.2.2 Acquiring and Disposing of Assets

The **Mayor** does not give consent for the Chief Constable to buy or lease assets in his own name.

The **Mayor** does give consent for the Chief Constable or his/her delegate to buy or lease **operational** assets (other than land or buildings) in the name of the **GMCA** where those assets are needed to deliver operational policing, subject to the requirements of the **Mayor's PCC** Financial Regulations, **Mayor's PCC** Contract Standing Orders and **Mayor's PCC** Scheme of Delegation.

The Chief Constable may dispose of surplus vehicles and items of equipment without prior approval from the **Mayor**, subject to the requirements of the **Mayor's PCC** Financial Regulations. Disposals of land and buildings must be reported to the **Mayor** for approval prior to the disposal.

5.2.3 Responsibility for the Daily Administration of Assets

The **Mayor** consents for the Chief Constable or his delegate to undertake the responsibility for the day-to-day management of all assets used by the Force and the administration of property owned or leased by the **GMCA in connection with the exercise of PCC functions** and used by the Force.

5.2.4 Ownership of Existing Contracts

All contracts **which immediately before 8th May 2017 were contracts in the name of the Police and Crime Commissioner** will transfer to and vest in the **GMCA on the 8th May 2017**, regardless of whether they are used by the **Mayor**, the Force or by both.

The Chief Constable or his/her delegate may raise orders on all existing contracts subject to the requirements of the **Mayor's PCC** Financial Regulations, **Mayor's PCC** Contract Standing Orders and **Mayor's PCC** Scheme of Delegation.

5.2.5 Entering into New Contracts

The **Mayor** does not give consent for the Chief Constable to enter into contracts in his own name, save as set out in section 5.2.6 below.

The **Mayor** does give consent for the Chief Constable to enter into contracts for operational policing in the name of the **GMCA** subject to the requirements of the **Mayor's PCC** Financial Regulations, **Mayor's PCC** Contract Standing Orders and **Mayor's PCC** Scheme of Delegation.

The Chief Constable or his/her delegate may raise orders on all new contracts subject to the requirements of the **Mayor's PCC** Financial Regulations, **Mayor's PCC** Contract Standing Orders and **Mayor's PCC** Scheme of Delegation.

Where it is deemed appropriate by the Treasurer to the GMCA, GMCA wide contracts must be used.

The Procurement Governance Group will provide the necessary assurances for contracts which are being entered into under this provision. A member of staff of the GMCA deployed wholly or partly in relation to the Mayor's PCC functions must be in attendance at meetings of the Procurement Governance Group.

5.2.6 Data Processing Agreements

The **Mayor** consents for the Chief Constable to enter into Data Processing Agreements in his own name subject to the requirements of the **Mayor's PCC** Financial Regulations, **Mayor's PCC** Contract Standing Orders and **Mayor's PCC** Scheme of Delegation.

5.2.7 Responsibility for the Daily Administration of Contracts

The **Mayor** consents for the Chief Constable or his/her delegate to undertake the responsibility for the day-to-day management and administration of contracts, subject to the requirements of the **Mayor's PCC** Financial Regulations and **Mayor's PCC** Contract Standing Orders.

5.3 Key Principles

Any powers allocated pursuant to this Scheme must also be exercised in accordance with the provisions of the current policies, procedures, precedents, plans, strategies and budgets of the Chief Constable **and the Mayor or GMCA (which relate to the Mayor's PCC functions)**. This includes but is not limited to the Police and Crime Plan.

Consideration must be given to any issues that arise from the allocation of powers in this Scheme which may have a significant financial, legal or reputational risk for the **Mayor** or the Force. These issues must be reported to the **Mayor**, via the Chief Constable or the Chief Finance Officer to the Chief Constable, prior to any decision being made or where this is not possible, within 24 hours or as soon as practically possible.

6. Associated Documents

- Chief Constable's Schemes of Delegation
- Code of Governance

- Contract Standing Orders
- Financial Management Code of Practice
- Financial Regulations
- Police Act 1996
- **Mayor's PCC** Scheme of Delegation
- Police Reform and Social Responsibility Act 2011
- Policing Protocol
- Strategic Policing Requirement
- **The PCC Order**

7. Statutory Compliance

7.1 Freedom of Information Act (2000)

This document may be discloseable to the public, either on the **GMCA** website or upon request.

7.2 Equality Act 2010

Finance Governance Group, as part of due diligence, has given due consideration to the protected characteristics and has detected no implications that need to be addressed as part of the **Mayor's PCC** Scheme of Consent.

Equality issues may arise in the exercise of specific functions (i.e. procurement of goods and the award of contracts) but these are subject to competition. Specific policies and procedures will need to be followed and it is expected that the **Mayor** and the Force recognise **their** obligations arising from the Equality Act 2010.

Mayor's PCC Scheme of Delegation

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1. Introduction and Background

The **Mayor** is required, on an annual basis to produce an annual governance statement in **respect of his PCC functions**. As part of this process the **Mayor** should have a code of corporate governance which describes the strategies, arrangements, instruments and controls to ensure good governance.

This Scheme of Delegation provides a framework which enables business to be carried out lawfully and efficiently, ensuring that decisions are not unnecessarily delayed and are taken at the appropriate level. It forms part of the overall corporate governance framework for the **Mayor in respect of his PCC functions**. This document should be read in conjunction with the following documents that comprise the Integrated Scheme of Governance:

- **Mayor's PCC** Financial Regulations;
- **Mayor's PCC** Contract Standing Orders; and
- **Mayor's PCC** Scheme of Consent.

This Scheme details the formal delegations of **PCC functions** by the **Mayor to officers and members of staff of the GMCA deployed wholly or partly in relation to the Mayor's PCC functions** and will be reviewed at least annually.

2. Scope

The **Mayor's PCC** Scheme of Delegation aims to clarify those powers which, for the benefit of good business practice, are given **by the Mayor** to the senior officers and staff **of the GMCA who are deployed wholly or partly in relation to the Mayor's PCC Functions**. This Scheme of Delegation does not apply to the Chief Constable and GMP who will have their own Scheme of Delegation.

Any further delegations of these powers, to enable decisions to be made at the most appropriate level, are detailed in Appendix 1. The **Mayor** may limit these powers, consent to additional delegations or remove any powers (apart from those powers that are given by law).

Any powers or duties placed on officers and staff should be exercised lawfully in accordance with this **Mayor's PCC** Scheme of Delegation, the **Mayor's PCC** Contract Standing Orders, **the Mayor's PCC** Financial Regulations and relevant policies, procedures, plans, strategies and budgets.

This Scheme does not identify all the statutory duties which are contained in specific laws and regulations, however it provides the framework in which the various duties and powers are exercised. The authorised officers and staff are responsible for

ensuring that the members of staff they supervise are aware of and comply with the provisions and obligations of this scheme.

3. Roles & Responsibilities

3.1 The Mayor

In accordance with the provisions of the PCC Order the Mayor is to be treated in relation to the Mayor's PCC functions as a police and crime commissioner for the purposes of all PCC enactments (whenever passed or made) subject to modifications and exceptions which are set out in the Schedules to the Order. Accordingly, the Mayor has a statutory duty and electoral mandate to ensure an efficient and effective police service and to hold the police to account on behalf of the public.

All property, rights and liabilities which immediately before 8 May 2017 were property, rights and liabilities of the former Police and Crime Commissioner for Greater Manchester transferred to and vested in the GMCA on 8 May 2017.

However, all functions in relation to such property, rights and liabilities are to be exercised by the Mayor and all decisions relating to such property rights and liabilities are to be made by the Mayor or under delegation arrangements made under section 18 of the Police Reform and Social Responsibility Act 2011 (this excludes loans and financial instruments which transferred to the GMCA).

The following functions can only be exercised by the Mayor:

- (a) issuing a police and crime plan;**
- (b) appointing the Chief Constable, suspending the Chief Constable, or calling upon the Chief Constable to retire or resign;**
- (c) calculating the policing component of the precept.**

The GMCA is the legal contracting body who owns all the PCC assets but the Mayor is responsible for approving the capital and revenue budgets, monitoring financial outcomes and approval of the Strategic Financial Outlook in relation to his PCC functions. The Mayor is also responsible for approving the overall framework of accountability and control, and monitoring compliance.

3.2 The Treasurer to the GMCA

The Treasurer to the GMCA has a fiduciary duty by virtue of his appointment as the person responsible for the administration of the GMCA's financial affairs pursuant to section 73 Local Government Act 1985.

The Treasurer to the GMCA is responsible for:

- The day to day financial management of the budget **determined by the Mayor in respect of his PCC functions** in accordance with the **Mayor's PCC** Financial Regulations and to account to the **Mayor** for the management of those funds;
- **Maintenance of the Police Fund including determining appropriate allocations of costs and income from other GMCA budgets and transfers of resources to/from such other budgets.**
- Control of all financial systems and procedures; and
- The preparation and dissemination of the **Mayor's** Financial Instructions, providing detailed guidance on the operation of specific financial processes controlled by the **Mayor in respect of the Mayor's PCC functions**

3.3 Budget Holders

To achieve best use of resources and align financial and operational responsibility, budgets have been allocated to Budget Holders by the **Mayor**. Budget Holders are accountable to the **Mayor** for the budgets that have been allocated to them. They are **responsible for the charges that will be made to the Police Fund on such basis as is agreed by the Treasurer to the GMCA.**

4. Terms and Definitions

Annual Revenue Budget	The revenue budget is a plan, expressed in monetary terms, covering a financial year (which for 2017/18 runs from 8 May 2017 to 31 March 2018 and for subsequent years runs from 1 April to 31 March). It enables the Mayor to incur expenditure and forms the basis on which to monitor his financial performance.
Budget Holders	Budget Holders are members of staff who have been allocated a budget to run the areas for which they are responsible. This does not involve expenditure which exceeds the approved budget.

Capital Budget	The capital budget relates to the acquisition or enhancing of fixed assets, such as buildings, equipment and IT within such limits as determined by the Treasurer to the GMCA.
Carry Forward	A carry forward is the process of transferring resources between accounting years. This may increase or decrease the resources available to Budget Holders in the following year and is subject to the approvals contained in the Scheme of Financial Delegation.
Contract	A contract is an agreement between two parties for the supply of goods and/or services. The terms and conditions applied to the contract provide clarity and protection for all parties involved.
Delegation	The assignment of authority and responsibility to another person to carry out specific activities or functions. The person who has delegated the work remains accountable for the outcome of the delegated work
Ex-Gratia Payment	An ex-gratia payment is a payment made by the Mayor where no legal obligation exists.
Forecast	A forecast is a prediction (based on latest available information and reasonable assumptions) of what a Budget Holder thinks his/her financial position will be in respect of charges to and from the Police Fund at some point in time in the future (i.e. financial year end).
Quotation	A quotation is a document that a vendor or service provider gives to a customer, to describe specific goods and services that can be provided and its cost.
Risk	Risk is the chance or possibility of loss, damage, injury or failure to achieve objectives caused by an unwanted or uncertain action or event.
Sensitive Issues	Any issues that arise which may have a potential reputational risk for the Mayor must be reported to the Mayor before any decision can be made.

Sponsorship	Supporting an event, activity or organisation by providing money or benefit in kind of value to the sponsored event. This is usually in return for some form of “benefit” by association with the police (e.g. logos on police cars).
Strategic Financial Outlook	The Strategic Financial Outlook is a medium term (4 year) estimate of the annual income and expenditure requirements for the Mayor in relation to his PCC functions.
Tender	A tender is a formal sealed bid or written offer to carry out work, supply goods or buy assets at a stated fixed price. It will usually contain detailed information on requirements and terms associated with a potential contract.
Unofficial Funds	Unofficial funds are funds approved by the Mayor to be held for exceptional purposes.
GMP	Greater Manchester Police

5. The Mayor's PCC Scheme of Delegation

5.1 General Principles of Delegation

This Scheme of Delegation provides authorised **officers and** staff with the legal authority to carry out specific **PCC functions** on behalf of the **Mayor**. In carrying out these duties they must comply with all other statutory and regulatory requirements and relevant professional guidance including:

- Police Reform and Social Responsibility Act 2011 (**as modified by the PCC Order**) and other relevant legislation issued under this Act;
- **The Mayor's PCC** Financial Regulations;
- **The Mayor's PCC** Contract Standing Orders;
- Home Office Financial Management Code of Practice; and
- CIPFA Statement on the role of the Chief Financial Officer to the Police and Crime Commissioner.

The **Treasurer to the GMCA** has statutory powers and duties relating to his/her position and therefore, does not rely **solely** on delegation for these powers or duties.

With exception to these statutory powers, **the delegated powers of any** person to whom a power is delegated under this Scheme may **give authority to another officer to exercise the delegation upon their behalf and in their name, with the approval of the Head of Paid Service (in relation to operational matters) or the Treasurer to the GMCA (in relation to finance related matters)**. These **authorities** are shown in Appendix 1. The formal responsibility and accountability for the effective discharge of these **functions** remains in law with the person to whom the power was delegated by the **Mayor**.

Giving delegation to authorised officers and staff under this scheme does not prevent them from referring a matter to the **Mayor** for a decision if it is considered appropriate, (for example, because of sensitive issues or any matter that may have a significant financial, legal or reputational implication). The **Mayor** may ask that a specific matter be referred to him for a decision and not be dealt with under powers of delegation.

When authorised staff are considering a professional or technical matter that is within the sphere of competence of another member of professional staff, they should consult with the appropriate person before authorising any action.

All decisions authorised officers and staff make under delegated powers given to them by the **Mayor** must be recorded and be available for inspection by the **Mayor**.

Consideration must be given to any issues that arise from delegations granted within this

scheme which may have a potential reputational risk for the **Mayor**. Any such issues must be reported to the Mayor, prior to any decision being made or where this is not possible, within 24 hours or as soon as practically possible.

Each decision/action taken by any officer **or member of staff** should have regard to legal and other responsibilities including, health and safety, duty of stewardship and morality.

In addition, the **Mayor** is ultimately accountable for the Police Fund. Delegations for approvals relating to the Police Fund are set out in this scheme.

The **Mayor** may **choose** to delegate certain responsibilities **to a panel or board**. These responsibilities are detailed in the terms of reference for that panel as set out in Appendix 6.

In the event that a public enquiry is to be overseen by the **Mayor**, this Scheme of Delegation will apply, except where the authorisation/instruction is given by Central Government Departments ordering the enquiry. It should be noted that the final decision maker for all such enquiries will be the Government Department concerned. Any resources relating to such an enquiry would need to be reflected and recorded appropriately. If financial, this will be reflected in the statement of accounts and all other resources/decisions will be recorded at **the Resources Board**. In addition, a six monthly value for money review is undertaken by HMIC.

If for any reason the Mayor is unable to act or the office of the Mayor is vacant the Deputy Mayor appointed under section 107C of the 2009 Act must act in the place of the Mayor.

5.2 Delegations from the Mayor

It is recognised that, unless a power or function of the **Mayor** must, as a matter of law, be exercised personally by him; these functions may be exercised by staff **or officers** that have been given delegated authority to act on his behalf. This Scheme is a record of the formal delegations that are in effect at the time of its publication. It does not attempt to list all matters which form part of everyday management responsibilities.

Detailed financial management responsibilities of the **Treasurer** to the **GMCA in relation to PCC functions**, including a number of delegated powers, are set out in the **Mayor's PCC** Financial Regulations.

(Further details on these delegations are listed at 8.2)

5.2.1 Treasurer to the GMCA

Delegations to the **Treasurer to the GMCA**:

- To ensure that the financial affairs of the **Mayor in relation to the discharge of his PCC functions** are properly administered having regard to probity, legality and appropriate standards;
- To assist the **Mayor** in planning the **Mayor's budget in relation to the discharge of his PCC functions**;
- To undertake the day to day management of the **Mayor's budget in relation to the discharge of the Mayor's PCC functions**, in accordance with the **Mayor's PCC Financial Regulations**; and
- To commit expenditure within the approved budget to meet the policies and objectives agreed in the Police and Crime Plan.
- **Determine relevant Prudential Indicators relating to the Mayor's PCC Functions and for inclusion in the GMCA Treasury Management Strategy.**

The Director of Finance (Police and Crime) is authorised to undertake the functions of the Treasurer to the GMCA (when he/she is unavailable for an extended period) as directed by the Mayor.

(Further details on these delegations are listed at 8.4)

5.2.2 Head of Paid Service

Delegations to the **Head of Paid Service** –

- To grant essential or casual car user allowances

(Further details on these delegations are listed at 8.3)

5.2.3 Monitoring Officer

Delegations to the Monitoring Officer:

- To institute, defend or participate in any legal proceedings in relation **to the Mayor's PCC functions**.
- **To affix the common seal of the GMCA to agreements which grant or convey an interest in land, and any other agreement which in the opinion of the Monitoring Officer should be sealed.**
- **The affixing of the Common Seal of the GMCA will be attested by the Monitoring Officer or some other person authorised by the monitoring Officer.**
- **To obtain legal or other expert advice and to appoint professionals.**

5.2.4 Urgent Provisions

If any matter which would normally be referred to the **Mayor** (or **Deputy Mayor for Policing and Crime**) for a decision arises and cannot be delayed, the matter may be decided by the **Treasurer to the GMCA in respect of financial and related issues and the Head of Paid Service in respect of operational issues.**

In the absence of the Treasurer to the GMCA (i.e. when he/she is unavailable for an extended period) the matter may be decided Director of Finance (Police and Crime).

In the absence of the Head of Paid Service (i.e. when he/she is unavailable for an extended period) the matter may be decided by the Deputy Chief Executive.

Urgent decisions taken must be reported to the **Mayor** within 24 hours or as soon as practically possible.

6. Associated Documents

- CIPFA Statement on the role of the Chief Financial Officer to the Police and Crime Commissioner and the Chief Finance Officer to the Commissioner;
- **Mayor's PCC** Contract Standing Orders;
- **Mayor's PCC** Financial Regulations;
- Home Office Financial Management Code of Practice;
- Police Reform and Social Responsibility Act 2011 (**as modified by the PCC Order**); and
- **Mayor's PCC** Scheme of Consent.

7. Statutory Compliance

7.1 Freedom of Information Act (2000)

This document will be available on the **GMCA's** website and will be available to the public on request.

7.2 Equality Act 2010

Equality issues may arise in the exercise of specific functions (i.e. procurement of goods and the award of contracts) but these are subject to competition. Specific

policies and procedures will need to be followed and the **Mayor** recognises his obligations arising from the Equality Act 2010.

8. Appendices

8.1 Appendix 1 – Scheme of Financial Delegation

1. All employees are to ensure these financial delegation limits are complied with
2. All arrangements are subject to separation of duties to reduce fraud and malpractice
3. Where these limits are inadequate to deal with the actual circumstances, details are to be referred to the **Treasurer** to the **GMCA**, for consideration
4. These financial delegations do not prevent an officer from referring any decision to the **Mayor** if it is necessary because of sensitive issues or significant financial or reputational implications

8.1.1 Financial Planning and Budgetary Control

Activity	Authorising Limit	Principal Authoriser	Deputy Authoriser
Approve Revenue and Capital Business Cases * see note	Less than £500,000 (Minor Business Cases)	Mayor	Deputy Mayor for Policing and Crime
Increases to Approved Revenue and Capital Major Business Cases * see note	Increase of up to and including 10% on Business Cases with a total value more than £5,000,000	Mayor	Deputy Mayor for Policing and Crime
Increases to Approved Revenue and Capital Minor Business Cases	If Revised Value less than £500,000	Mayor	Deputy Mayor for Policing and Crime
Monitor and Approve Forecast Outturns (Revenue)	All Forecasts	Treasurer to the GMCA	Director of Finance (Police and Crime)
Monitor and Approve Forecast Outturns (Capital)	All Forecasts	Treasurer to the GMCA	Director of Finance (Police and Crime)
Year End Revenue Carry Forwards	All	Mayor	Deputy Mayor for Policing and Crime
Approve Slippage in Capital Programmes	No Financial Impact on the Following Year	Treasurer to the GMCA	Director of Finance (Police and Crime)

***Where such approvals will require borrowing or an amendment to prudential indicators these will require GMCA approval**

Note: Minor project is up to £500,000. Major Project greater than £500,000.

8.1.2 Contract Standing Orders

Activity	Authorising Limit	Principal Authoriser	Deputy Authoriser
Approve Tenders (for goods and services above £500,000)	£500,000 and above	Mayor	Deputy Mayor for Policing and Crime
Approve Quotations (for goods and services below £500,000)	Less than £50,000	Primary Budget Holder	Secondary Budget Holder
	Between £50,000- £249,999	Primary Budget Holder in conjunction with Procurement Officer	Secondary Budget Holder in conjunction with Procurement Officer
	Between £250,000 - £499,999	Treasurer to the GMCA	Director of Finance (Police and Crime)
Contract Extensions and Variations * see note	Value to Date + Estimated Value of Extension £500,000 and above	Mayor	Deputy Mayor for Policing and Crime
	Value to Date + Estimated Value of Extension Less than £500,000	Treasurer to the GMCA	Director of Finance (Police and Crime)
Approve Exemptions	More than £50,000	Mayor	Deputy Mayor for Policing and Crime
	Less than £50,000	Treasurer to the GMCA	Director of Finance (Police and Crime)

8.1.3 Ordering and Payment of Goods and Services

Activity	Authorising Limit	Principal Authoriser	Deputy Authoriser
Approve Purchase Orders and Pay Only Invoices/Credit Notes	£250,000 and above	Treasurer to the GMCA	Director of Finance (Police and Crime)
	Up to £250,000	Primary Budget Holder	Secondary Budget Holder
	Less than £20,000	Budget Holder	Budget Manager

Approve Purchase Order and Invoice Authorisation Limits	All	Treasurer to the GMCA	Director of Finance (Police and Crime)
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8.1.4 Ordering and Payment of Goods and Services – Feeder Systems

Activity	Authorising Limit	Principal Authoriser	Deputy Authoriser
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Not applicable at this stage as the Mayor does not use GMP's feeder systems

8.1.5 Banking and Income Collection

Activity	Authorising Limit	Principal Authoriser	Deputy Authoriser
Approve External Invoices and Credit Notes (for Goods and Services Provided by the Mayor) Excluding Sponsorship	More than £20,000	Treasurer to the GMCA	Director of Finance (Police and Crime)
	Less than £20,000	Budget Holder	Secondary Budget Holder
Initiate Debt Recovery Procedures (in line with Financial Regulations)	All	Treasurer to the GMCA	Director of Finance (Police and Crime)
Authorise Debt Write Off (Excludes Write Off Requests Resulting from Theft or Fraud)	Individual Items less than £10,000 or Less than £100,000 in Total for the Financial Year	Treasurer to the GMCA	Director of Finance (Police and Crime)
Authorise Debt Write Off Resulting from Theft or Fraud	All	Mayor	Deputy Mayor for Policing and Crime
Authorise the Opening of Unofficial Bank Accounts	All	Treasurer to the GMCA	Director of Finance (Police and Crime)

8.1.6 Management of Assets and Risks

Activity	Authorising Limit	Principal Authoriser	Deputy Authoriser
Purchase of Land and Property	All	Mayor	Deputy Mayor for Policing and Crime

Disposal of Land and Property	All	Mayor	Deputy Mayor for Policing and Crime
Indemnities in connection with use of other's premises	All	Director of Land and Property to GMCA	
Write off Stock Discrepancies / Disposals of Obsolete Stock , Equipment and Materials	Individual Items less than £10,000 or Less than £100,000 in Total for the Financial Year	Treasurer to the GMCA	Director of Finance (Police and Crime)
Disposal of Surplus Items of Equipment	Estimated Amount Less than £10,000	Treasurer to the GMCA	Director of Finance (Police and Crime)
Buy Assets	All Assets (Excluding Land and Property)	Treasurer to the GMCA	Director of Finance (Police and Crime)
Lease Assets	All Leases	Treasurer to the GMCA	Director of Finance (Police and Crime)
Exercise the Powers and Duties of the Police (Property) Regulations 1997	All	Treasurer to the GMCA	Director of Finance (Police and Crime)
Authorise and Remove Access to Finance Systems	All	Treasurer to the GMCA	Director of Finance (Police and Crime)
Approve Financial Settlement of Civil Damage and Cost Claims	Total Value (Claims + Legal Costs) More than £50,000	Mayor	Deputy Mayor for Policing and Crime
	Total Value (Claims + Legal Costs) Less than £50,000	Monitoring Officer (in consultation with the Treasurer to the GMCA)	
	Total Value (Claims + Legal Costs) Less than £25,000	Monitoring Officer	
Approve Financial Assistance to Officers and Staff (under the direction and control of the Mayor) in Legal	All	Mayor	Deputy Mayor for Policing and Crime

Proceedings taken by or against them whilst performing police duties			
Receive, consider and decide upon all applications and requests from Special Constables, Police Community Support Officers or their representatives for death or disability benefits	All	Mayor	Deputy Mayor for Policing and Crime

8.1.7 Ex-Gratia Payments

Activity	Authorising Limit	Principal Authoriser	Deputy Authoriser
Ex-Gratia Payments * see note	Total Value (Claims + Legal Costs) More than £50,000	Mayor	Deputy Mayor Policing and Crime
	Total Value (Claims + Legal Costs) Less than £50,000	Treasurer to the GMCA	Director of Finance (Police and Crime)
	Total Value (Claims + Legal Costs) Less than £25,000	Monitoring Officer	

* The Chief Constable's Chief Finance Officer will be required to produce a quarterly report on the amounts approved below £50,000.

8.1.8 External Funding

Activity	Authorising Limit	Principal Authoriser	Deputy Authoriser
Approve External Funding from Central Government and Other Public Sector Bodies	Matched Funding Less than £50,000	Treasurer to the GMCA	Director of Finance (Police and Crime)

8.1.9 Sponsorship

Activity	Authorising Limit	Principal Authoriser	Deputy Authoriser
Approve Individual Sponsorship for Community and Award Events (providing it does not imply that the Mayor endorse the sponsoring organisation or its products)	In Kind and/or Value Less than £10,000	Treasurer to the GMCA	Director of Finance (Police and Crime)

8.1.10 Urgent Matters

Activity	Authorising Limit	Principal Authoriser	Deputy Authoriser
Financial and Related Issues	All	Treasurer to the GMCA	Director of Finance (Police and Crime)
Operational Issues	All	Head of Paid Service	Deputy Chief Executive

8.1.11 Appendix 2 – Cheque Signatories

Bank Account	Signatory Limit	Authorised Signatory
Drawings Account	All Pre-Printed Cheques	Treasurer to the GMCA
	All Other Cheques	Treasurer to the GMCA and approved Finance Officers

8.2 Appendix 3 - Delegations to Deputy Mayor for Policing and Crime

8.2.1 The following functions can only be exercised by the Mayor:

- (d) issuing a police and crime plan;**
- (e) appointing the Chief Constable, suspending the Chief Constable, or calling upon the Chief Constable to retire or resign;**
- (f) calculating the policing component of the precept.**

8.2.2 The Deputy Mayor for Policing and Crime, if they have been delegated the following functions by the Mayor, cannot then delegate them further:

- i) Determining police and crime objectives;**
- ii) Attending at a meeting of the police and crime panel when required to do so;**
- iii) Preparing an annual report to the police and crime panel.**

8.2.3 In addition to the delegations set out in Appendix 1, the Mayor also delegates the powers listed below to the Deputy Mayor for Policing and Crime to exercise on the Mayor's behalf in accordance with this scheme.

8.2.4 Support the Mayor in holding the Chief Constable to account for the exercise of his duty to have regard to the Police and Crime Plan and the Strategic Policing Requirement by monitoring the performance of GMP.

8.2.5 To consider complaints submitted to the Mayor in relation to the exercise of PCC functions.

8.3 Appendix 4 - Delegations to the Head of Paid Service

General

- 8.3.1 Prepare the Police and Crime Plan in consultation with **the Mayor** and GMP.
- 8.3.2 Prepare an annual report for submission to the **Mayor**.
- 8.3.3 Provide information to the Police and Crime Panel, as reasonably required to enable the panel to carry out its functions.

Financial

- 8.3.4 The financial management responsibilities of the **Head of Paid Service** are set out in the financial regulations.
- 8.3.5 To manage the budget of the **Mayor insofar as it relates to his PCC functions**, along with the **Treasurer to the GMCA** particularly to:
 - Order goods and services and spend on items provided for in the revenue budget.
 - ask for and accept quotations and tenders for goods and services provided for in the revenue budget
 - manage, along with the **Treasurer to the GMCA** any spend on capital schemes originated by the **Mayor in relation the exercise of PCC functions**
- 8.3.6 To appoint Independent Custody Visitors or other volunteers for the **Mayor** and terminate appointments if necessary.

Other

- 8.3.7 To sign, on behalf of the **Mayor**, any indemnity needed to enable him/her to perform any legal duties. However, if giving an indemnity could have significant financial implications, that indemnity can only be signed with the approval of the **Treasurer to the GMCA**.
- 8.3.8 To consider, with the **Mayor**, any complaint made against the Chief Constable, and where appropriate, to make arrangements for appointing a person to investigate the complaint.
- 8.3.9 In relation to a grievance against the Chief Constable, to take the appropriate action to investigate the grievance, applying the appropriate procedure, and reporting the outcome to the **Mayor**.
- 8.3.10 To respond to consultations on proposals affecting the **Mayor in relation to his PCC functions** after first taking the views of the **Mayor**, the **Treasurer to the GMCA and the Chief Finance Office to the Chief Constable** and/or the Chief Constable, as appropriate.
- 8.3.11 To make sure, in consultation with the Chief Constable, appropriate arrangements are made to gather the community's views on the policing of Greater Manchester and preventing crime.

8.4 Appendix 5 - Delegations to the Treasurer to the GMCA

Introduction

The Scheme of Governance identifies the role of the **Treasurer to the GMCA**. As the financial adviser to **the Mayor in respect of his PCC functions** there is a statutory responsibility to manage his/her financial affairs as set out in sections 112 and 114 of the Local Government Finance Act 1988, and the Accounts and Audit (England) Regulations **2015**.

The **Treasurer to the GMCA** must ensure that the financial affairs of the **Mayor in relation to the exercise of his PCC functions**, and GMP are properly administered having regard to their probity, legality and appropriate standards. In conjunction with the Chief Finance Officer to the Chief Constable, he/she will report any financial issues or failures of control to the **Mayor** and/or Chief Constable as appropriate.

The formal delegations, listed below, are those given to the **Treasurer to the GMCA**, which are in effect at the time of the publication of this scheme.

The **Director of Finance (Police and Crime)** is authorised to undertake the functions of the **Treasurer to the GMCA (when the Treasurer is unavailable for an extended period)** as directed by the **Mayor**.

- 8.4.1 **To approve and monitor the Prudential Indicators, which will be included in the GMCA Treasury Management Strategy.**
- 8.4.2 **To maintain Police Fund and seek assurances that there are appropriate arrangements in place for the preparation of GMP's accounts.**
- 8.4.3 To seek assurances that there are appropriate arrangements in place within GMP for its financial management.
- 8.4.5 To undertake the day to day financial management of the **Mayor's** revenue and capital budgets **insofar as they relate to PCC functions.**
- 8.4.6 To commit expenditure within the approved budget (in consultation with the **Mayor**) to meet the policies and objectives agreed with the **Mayor** and reflected in the Police and Crime Plan.
- 8.4.7 To manage the financial arrangements in relation to any grants awarded by the **Mayor** or Deputy **Mayor for Policing and Crime.**
- 8.4.9 To authorise payments, without having to get approval and regardless of whether or not provision has been made in the revenue budget in relation to:
 - payments **required** by law

- payments ordered by the court
 - payments due under any lawful agreement entered into by the **Mayor**.
- 8.4.10 To act as 'Money Laundering Reporting Officer' under the Proceeds of Crime Act 2002 and Money Laundering Regulations 2003.
- 8.4.11 To sign cheques of behalf of the **Mayor** or Deputy **Mayor (PCC)** **insofar as they relate to PCC functions**, (following their approval) in consultation with the **Head of Paid Service**.
- 8.4.12 To prepare and annually review draft financial and contract regulations, in consultation with GMP, for approval by the **Mayor**, or Deputy Mayor for Policing and Crime **insofar as such regulations relate to PCC functions**.
- 8.4.13 To determine when assets are surplus to requirements or obsolete and arrange for disposal in line with Appendix 1, subject to there being a framework in place to ensure the disposal is appropriate, and that there is an auditable trail.
- 8.4.14 Provide for an adequate and effective internal audit service in accordance with the relevant legislation and Codes of Practice.
- 8.4.15 To report to the **Mayor** and the external auditor any unlawful or potentially unlawful spending by any police officer or employee **of the GMCA deployed wholly or partly in relation to the Mayor's PCC functions** regardless of whose direction and control that person is under.
- 8.4.16 To ensure that the **Mayor** is represented at joint Police and Crime/GMP financial meetings (currently Resources Board, Revenue Review Group, Capital Review Group, Finance Governance Group and Finance and Insurance Working Group) and any relevant new or successor groups, and that information from such meetings is fed back to the **Mayor**. The **Treasurer to the GMCA** and **Mayor** or officer attending on his behalf is able to defer a decision for the consideration of the **Mayor**. If this situation occurred an officer from GMP would have an opportunity to discuss any concerns with the **Mayor**.

8.5 Appendix 6 - Terms of Reference for Panels and Boards

8.5.1 Joint Mayor PCC/Chief Constable Audit Panel

Accounts/Financial Reporting

To review the financial statements **of the Chief Constable and the relevant parts of the GMCA groups accounts** and the external auditor's opinions and reports and to monitor actions taken in response to issues raised by external audits.

For 2016/17 accounts, year ending 7th May 2017, this will include both the Chief Constable accounts and those of the PCC

To review the Statutory Statement of Accounts including:

- changes in compliance with accounting policies and procedures
- unadjusted miss-statements in the financial statements
- major judgemental areas
- significant adjustments resulting from the audit

Internal Control Environment

Be satisfied as to the effectiveness of the internal control framework in operation **by the Mayor (in respect of his PCC functions)** and Greater Manchester Police (GMP) and advising them as appropriate.

Be satisfied that both **the Mayor and Chief Constable's** assurance statements, including the Statement on Internal Control, properly reflect the risk environment and any actions required to improve it.

Corporate Risk Management

Approve the **Mayor (insofar as it relates to his PCC functions)** and GMP's corporate risk management strategy and framework and provide assurance that an appropriate, effective framework is in place for assessing and managing the key risks (financial and non-financial) to both organisations.

Compliance, Whistle blowing and Fraud

Review the adequacy of the **Mayor's** and Chief Constable's arrangements for its employees and its contractors to raise concerns, in confidence about possible wrongdoing in financial reporting or other matters.

Ensure that these arrangements allow proportionate and independent investigation of such matters and appropriate follow up action.

Review the procedures for detecting fraud.

Internal Audit

Advise the **Mayor** and GMP on the appropriate arrangements for internal audit and approving the Internal Audit Strategy.

To review (but not direct), the Internal Audit Programme of work and monitor performance against it.

To review summary Internal Audit reports and receive the Annual Report from the **Treasurer to the GMCA..**

Ensure appropriate action is taken in response to audit findings, particularly in areas of high risk.

Ensure that there is an effective relationship between internal auditors, external auditors and other relevant bodies.

To receive reports from Internal Audit on the outcome of any work in relation to completed investigations and recommendations of the Independent Police Complaints Commission.

External Audit

Endorse the external audit programme.

Review the External Auditor's Annual Governance Report in relation to the Chief Constable and any other relevant reports including progress on the implementation of agreed recommendations.

Receive the Annual Audit Letter.

Membership

Membership of the Panel shall be determined by the Mayor and Chief Constable in accordance with the provisions of the Financial Management Code of Practice for the Police Forces of England and Wales.

Other Matters

The Committee shall:

Have access to sufficient resources to undertake its duties, including access to assistance as required.

Be provided with appropriate and timely training, both in the form of an induction for new members and on an on-going basis for all members.

Arrange for periodic reviews of its own performance and at least annually, review its constitution and terms of reference to ensure it is operating at maximum effectiveness and recommend to the **Mayor** and GMP any changes it considers necessary.

8.5.2 Greater Manchester Justice and Rehabilitation Executive Terms of Reference

- A strategic leadership group for the whole of the criminal justice system linking to wider public service reform, which brings together the Transforming Justice, Transforming Rehabilitation and relevant Victims Services agendas.
- Using the Public Service Reform methodology to strategically plan a GM-wide reform agenda for Justice and Rehabilitation, developing new delivery and investment models based on robust evaluation and service redesign.
- To act as a monitoring, policy development and commissioning body for initiatives which seek to improve outcomes for victims in Greater Manchester aligned to the **Mayor's** approach to Victim Services Commissioning.
- To respond to Transforming Rehabilitation by providing leadership with:
 - Engagement with all local public services to ensure services are integrated, coordinated and sequenced effectively
 - Future of Integrated Offender Management (IOM)
- Ensure there is a clear plan for effectively managing the MOJ Financial Incentive Model payments.
- Understand the interactions, opportunities and risks for how Justice and Rehabilitation links with other reform themes, for example Troubled Families / Complex Dependency.
- Receive reports and commission work from the Programme Board, which is in turn supported by the Data & Analysis Group. To receive reports and commission work from the appropriate reporting and representative bodies such as the IOM Futures Board, GM Resettlement consortium, Restorative Justice Steering group
- Explore opportunities to both drive and respond to policy changes relating to the CJS, in order to develop investment approaches which increase efficiency and effectiveness and reduce demand.
- Link to the GM Police & Crime Steering Group, which provides oversight of the wider police and crime agenda. This will ensure effective alignment with community safety and crime reduction activities, and integration with local partners.
- To develop a Justice and Rehabilitation approach for Greater Manchester devolution.

Core Membership:

Mayor (Chair)

Lead AGMA Chief Executive

Chief Constable GMP

Chief Executive NW National Probation Service

Chief Executive GM and Cheshire Community Rehabilitation Company
Strategic Lead for GM Public Service Reform
GMFRS Lead Officer

Associate Membership:

Public Health Link
GM Crime and Disorder Housing Providers Forum

Administration and governance:

- **Meetings will be administrated and supported by members of staff employed by the GMCA and deployed wholly or partly in respect of the Mayor's PCC functions** and additional support will provided by strategic partners, through the Programme Board.
- Meetings will be held every 2 months – Meeting dates to be circulated for 12 months. Items for agenda to be notified to the **Mayor** 10 working days prior to any meeting.
- Late items will be accepted at the discretion of the Chair.
- Agenda and relevant paperwork will be distributed 3 working days prior to the meeting.
- Minutes will be distributed 5 working days post the meeting taking place.
- The agenda will be split into Part 1 (open items) and Part 2 (restricted) when appropriate, to ensure compliance with the **Mayor's PCC** Scheme of Governance. Those with an interest as defined by the Scheme of Governance will be excluded from any commissioning decisions. The Programme Board will also be managed along these lines.
- All parties unless directed by the Chair can access Gate 1 papers but any party with a potential interest in funding decisions to be excluded , as appropriate, from subsequent gate papers and key commissioning decisions and discussions - in line with the **Mayor's PCC** Scheme of Governance.
- All Gate 1 papers should be published in the public domain unless exempt based on legitimate conditions relating to the **Mayor's PCC** Scheme of Governance.
- All parties to agree and sign a declaration of interest policy

8.5.3 The Independent Police Ethics Panel

The Mayor will establish an Independent Ethics Panel to support the work of Greater Manchester Police (GMP).

1. Purpose

The Panel will be a forum for police officers and members of the public to air and obtain advice and guidance on important ethical issues in policing and to proactively influence police culture so police decision-making is confidently made, legally correct, morally defensible and able to stand up to vigorous public scrutiny.

2. Terms of Reference

The scope, membership, governance arrangements and terms of reference of the Panel are to be determined by the Mayor.

8.5.4 Independent Advisory Group on Policing of Protests (Protest Panel)

Aims

- To improve public trust and confidence in the policing of demonstrations and protests in Greater Manchester
- To improve the police's approach to the management of protests and demonstrations by having informed input from panel members
- To advise the **Mayor** and Chief Constable on best practice
- To support the **Mayor** and Chief Constable in ensuring professional policing standards when operations are ongoing, and confidence in complaints handling and resolution.

Terms of Reference

- To provide strategic advice to the **Mayor**, his **Deputy Mayor for Policing and Crime and any members of staff deployed wholly or partly in relation to the Mayor's PCC functions**, the Chief Constable and appropriate agencies on GMP's approach to the policing of protests and demonstrations in Greater Manchester.
- To regularly review policies, practices and procedures on the policing of protests and demonstrations in Greater Manchester.
- To provide active and informed input into the development of new policies, practices and procedures on the policing of protests and demonstrations.
- To consider issues raised by communities and organisations over the policing of protests and demonstrations.
- To ensure the proper procedures are in place at Greater Manchester Police to respond effectively when people complain about the policing of a protest or demonstration.
- To advise during the planning process of specific major protests or demonstrations in Greater Manchester.
- To attend major protests or demonstrations, observing police activity and interaction with demonstrators.
- To contribute the debrief process following a major protest or demonstration.
- To provide local and strategic advice as and when required by any division or branch of Greater Manchester Police.

- To observe for a purpose to enable further understanding of the processes, and monitor how and why things happen.

8.5.5. GM Health and Justice Partnership Board

Governance arrangements and terms of reference

Vision

“To provide strategic direction, governance and support for the needs of victims and offenders in Greater Manchester, within or on the edge of the criminal justice system at critical points, to achieve better health and justice outcomes”

Aims and Objectives

- To provide a Greater Manchester wide strategic forum that brings together the health and justice agendas and identifies areas for joint working.
- Through this, provide a mechanism through which there can be a broader integration of health and justice, considering the criminal justice journey across an integrated pathway, including key transition points.
- To provide an arena into which strategic risks in relation to health and justice can be raised and explored.
- To develop and oversee an annual Greater Manchester Health and Justice Plan; ensuring that it meets the aims and objectives set out in other relevant GM plans, (locality plans, police and crime plan, GM health and social care strategy, GM MH and wellbeing strategy)including a commitment to addressing austerity pressures, improving quality and responding to demand issues.
- To provide a mechanism through which to facilitate joint commissioning across the health and justice sectors.
- To encourage innovation and continue to demonstrate a strong partnership commitment to positive health and justice outcomes for victims and offenders.
- To work with both National and GM partners to improve data sharing processes to enable a clear flow of information across the whole criminal justice pathway.
- To raise the profile of Greater Manchester’s health and justice work at both a Greater Manchester and a national level.
- To provide a platform through which to consider current and emerging health and justice policies, their interactions with each other and the implications of these.
- To continue to be the overarching escalation route in relation to any jointly commissioned projects (currently integrated custody healthcare/liaison and diversion and SARC forensics). To include the oversight of significant contractual

issues and receipt of updates where performance notices have been or are planned to be issued.

- Provide updates on relevant health policy initiatives and national/regional developments, identifying any local implications and areas for action. This will include members’ agreement to the timely sharing of information and consulting on developments likely to impact on respective partners.

Mayor
NHSE (NW Team)
NHSE (National Team)
GM Children’s Services
NOMS (HMPPS)
GM Health and Social Care Partnership
GM Adult Social Care
GMP
GM Public Service Reform
GM CCGs
Commissioner of mental health and learning disability services (CCGs)
Courts (magistrates)
GM substance Misuse lead
Public Health

- Link into other relevant forums within Greater Manchester, to ensure working is aligned and updates are fed through the appropriate routes.

MEMBERSHIP

GOVERNANCE ARRANGEMENTS

Any review will be included as part of Combined Authority work.

Existing arrangements are that any relevant work will report into Justice and Rehabilitation Executive, Victims Programme Board and Joint Commissioning Board.

8.5.6 Procurement Governance Group

Terms of Reference

1. Purpose

1.1. The Procurement Governance Group (PGG) is accountable to the **Mayor** and has been established to guide and advise on the forward procurement plan and to ensure that appropriate approvals can be made by the **Mayor** and that governance and best practice is in place.

1.2. Given the financial importance of procurement policy, both in terms of total spend and in relation to the budget, the Group has responsibility for the development, dissemination and co-ordination of procurement policy and practice for Greater Manchester Police (GMP).

1.3. The Group has specific responsibilities including, but not limited to:

- 1.3.1. develop procurement policy and to monitor the implementation of that policy within GMP;
- 1.3.2. establish the strategies and objectives for implementing that procurement policy;
- 1.3.3. ensure adherence to legal obligations and future development of EC legislation as they relate to procurement in the wider public sector;
- 1.3.4. consider reports and provide advice on tenders, contract extensions and contract variations, that will require the approval of the PCC;
- 1.3.5. ensure that procurement policy pays due regard to the requirements of GMP's wider policy commitments, including VfM, equality, sustainability, economic, social and environmental standards; *and*

- 1.3.6. carry out contract monitoring to ensure contracts are being managed and continue to deliver value for money to the Force.

2. Composition

- 2.1. Membership of the Group shall comprise of representatives from both GMP and the Mayor-

GMP Representatives

- 2.1.1. Assistant Chief Officer and Chair of the Group
- 2.1.2. Head of Business Support Services and Vice Chair
- 2.1.3. Strategic Financial Advice & Reporting Manager
- 2.1.4. Head of Procurement (Interim)
- 2.1.5. Solicitor

Mayor Representatives

- 2.1.6. Deputy Chief Executive
- 2.1.7. **Treasurer to GMCA** or Principal Accountant

Secretariat

- 2.1.8. Procurement Section

Other

- 2.1.9. By invitation, the Group will be supplemented by other attendees from across GMP, or sourced externally, if more relevant experience and expertise is considered necessary at any given meeting.

3. Quorum

- 3.1. Three members attending in person, via teleconference or via videoconference.
- 3.2. The quorum must include either the Partnership Manager or **Treasurers to the GMCA / Principal Accountant in respect of the Mayor's PCC functions** and either the Assistant Chief Officer or the Head of Business Support from GMP.

4. Attendance

- 4.1. Group members to aim to attend 100% of meetings.

5. Frequency of Meetings

- 5.1. The Group will consider the frequency and timing of meetings needed to allow it to discharge all of its responsibilities.
- 5.2. Under normal circumstances the Group will meet at least monthly.

6. Papers

- 6.1. The **Head of Paid Service** to agree the agenda with the Chair.
- 6.2. The Head of Procurement will prepare a tender programme (Procurement Activity Report) covering at least the 12 months following each meeting, detailing the items expected to be considered at each meeting.
- 6.3. The procurement activity report will be a living document and is to be a standard agenda item.
- 6.4. Papers to be distributed to members of the Group and those in attendance five working days in advance of the meeting.

7. Authority and Approval

- 7.1. The Group has full authority to investigate all matters that fall within these Terms of Reference, which include but are not limited to:
 - 7.1.1. Tender awards < £500,000
 - 7.1.2. Contract extensions and contract variations < £500,000 total value of contract
 - 7.1.3. Tender exemptions < £500,000
- 7.2. The exception being any tender or contract < £500,000 that the **Mayor** has expressed an interest in approving regardless of value.

8. Delegated Authority

- 8.1. Urgent matters can be approved outside the meeting by either the Assistant Chief Officer or the Chief Finance Officer in consultation with the **Treasurer to the GMCA**. The nominated deputy of the Assistant Chief Officer or the Chief Finance Officer is authorised to approve urgent matters in his/her absence, again in consultation with the **Mayor**
- 8.2. Any approval made outside the meeting must be recorded in the agenda of the meeting following the decision.

9. Review of Terms of Reference

These terms of reference are to be reviewed annually and more frequently should the need arise

8.5.7 Greater Manchester Victims Service Programme Board Terms of Reference

The Greater Manchester Victims Service Programme is a multi-agency board established to coordinate multiple victim-focused work streams across the Greater Manchester area. Principles of operation:

The Board will oversee the delivery of victims' services across multiple agencies in order to:

- Simplify the landscape for victims and ensuring a more consistent and coordinated approach.
- The Board will have regard to the **Mayor's** Police and Crime Plan and associated documents and the Ministry of Justice Commissioning Framework
- The Board will seek to improve the journey of all victims through the criminal justice service.
- The Board will take into account a focus on ensuring an enhanced service and specialist support is available for victims of serious crime, and those who are vulnerable, intimidated or persistently targeted.
- The Board will ensure the voice of the victim at the heart of the Criminal Justice Service, through effective collaboration investment and innovation.
- The Board will ensure victims feel engaged and supported during their journey.

Key responsibilities:

The Greater Manchester Victim Services Programme Board will:

- Act as a strategic leadership group for the whole of the victim services commissioning linking to wider public service reform.
- Strategically plan a GM-wide reform agenda for victim services, developing new delivery and investment models based on robust evaluation and service redesign.
- To act as a monitoring, policy development and commissioning body for initiatives which seek to improve outcomes for victims in Greater Manchester aligned to the **Mayor's** approach to Victim Services Commissioning.
- Providing leadership with:
 - GM's overall 'victim services strategy'
 - Engagement with partners and providers
 - Ensure we are identifying the right priorities for victims in Greater Manchester
 - Engagement with all local public services to ensure services are integrated, coordinated and sequenced effectively
- Ensure there is a clear plan for effectively managing the MOJ grant funds.

- Drive the development of multi-agency approaches to victim services.
- Understand the interactions, opportunities and risks for how victim services with other reform themes, for example Troubled Families / Complex Dependency.
- Consider appropriate measures to monitor delivery against the aims and objectives of the programme, and ensure delivery of improvements in victim service provision and performance.
- Ensure the people’s voice is used to shape service delivery, including our most vulnerable victim groups.
- Ensure compliance with the duties contained within the Victims Code of Practice and EU Directive; in particular ensuring support services are accessible to all victims even if a crime is not reported to a statutory agency such as the Police.
- Receive reports and commission work from the specified working groups and workstreams.
- To receive reports and commission work from the appropriate reporting and representative bodies such as:
 - GMP
 - Public Service Reform
 - New Economy
 - LCJB
 - Justice and Rehabilitation Executive including the Restorative Justice Steering Group
 - Mental Health Strategic Partnership Board
- Link to the GM Police & Crime Steering Group, which provides oversight of the wider police and crime agenda. This will ensure effective alignment with community safety and crime reduction activities, and integration with local partners.
- Link to the Greater Manchester devolution agenda to explore and align opportunities for transforming victim’s services.

Administration:

- Meetings will be administrated and supported by the **Mayor’s** Programme Manager and additional support provided by strategic partners.
- Meetings will be held every 2 months – meeting dates to be circulated for 12 months. Items for agenda to be notified to Programme Manager 10 working days prior to any meeting.
- Late items will be accepted at the discretion of the Chair.

- Agenda and relevant paperwork will be distributed 5 working days prior to the meeting.
- Minutes will be distributed 5 working days post the meeting taking place.

Core Membership:

The Board will include a core membership, as below, which will be supplemented by business leads, project managers, and others as required:

- Chair – **Head of Paid Service**
- **Mayor** Strategic support : **Treasurer to the GMCA**, Partnership Manager Criminal justice, Partnership Manager Communities
- GMP: ACC, Finance/Procurement
- New Economy
- PSR
- Provider representative
- LCJB representative
- NHS England
- Public Health representative
- Local Authority representative
- Police and Crime Panel/Community Safety Partnership representative
- VCSE infrastructure organisation representative
- CCG (Wigan/Bury lead for Health & Justice)
- Director Children’s Services/Education Board
- Victim Services Hub: GMP Lead, Local Implementation Officer, Programme Management Officer
- CPS, HMCS, Probation
- GMFRS

The Mayor's PCC Financial Regulations

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1. Introduction and Background

Public sector accounting is covered by a range of government legislation and accounting standards, which have been designed to ensure accountability of public funds. These **Mayor's PCC** Financial Regulations are part of the overall financial regulatory framework which encompasses all aspects of the **Mayor's (insofar as they relate to his PCC functions)** and Chief Constable's financial operations.

The **offices of** Police and Crime Commissioner and the Chief Constable have been established **as corporation soles by the Police Reform and Social Responsibility Act 2011** to employ staff and hold funds in their official capacity. **However, following the introduction of an elected Mayor for Greater Manchester who will exercise PCC functions, the Greater Manchester police area no longer has the office of Police and Crime Commissioner.**

Instead, the Mayor is to be treated as a Police and Crime Commissioner for the purposes of all police and crime commissioner enactments (whenever passed or made). Any PCC function exercisable by the Mayor is to be taken as a function of the GMCA exercisable by the Mayor acting individually or by a person under delegated arrangements, So whilst any property, rights and liabilities may vest legally in the GMCA as the corporate entity, it is the Mayor who has public accountability for the delivery and performance of the police service, in conjunction with a statutory duty and electoral mandate to hold the police to account on behalf of the public.

To conduct their business effectively, the **Mayor** and the Chief Constable need to ensure that they have sound financial policies in place and that they are strictly adhered to by means of appropriate controls. Part of this process is to adopt and implement Financial Regulations. These regulations ensure that their financial matters are conducted properly and in compliance with all necessary requirements.

The **Mayor's PCC** Financial Regulations are divided into a number of sections, each with detailed requirements relating to the section heading. References are made throughout the individual sections to levels of authority. These are also summarised in Appendix 1.

2. Scope

The **Mayor's PCC** Financial Regulations are designed to establish financial responsibilities, to confer duties, rights and powers upon the **Mayor, GMCA staff, the Chief Constable and his/her** officers and staff and to provide clarity about the financial accountabilities of groups and individuals. They apply to all employees and officers of the service and anyone acting on their behalf. Breaches of a serious nature may result in disciplinary proceedings against the individuals concerned.

The **Mayor**, Chief Constable and all officers and employees have a general responsibility for taking appropriate action to provide for the security of assets under their control and for ensuring that the use of these resources is legal, properly authorised and provides value for money.

3. Changes to the Financial Regulations

The Mayor's PCC Financial Regulations will be reviewed at least on an annual basis. Amendments not seeking to increase any authority levels and which have no reputational risk for the **Mayor** and/or Chief Constable can be authorised by the **Treasurer** to the **GMCA** and the Chief Finance Officer to the Chief Constable. Any amendments will be reported monthly to the **Mayor** and Chief Constable via the **Finance Governance Group**.

4. Roles & Responsibilities

4.1 The Mayor

The **Mayor** has a statutory duty and electoral mandate to ensure an efficient and effective police service and to hold the police to account on behalf of the public. He is responsible for approving the policy framework, the overall framework of accountability and control, and monitoring compliance. This includes:

- The Police and Crime Plan;
- Financial Strategy;
- Annual Revenue Budget;
- Capital Programme;
- Strategic Financial Outlook; and
- Risk Management Strategy.

4.2 Chief Constable

The Chief Constable is responsible for the day to day financial management of the Force and the preparation of Chief Constable's Financial Instructions to provide detailed guidance on the operation of specific financial processes controlled by the Force. In operating day to day financial management, the Chief Constable must ensure compliance with the approved policies and levels of authorisation set by the **Mayor**.

Under paragraph 4 of Schedule 2 and paragraph 1 of Schedule 4 to the Police Reform and Social Responsibility Act 2011, the Chief Constable is required to appoint a person to be responsible for the proper administration of the Chief Constable's financial affairs, referred to as the Chief Finance Officer to the Chief Constable.

4.3 Treasurer to the GMCA

The Treasurer to the GMCA has a fiduciary duty by virtue of his appointment as the person responsible for the administration of the GMCA's financial affairs pursuant to section 73 Local Government Act 1985.

The **Treasurer** to the **GMCA** is responsible for:

- Ensuring that the financial affairs of the **Mayor (insofar as they relate to the Mayor's PCC functions)** are properly administered and that financial regulations are observed and kept up to date;
- Ensuring regularity, propriety and value for money in the use of public funds;
- **Maintenance of the Police Fund including determining appropriate allocations of costs and income from other GMCA budgets and transfers of resources to/from such other budgets**

- **Prepare accounting statements relating to the Police Fund for consolidation into the GMCA Statement of Accounts**
- Reporting to the **Mayor (and to the Police and Crime Panel where it relates to the Mayor's PCC functions)** and to the External Auditor any unlawful or potentially unlawful expenditure by the **Mayor (in relation to PCC functions)** or staff **employed the GMCA and deployed wholly or partly in relation to the Mayor's police and crime commissioner functions** (Section 114, Local Government Finance Act 1988);
- Reporting to the **Mayor** and to the External Auditor, in consultation with the Monitoring Officer where practicable, when it appears that expenditure is likely to exceed the resources (including sums borrowed and reserves) available to meet that expenditure (Section 114, Local Government Finance Act 1988) **(insofar as such expenditure relates to the Mayor's PCC functions); and**
- Advising the **Mayor** on the application of value for money principles by the Force to support him/her in holding the Chief Constable to account for efficient and effective financial management.

The **Treasurer** to the **GMCA** has certain statutory duties which cannot be delegated, namely, reporting any potentially unlawful decisions by the **Mayor** on expenditure **(insofar as such expenditure relates to the Mayor's PCC functions)** and preparing each year, in accordance with proper practices in relation to accounts, a statement of the **Police Fund for reference in the GMCA Statement of Accounts and inclusion of the Chief Constable's accounts in to the GMCA Statement of Accounts.**

The **Treasurer** to the **GMCA** is his professional advisor on financial matters **relating to police and crime commissioner functions.** To enable them to fulfil these duties and to ensure that the **Mayor** is provided with adequate financial advice the **Treasurer** to the **GMCA:**

- Must be actively involved in, and able to bring influence to bear on all strategic business decisions of the **Mayor (insofar as they relate to PCC functions)**, to ensure that the financial aspects of immediate and longer term implications, opportunities and risks are fully considered and aligned with the **Mayor's** financial strategy;
- Must lead the promotion and delivery by the **Mayor** of good financial management **insofar as it relates to PCC functions**, so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively; and
- Must ensure that the finance function is resourced and fit for purpose.

4.4 Chief Finance Officer to the Chief Constable

The Chief Finance Officer to the Chief Constable has a fiduciary duty by virtue of their appointment as the person responsible for proper financial administration of the Force, under the Police Reform and Social Responsibility Act 2011. The Act includes requirements and formal powers to safeguard lawfulness and propriety in expenditure.

The Chief Finance Officer to the Chief Constable is responsible for:

- Ensuring that the financial affairs of the Force are properly administered and that financial regulations are observed;
- Reporting to the Chief Constable (where it relates to his/her officers and staff), the **Mayor** and the External Auditor any unlawful or potentially unlawful expenditure by the Chief Constable or officers and staff of the Chief Constable (Section 114, Local Government Finance Act 1988);
- Reporting to the Chief Constable, the **Mayor** and the External Auditor, in consultation with the Monitoring Officer where practicable, when it appears that expenditure of the Force is likely to exceed the resources (including sums borrowed and reserves) available to meet that expenditure (Section 114, Local Government Finance Act 1988); and
- Advising the Chief Constable on value for money in relation to all aspects of the Force's expenditure.

The Chief Finance Officer to the Chief Constable has certain statutory duties which cannot be delegated, namely, reporting any potentially unlawful decisions by the Force on expenditure and preparing each year, in accordance with proper practices, a statement of the Chief Constable's accounts.

The Chief Finance Officer to the Chief Constable is his/her professional advisor on financial matters. To enable them to fulfil these duties they:

- Must be a key member of the Chief Constable's Command Team, helping it to develop and implement strategy and to resource and deliver the **Mayor's PCC** objectives sustainably, and in the public interest;
- Must be actively involved in, and able to bring influence to bear on all strategic business decisions of the Chief Constable, to ensure immediate and longer term implications, opportunities and risks are fully considered;
- Must lead the promotion and delivery by the Chief Constable of good financial management, so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively; and
- Must ensure that the finance function is resourced and fit for purpose.

4.5 Monitoring Officer

The Monitoring Officer is responsible for ensuring the legality of the actions of the Mayor in respect of his PCC functions and his/her staff.

5. Terms and Definitions

Annual Revenue Budget The approved amount to spend of specified items. It provides a basis on which to monitor financial performance.

Budget Holders Employees of the **GMCA** deployed wholly or partly in relation to the **Mayor's PCC** functions and police

officers or employees of Chief Constable who have been allocated a budget to run the services for which they are responsible.

Capital Budget

A capital budget relates to the acquisition or enhancing of fixed assets, such as buildings, equipment and IT with a minimum cost of £20,000 and an expected useful life in excess of one year. All vehicles are capitalised regardless of value.

CIPFA

Chartered Institute of Public Finance and Accountancy.

Ex-gratia Payment

A payment made where no legal liability or obligation to pay exists.

Mayor's PCC Financial Regulations

A set of documented procedures to secure proper administration of the **Mayor's (insofar as they relate to PCC functions)** and Chief Constable's financial affairs through accountability, internal controls and risk management.

Forecast

A prediction, based on latest available information (and reasonable assumptions) of the estimated financial position at some point of time in the future (i.e. financial year end).

Group Accounts

A consolidated statement showing the **overall** financial position of the **GMCA, which will include Mayoral PCC functions** and **the** Chief Constable's single entity account.

Intellectual Property

Certain activities undertaken **by or on behalf of the Mayor** or the Force may give rise to items that could be subject to patents, copyright, design rights or trademarks, such as software development. These items are collectively known as Intellectual Property.

Project Sponsors

Project sponsors are responsible for initiating, monitoring and ensuring completion of a capital scheme.

Reward Payment

A payment for the supply of additional information in a criminal investigation.

Risk

The chance or possibility of loss, damage, injury or failure to achieve objectives caused by an unwanted or uncertain action or event.

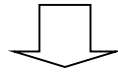
Scheme of Consent	A document that details the key roles of the Mayor and Chief Constable and sets out the activities which the Chief Constable is able to act in his/her own name through the consent of the Mayor .
Mayor's PCC Scheme of Delegation	An official document from the Mayor assigning authority and responsibility to his/her staff to carry out specific activities or functions or from the Chief Constable assigning authority and responsibility to his/her officers and staff to carry out specific activities or functions.
Sponsorship	The support of event, activity or organisation by providing money or benefit in kind or value to the sponsored event. This is usually in return for some form of "benefit" by association with the police.
Strategic Financial Outlook	A medium term (4 year) estimate of the annual revenue and capital income and expenditure requirements for the Force and Mayor (insofar as it relates to the Mayor's PCC functions) .
The Force / Greater Manchester Police Force	A collective term that refers to the Chief Constable, police officers, staff employed by the Chief Constable, Police Community Support Officers, special constabulary, cadets and volunteers.
Unofficial Funds	Funds approved by the Chief Constable to be held for exceptional purposes.

6. Procedure

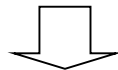
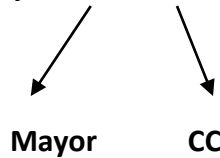
6.1 Financial Management Framework

These Regulations should not be seen in isolation, but as part of the overall regulatory and governance framework that includes the **Mayor's PCC Scheme of Consent**, **Mayor's PCC Contract Standing Orders**, **Mayor's PCC Scheme of Delegation**, and the **Chief Constable's Scheme of Delegation**.

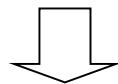
INTEGRATED SCHEME OF GOVERNANCE
(collective term for governance framework documents)



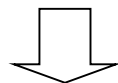
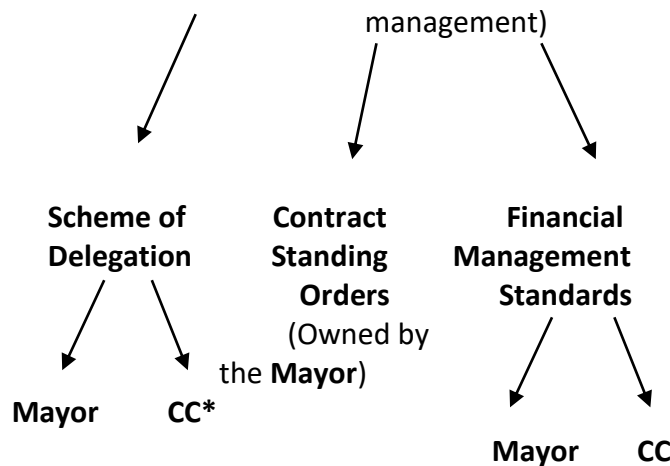
CODE OF GOVERNANCE
(How the **Mayor** and the Force will operate)



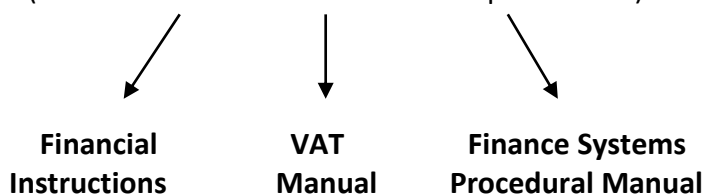
SCHEME OF CONSENT
(**Mayor** setting out the activities which the CC is able to act in his own name through the consent of the **Mayor**)

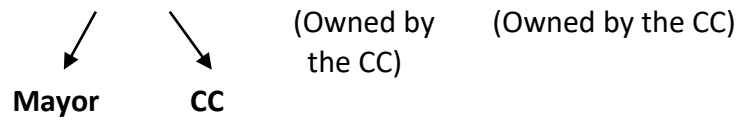


FINANCIAL REGULATIONS
(Required by statute. A set of documented procedures to secure proper administration of the **Mayor** and CC's financial affairs through accountability, internal controls and risk management)



FINANCIAL OPERATING MANUALS
(Detailed financial instructions and procedures)





*** This will include Financial, HR, Insurance and Legal delegations.**

6.1.1 Financial Management Standards

The **Mayor**, Chief Constable, all officers and employees have a duty to abide by the highest standards of probity in dealing with financial issues. This is facilitated by ensuring that everyone is clear about the standards to which they are working and the controls that are in place to ensure those standards are met.

The **Treasurer** to the **GMCA**, where it relates to **the Mayor's PCC functions**, and Chief Finance Officer to the Chief Constable, where it relates to the Force, are responsible for:

- Ensuring that all officers and employees are aware of, and comply with, proper financial management standards; and
- Ensuring that all officers and employees are properly managed, developed, trained and have adequate support to carry out their financial duties effectively.

6.1.2 Accounting Systems, Records and Returns

Maintaining proper accounting records is one of the ways in which the **Mayor** and Chief Constable discharge their responsibility for stewardship of public resources. **GMCA** and the Chief Constable are required to prepare annual accounts which are subject to detailed review by the External Auditor. The audit provides assurance that proper arrangements have been made for securing economy, efficiency and effectiveness in the use of resources.

The **Treasurer** to the **GMCA** in consultation with the Chief Finance Officer to the Chief Constable is responsible for:

- Determining the accounting policies for **GMCA** and the Force, in accordance with recognised accounting practices;
- Approving the main accounting systems and procedures employed by **GMCA** and the Chief Constable; and
- Making proper arrangements for the audit of the set of accounts in accordance with the Accounts and Audit Regulations 2011.

The Chief Finance Officer to the Chief Constable is responsible for:

- Agreeing any fundamental changes to accounting policies or procedures with the **Treasurer** to the **GMCA, in relation to the Chief Constable's accounts**; and
- Updating the Chief Constable's Financial Instructions, detailing the Force's accounting procedures.

The **Treasurer** to the **GMCA** and Chief Finance Officer to the Chief Constable, where it relates to the Force, are responsible for:

- Ensuring that all transactions, material commitments, contracts, and other essential accounting information are recorded completely, accurately and on a timely basis;

- Maintaining adequate records to provide a management trail leading from the source of income and expenditure through to the accounting statements; and
- Ensuring that key control accounts are reconciled on a timely and accurate basis.

6.1.3 Annual Statement of Accounts

The Chief Constable has a statutory duty to prepare annual accounts to present fairly the operations during the year. These accounts must be prepared in accordance with proper practices as set out in the Code of Practice in Local Authority Accounting in the United Kingdom. **These will then be consolidated in to the GMCA Statement of Accounts.**

The accounts are subject to an independent review by the External Auditor, to provide assurance that proper accounting policies have been followed and arrangements have been made for securing economy, efficiency and effectiveness.

The **Treasurer** to the **GMCA** is responsible for:

- Drawing up the timetable for the final accounts preparation, in consultation with the Chief Finance Officer to the Chief Constable and External Auditors; and
- Preparing, signing and dating the **GMCA** statement of accounts, stating that they present fairly the financial position at the accounting date and their income and expenditure for the financial year just ended.

The **Treasurer** to the **GMCA**, and Chief Finance Officer to the Chief Constable, where it relates to the Force, are responsible for:

- Selecting suitable accounting policies and applying them consistently;
- Making judgements and estimates that are reasonable and prudent for all foreseeable events;
- Complying with the Code of Practice on Local Authority Accounting; and
- Publishing the approved and audited single entity and group accounts in accordance with the statutory timetable.

The Chief Finance Officer to the Chief Constable is responsible for:

- Complying with the accounting guidance provided by the **Treasurer** to the **GMCA** and supplying him/her with appropriate information upon request within a reasonable timescale; and
- Preparing, signing and dating the Chief Constable's statement of accounts, stating that it presents fairly the financial position of the Force at the accounting date and its income and expenditure for the financial year just ended.

The Chief Constable is responsible for:

- Approving his/her single entity accounts in accordance with the statutory timetable.

6.2 Financial Planning and Control

The **Mayor** and the Force **are together** responsible for commissioning crime reduction services and delivering a range of policing activities. **They** require systems to enable resources to be allocated according to priorities. Financial planning is essential for **them** to function effectively.

The financial planning process should be directed by the policy framework, the business planning process and the need to meet key objectives.

The planning process should be continuous and cover at least 4 years. The process should include a detailed budget, which is an annual plan that covers the forthcoming financial year. This will allow the **Mayor** and the Force to plan, monitor and manage the way funds are allocated and spent.

It is recognised that financial planning in the police service will be constrained by the quality and timing of information made available from central government on resource allocation.

6.2.1 Strategic Financial Outlook

The **Mayor** and the Chief Constable share a responsibility to provide effective financial and budget planning for the short, medium and longer term. This is achieved by preparing a medium term (4 year) estimate of the annual income and expenditure requirements for the **Mayor** and the Force, called the Strategic Financial Outlook. The Strategic Financial Outlook should take in to account the inter-dependencies of revenue budgets and capital investment, having regard to affordability and CIPFA's Prudential Code for Capital Finance in Local Authorities. It should also be aligned with the Police and Crime Plan.

The **Mayor (insofar as it relates to his PCC functions)** is responsible for:

- Approving, in consultation with the Chief Constable, the Strategic Financial Outlook which includes funding and spending plans for both revenue and capital.

The **Treasurer to the GMCA (insofar as it relates to the Mayor's PCC functions)** in consultation with the Chief Finance Officer to the Chief Constable is responsible for:

- Determining the format of the Strategic Financial Outlook to be presented to the **Mayor**. This must comply with all legal requirements and with the latest guidance issued by CIPFA;
- Preparing the Strategic Financial Outlook of proposed income and expenditure for submission to the **Mayor**, having regard to:
 - The Police and Crime Plan
 - Policy requirements approved by the **Mayor** as part of the policy framework
 - Unavoidable future commitments, including legislative requirements
 - Initiatives already underway
 - Proposed service developments and plans
 - Revenue implications of the proposed capital programme

- Preparing a medium term forecast of potential resources, including options for the allocation of funds to/from reserves and use of provisions, and an assumption about future levels of government funding; and
- Prioritising spending plans to enable the **Mayor** to make informed judgements about future funding levels and planning the use of resources.

6.2.2 Annual Revenue Budget

The revenue budget provides an estimate of the annual income and expenditure requirements for **Mayor** and the Force and sets out the financial implications of their strategic policies. It provides the authority to incur expenditure and a basis on which to monitor financial performance.

The **Mayor**, in consultation with the Chief Constable, will plan the overall annual budget including separate budgets for the Force and the **Mayor**. This will take into consideration funding from government and other sources, and balance the expenditure needs of the policing service against the level of local taxation. This should meet the statutory requirements to achieve a balanced budget under the Local Government Act 2003 and be completed in accordance with the statutory timeframe.

The impact of the annual budget on priorities and funding of future years as set out in the Police and Crime Plan and Strategic Financial Outlook should be clearly identified.

The **Mayor (insofar as it relates to his PCC functions)** is responsible for:

- Obtaining the views of the local community on the proposed expenditure, including capital expenditure, in the financial year prior to the year to which the proposed expenditure relates;
- Producing a draft Police and Crime Plan, in consultation with the Chief Constable, which sets out the proposed use of resources for the financial period for consideration by the Police and Crime Panel;
- Presenting the proposed budget and council tax recommendations to the Police and Crime Panel for consideration; and
- Approving the proposed budget and council tax recommendations, having regard to the report by the Police and Crime Panel on the proposed **police component of the precept**.

The **Treasurer** to the **GMCA** is responsible for:

- Determining the timetable for and format of the revenue and capital budgets to be presented to the **Mayor**, in consultation with the Chief Finance Officer to the Chief Constable. The format is to comply with all legal requirements and the latest CIPFA guidance;
- Advising the **Mayor** on the appropriate level of general balances, earmarked reserves and provisions to be held;

- Submitting the budget estimates, council tax implications, precept requirements and allocations required to/from, reserves or provisions to the **Mayor** for approval; and
- Submitting the council tax requirement return to central government and **the GMCA** precept request to appropriate bodies, in accordance with the legal requirement.

The **Treasurer** to the **GMCA**, where it relates to the **Mayor's PCC functions**, and Chief Finance Officer to the Chief Constable, where it relates to the Force, are responsible for:

- Preparing detailed budget estimates for the forthcoming financial year in accordance with the agreed timetable.

6.2.3 Budgetary Control

Budget management ensures that once the **Mayor** has approved the budget, the resources allocated are used for their intended purpose and are properly accounted for. Budgetary control is a continuous process, enabling the **Mayor** and the Chief Constable to review and adjust budget targets during the financial year. It also provides the mechanism that calls to account managers responsible for defined areas of the budget.

The key controls for managing and controlling the revenue budget are:

- All budgets must be identified to a person who is accountable for controlling and/or monitoring that budget;
- Budget managers will accept responsibility for the budgets under their direct control, the level of service to be delivered and understand their financial responsibility; and
- Budget responsibility is aligned as closely as possible to the decision making process that commits the expenditure.

The **Mayor** is responsible for:

- Identifying the staff that will be responsible for managing and controlling the budgets for the **Mayor (insofar as the budgets relate to the Mayor's PCC functions)**.

The Chief Constable is responsible for:

- Identifying the officers and staff who will be responsible for managing and controlling Force budgets.

6.2.4 Revenue Budget Monitoring

By continuously identifying and explaining variances against budgetary targets, the **Mayor** and the Force can identify changes in trends and resource requirements at the earliest opportunity. The **Mayor** and the Chief Constable operate within an annual cash limit,

approved when setting the overall budget. To ensure that they do not overspend, each budget holder is required to manage expenditure within their budget allocation.

The **Treasurer** to the **GMCA**, where it relates to the **Mayor's PCC functions**, and Chief Finance Officer to the Chief Constable, where it relates to the Force, are responsible for:

- Ensuring that all budgets are allocated to budget holders who will take responsibility for the budgets under their control;
- Providing appropriate financial information to enable budgets to be monitored effectively;
- Providing sufficient advice, support and training to enable budget holders to undertake budgetary control responsibilities;
- Ensuring that total spending for operational policing remains within the overall allocation of resources and take corrective action where significant variances from the approved budget are forecast; and
- Submitting a budget monitoring and forecasting report to the **Mayor** on a regular basis throughout the year, containing the most recently available financial information.

The **Treasurer** to the **GMCA** is responsible for:

- The budgets for the **Mayor, insofar as they relate to Mayor's PCC functions**; and
- Scrutiny of the Chief Constable's budget monitoring statements.

Budget Holders are required to:

- Manage income and expenditure within their service area;
- Monitor performance on a monthly basis and report to their **Treasurer/** Chief Finance Officer **as the case may be** on variances within their own service area; and
- Take any action necessary to avoid an adverse variation to their budget allocation and alert their **Treasurer/**Chief Finance Officer **as the case may be** to any problems.

6.2.5 Capital Programme

Capital expenditure involves acquiring or enhancing fixed assets with a long term value to the **Mayor** or Chief Constable. This can comprise land, buildings, plant, equipment and vehicles. Capital assets shape the way in which services are delivered in the long term and may create prevailing financial commitments in the form of financing costs and revenue running costs.

Capital investment will only be considered if it is affordable, prudent and sustainable. CIPFA's Prudential Code sets out the framework under which the Force and the **Mayor** will consider their spending plans. The capital programme should be linked to an approved appropriate strategy.

Approval of the capital programme for the following year does not authorise expenditure to be incurred until individual projects have been formally approved, in line with the total

annual limit agreed by the **Mayor**. Project sponsors can incur expenditure after an individual project has been approved, providing that expenditure on the scheme does not exceed the amount contained in the specific project approval.

The Chief Constable is responsible for:

- Ensuring that the Force does not enter into finance leases or other credit arrangements without the approval of the **Mayor** and the **Treasurer to GMCA**; and
- Preparing a capital Strategic Financial Outlook for the Force covering the current and subsequent four years.

The **Mayor (insofar as it relates to his PCC functions)** is responsible for:

- Approving the annual capital budget and how it is to be financed. **Where borrowing is required this will need to be approved by GMCA.**

The **Treasurer to the GMCA (insofar as it relates to the Mayor's PCC functions)** is responsible for:

- Making recommendations to the **Mayor** on the most appropriate level of revenue support and appropriate levels of borrowing, under the Prudential Code, to support the capital programme; and
- Managing capital schemes originated by the **Mayor**.
- **Seeking approval from GMCA for borrowing requirements**

The Chief Finance Officer to the Chief Constable is responsible for:

- Preparing a rolling programme of proposed capital expenditure by the Force for consideration by the **Mayor**. Each scheme must estimate the total capital cost of a project;
- Ensuring that each capital project has a named sponsoring individual responsible for initiating, monitoring and ensuring completion of the scheme;
- Identifying, in consultation with the **Treasurer to the GMCA**, available sources of funding for the capital programme, including the identification of potential capital receipts;
- Prioritising spending plans to enable the **Mayor** to make informed judgements as to which schemes should be included in the capital programme;
- Monitoring expenditure throughout the year against the approved annual capital programmes managed by the Force;
- Ensuring that increases to Force capital schemes are approved in accordance with the limits for project approvals in Appendix 1;
- Submitting capital monitoring reports to the **Mayor** on a regular basis throughout the year. These monitoring reports will show the spending to date and compare projected income and expenditure with the approved programme. The reports should be in a format agreed with the **Treasurer to the GMCA**;
- Preparing a business case for all new capital schemes;

- Ensuring the items are not transferred between revenue and capital budgets without the prior approval of the **Mayor**; and
- Ensuring that aborted capital expenditure is written-off in accordance with the authorisation levels in Appendix 1.

The Project Sponsor is responsible for:

- Ensuring that all capital projects undergo an assessment that demonstrates value for money and the costs and benefits of the scheme, including all additional revenue and capital costs.

6.2.6 Maintenance of Balances and Reserves

Reserves are maintained as a matter of prudence. They enable the **Mayor (insofar as it relates to his PCC functions)** and Chief Constable to provide for cash flow fluctuations and unexpected costly events, protecting them from overspending the annual budget, should such events occur. Reserves for specific purposes may also be maintained where it is likely that spending requirements will occur in the future.

The **Mayor (insofar as it relates to his PCC functions)** is responsible for:

- Approving the policy on reserves and balances, including lower and upper parameters for the level of the general balances.
- Approving the creation of new earmarked reserves. The purpose, usage and basis of transactions should be clearly defined for each reserve created; and
- Approving the allocations of money to/from balances and reserves, as part of the annual budget setting process.

The **Treasurer** to the **GMCA** is responsible for:

- Advising the **Mayor** on the reasonable level of balances and reserves, taking account of the views of the External Auditors; and
- Reporting to the **Mayor** on the adequacy of reserves and balances, before the annual budget and council tax are approved.

The Chief Constable is responsible for:

- Ensuring the approved annual budget is sufficient to finance foreseeable operational requirements; and
- Presenting a business case to the **Mayor** for one-off items to be funded from reserves.

6.3 Management of Risk and Resources

It is essential that there are robust, integrated systems for identifying and evaluating all potential significant corporate risks to the **Mayor** and the Force. This should include the proactive participation of all those associated with planning and delivering services.

All organisations, whether private or public sector face risks to people, property and continued operations. Risk is the chance or possibility of loss, damage, injury or failure to achieve objectives caused by an unwanted or uncertain action or event. Risk cannot be eliminated altogether; however risk management is the planned and systematic approach

to identification, evaluation and control of risk. Its objectives are to secure **police related** assets of the **GMCA** and to ensure the Force's continued corporate and financial wellbeing. It is an integral part of good business practice.

Procedures should be in place to identify, assess, prevent or contain material known risks, with a monitoring process to regularly review the effectiveness of risk reduction strategies and the operation of these controls. The risk management process should be formalised and conducted on a continuing basis.

The **Mayor, in respect of his PCC functions** and the Chief Constable, for the Force, are responsible for:

- Approving the risk management policy statement and strategy; and
- Reviewing the effectiveness of risk management.

Chief Officers (**insofar as it relates to the Mayor's PCC functions**) are responsible for:

- Preparing the risk management policy statement for the Force and/or **Mayor**;
- Promoting a culture of risk management awareness, throughout the Force and/or **those members of staff of the GMCA who are deployed wholly or partly in relation to the Mayor's PCC functions** ;
- Maintaining and/or implementing new procedures to assess, prevent or contain material known risks;
- Reviewing the effectiveness of risk reduction strategies and the operation of controls; and
- Ensuring that appropriate business continuity plans are developed, implemented and tested on a regular basis.

The **Treasurer** to the **GMCA**, in consultation with the Head of Paid Service where it relates to the **Mayor's PCC functions**, and the Chief Finance Officer to the Chief Constable, where it relates to the Force, are responsible for:

- Advising the **Mayor**, and Chief Constable, for the Force, on the safeguarding of **police related** assets, including risk management and insurance;
- Determining acceptable levels of risk and what should be insured against; and
- Ensuring that a comprehensive risk register is completed and kept up to date, and that corrective action is taken at the earliest opportunity to mitigate the identified risk.

The Chief Finance Officer to the Chief Constable is responsible for:

- Ensuring that claims made by the Force against insurance policies are completed promptly;
- Notifying the **Treasurer** to the **GMCA where** new risks require insurance and about any alterations affecting existing insurance; and
- Making all appropriate officers and employees aware of their responsibilities for managing relevant risks and provide information on risk management initiatives.

6.3.1 Internal Controls

Internal control refers to the systems of control devised by management to help ensure that the **Mayor's** and the Force's objectives are achieved in a manner that promotes economical, efficient and effective use of resources and that the assets and interests of the whole organisation are safeguarded.

The combined entity, comprising the **GMCA** and the Force, is complex and requires internal controls to manage and monitor progress towards strategic objectives. These controls are necessary to identify, meet and monitor compliance with statutory obligations.

The whole organisation faces a wide range of financial, administrative and commercial risks, from internal and external factors, which threaten the achievement of its objectives. A system of internal control is necessary to manage these risks and provide measurable achievement of:

- Efficient and effective operations;
- Reliable financial information and reporting;
- Compliance with laws and regulations; and
- Risk management.

The key objective of an internal control system is to promote ownership by defining roles and responsibilities.

The **Mayor (in relation to his PCC functions)** and the Chief Constable, for the Force, are responsible for:

- Implementing effective systems of internal control. They must comply with all applicable statutes and regulations, and other relevant statements from best practice and ensure that public resources are properly safeguarded and used economically, efficiently and effectively;
- Ensuring that effective internal controls are operating in managerial control systems, including policies, setting objectives and plans, monitoring financial and other performance information, taking appropriate anticipatory and remedial action where necessary; and
- Ensuring that effective internal controls are operating for financial and operational systems and procedures, including physical safeguards for assets, segregation of duties, authorisation and approval procedures and robust information systems.

6.3.2 Internal Audit Requirements

Internal audit is an assurance function that must provide assurance regarding the adequacy and effectiveness of controls in responding to risks within the organisation's governance, operations and information systems on the:

- Achievement of the organisation's objectives;
- Reliability and integrity of financial and operational information;
- Effectiveness and efficiency of operations and programmes;
- Safeguarding of assets; and
- Compliance with laws, regulations, policies, procedures and contracts.

The **Mayor** and the Chief Constable are also able to request that Internal Audit carry out value for money studies or other specific projects, but they must maintain the

independence and objectivity of the internal audit team and consider any impact that undertaking this work may have on the internal audit plan for assurance work.

The requirement for an internal audit function is set out in the Accounts and Audit Regulations 2011 (as amended), which states that a relevant body must maintain an adequate and effective internal audit of its accounting records and of its system of internal control, in accordance with the proper practices in relation to internal control.

In fulfilling this requirement the **Mayor** and the Chief Constable must have regard to the Code of Practice for Internal Audit in Local Government in the United Kingdom, issued by CIPFA and the Public Sector Internal Audit Standards. In addition, the Statement on the Role of the Head of Internal Audit in Public Service Organisations issued by CIPFA, sets out best practice and should be used to assess arrangements to drive up the audit quality and governance arrangements.

The Financial Management Code of Practice recommends that the **Mayor (insofar as in relation to the Mayor's PCC functions)** and Chief Constable have a shared Internal Audit Service. **This takes the form of a GMCA shared Internal Audit Service.** In addition to fulfilling the relevant Accounts and Audit Regulations requirements Internal Audit should:

- Satisfy the **Mayor** and the Chief Constable that effective control systems are in place; and
- Satisfy the External Auditor that financial systems and internal controls are effective and the Police Fund is managed so as to secure value for money.

The Internal Audit Charter is a formal document that defines Internal Audit's purpose, authority and responsibility. The Charter establishes Internal Audit's position within the organisation. It authorises access to records, personnel and physical properties relevant to the performance of engagements and defines the scope of Internal Audit activities.

Final approval of the Internal Audit Charter resides with **GMCA** and **the** Chief Constable. The Internal Audit function is monitored by the **GMCA Audit Committee**

The Audit **Panel** is responsible for:

- Providing assurance to the **Mayor** and Chief Constable on the internal control environment and that the potential for risk is minimised;
- Advising the **Mayor** and Chief Constable on the Internal Audit Strategy, in relation to **the Force and, where deemed appropriate by the Treasurer to the GMCA, the Mayor's PCC functions** ;
- Monitoring (but not directing) the Internal Audit Plan, **relating to the Force and, where deemed appropriate by the Treasurer to the GMCA, the Mayor's PCC functions**, and advising on items for inclusion in the plan;
- Receiving progress reports on the Internal Audit work plan and advising the **Mayor** and Chief Constable when appropriate action is not taken in response to audit findings, particularly in areas of high risk; and

- Considering the Head of Internal Audit's Annual Report and annual opinion on the internal control environment for the Force.

The **Mayor (insofar as it relates to his PCC functions)** and the Chief Constable are responsible for:

- Ensuring the provision of an adequate and effective internal audit function;
- Approving the Internal Audit Plan;
- Ensuring that Internal Audit has direct access to all senior officers and employees where necessary; and
- Ensuring that internal auditors have authority to:
 - Access Force premises at reasonable times;
 - Access all assets, records, documents, correspondence, control systems and appropriate personnel, subject to appropriate security clearance;
 - Receive any information and explanation considered necessary concerning any matter under consideration;
 - Require any police officer or employee to account for cash, stores or any other asset under their control; and
 - Access records belonging to third parties, such as contractors, when required.

The Internal Audit function is responsible for:

- Preparing, in consultation with the **Treasurer** to the **GMCA** and the Chief Finance Officer to the Chief Constable, an Internal Audit Plan **relating to the Force** for consideration by the **Mayor** and Chief Constable;
- Delivering an annual Internal Audit Report that can be used to inform the governance statements. The annual internal audit opinion must conclude on the overall adequacy and effectiveness of the organisation's framework of governance, risk management and control. It must incorporate an opinion, a summary of the work that supports that opinion and conform with the CIPFA Code of Practice for Internal Audit and the Public Sector Internal Audit Standards; and
- Ensuring that Internal Audit co-ordinates its activities with the External Auditors and other review bodies within the Force.

Chief Officers for both the **Mayor (insofar as it relates to the Mayor's PCC functions)** and the Force are responsible for:

- Providing such information as requested to assist with the internal audit planning process;
- Considering and responding promptly to control weaknesses, issues and recommendations in audit reports; and
- Ensuring that all critical or significant agreed actions arising from the audit are carried out in accordance with the agreed action plan.

6.3.3 External Audit Requirements

The external auditors have rights of access to all documents and information necessary for audit purposes.

The basic duties of the external auditors are governed by Section 5 of the Local Government Finance Act 1998 and the Local Government Act 1999. The Code of Audit Practice prescribes the way in which auditors appointed by the Audit Commission carry out their functions under the Local Audit and Accountability Act 2014.

In auditing the annual accounts **for the Chief Constable** the external auditors must satisfy themselves that:

- The accounts are prepared in accordance with the relevant regulations;
- They comply with the requirements of all other statutory provisions applicable to the accounts;
- Proper practices have been observed in the compilation of the accounts;
- The accounts 'presents fairly' the financial position of the the Chief Constable; and
- The whole organisation has made proper arrangements for securing economy, efficiency and effectiveness.

The **Mayor (insofar as in relation to his PCC functions)** and Chief Constable are responsible for:

- Approving the external audit work plan and fee;
- Receiving and approving the annual audit letter; and
- Publication of the annual audit letter.

The Audit **Panel** are responsible for:

- Monitoring the external audit work plan and fee;
- Monitoring the liaison between internal and external audit, ensuring that this is effective and advising the **Mayor** where this may be improved;
- Reviewing the annual audit letter; and
- Advising the **Mayor** on the content of the annual audit letter and progress made in implementing recommendations.

The **Treasurer** to the **GMCA**, where it relates to the **Mayor's PCC functions**, and Chief Finance Officer to the Chief Constable, where it relates to the Force, are responsible for:

- Liaising with the external auditors and advising the **Mayor** and Chief Constable on their responsibilities in relation to external audit;
- Ensuring there is effective liaison between external and internal audit;
- Ensuring that, for the purposes of their work, the external auditors are given the access to which they are statutory entitled to in relation to premises, assets,

records, documents, correspondence, control systems and personnel, subject to appropriate security clearance;

- Responding to draft action plans and ensuring that agreed recommendations are implemented in a timely manner; and
- Providing the Home Office with a copy of the annual audit letter.

The Head of Internal Audit is responsible for:

- Ensuring the external auditors receive copies of all Internal Audit reports as they are issued.

6.3.4 Preventing Fraud and Corruption

The **Mayor** and Chief Constable will not tolerate fraud or corruption in the administration of their responsibilities, whether inside or outside of the organisation. Their expectations of propriety and accountability is that all police officers and staff at all levels will act with integrity and lead by example in ensuring adherence to legal requirements, rules, procedures and practices. They also expect that individuals and organisations (i.e. suppliers, contractors and service providers) with whom they come into contact will act with honesty and integrity. These expectations are embedded within the procurement process and Contract Standing Orders.

The **Mayor** and the Chief Constable each have policies and procedures in place to assist staff and officers to make protected disclosures (known more commonly as “whistleblowing”). The **Mayor** and the Chief Constable also have procedures in place for dealing with complaints made by the general public and others, such as contractors. Those procedures will ensure that any concerns and complaints raised are proportionately investigated and that action is taken to address any improper conduct.

Any police officer or employee of the Chief Constable **and any member of staff of the GMCA** who suspects fraud, misappropriation of property or resources, corruption or other financial irregularity in respect of the **exercise of PCC functions by the Mayor or officers**, or the Force must ensure that this is reported to their Chief Finance Officer.

The the Chief Constable, for the Force, is responsible for:

- Maintaining the policy relating to whistleblowing and ensuring that all police officers and employees of the the Chief Constable are aware of it;
- Promoting a culture that will not tolerate fraud or corruption; and
- Ensuring that adequate and effective control systems are in place.

The **Treasurer** to the **GMCA** is responsible for:

- Notifying the **Head of Paid Service** of any suspected fraud, theft, irregularity, improper use or misappropriation of the **GMCA’s** property or resources.

The Chief Finance Officer to the Chief Constable is responsible for:

- Notifying the Chief Constable and **Treasurer** to the **GMCA** of any suspected fraud, theft, irregularity, improper use or misappropriation of property or resources of the Chief Constable or the **GMCA**.

6.3.5 Security of Assets

The **GMCA** and the Force **manage** assets in the form of land, property, vehicles, equipment, furniture and other items. Taken together these are worth many millions of pounds. It is important that these assets are safeguarded and used efficiently in service delivery. There should be proper arrangements for the security of assets and information required for service operations, and for the disposal, enhancement and replacement of assets. An up-to-date asset register is a prerequisite for proper fixed asset accounting and sound asset management.

The **GMCA** owns and funds all assets regardless of whether they are used by the **Mayor (insofar as they relate to his PCC functions)**, the Force or both.. The Chief Constable has day-to-day management of all assets used by the Force but is only able to acquire property (other than land or buildings) with the consent of the **Mayor**. The Chief Constable is not permitted by law to acquire or dispose of land.

Resources are only to be used for the purposes of the **Mayor's PCC functions** or the Force, and should be available for use when required and properly accounted for.

The **Mayor, (insofar as it relates to his PCC functions)** and the Chief Constable, for the Force, are responsible for:

- Ensuring that assets and records of assets are properly maintained and securely held;
- Ensuring that contingency plans for the security of assets and the continuity of service in the event of disaster or system failure are in place;
- Ensuring that valuable and portable items (i.e. laptops) should be identified with security markings as belonging to the **GMCA (insofar as being used for PCC Functions)** or the Force;
- Ensuring that an asset register is maintained for all fixed assets in excess of the limits in Appendix 1, to provide information about fixed assets so they are safeguarded and valued in accordance with statutory and management requirements;
- Ensuring that the asset register is updated when changes occur in respect to condition or ownership; and
- Ensuring that all police officers and staff are aware of their responsibilities with regard to safeguarding assets and information, including the requirements of the Data Protection Act and software copyright legislation.

The **Head of Paid Service** is responsible for:

- Arranging the safe custody of all title deeds.

6.3.6 Inventories

The **Mayor (insofar as it relates to his PCC functions)** and the Chief Constable, for the Force, are responsible for:

- Ensuring that inventories are maintained, in a format approved by their Chief Finance Officer **and the Treasurer to the GMCA**, that record an adequate description of portable and desirable items (i.e. laptops) in accordance with the requirements in Appendix 1; and
- Ensuring that the existence and condition of a random sample of items are verified on an annual basis.

6.3.7 Stocks and Stores

Stocks must be maintained at reasonable levels so as to balance the need for availability and the risk of obsolescence. Where significant, values of stocks and stores at 31st March each year should be certified and included in the annual accounts.

The Chief Finance Officer to the Chief Constable is responsible for:

- Making arrangements for the control of Force stocks and stores and maintaining detailed stores accounts in a form approved by the **Treasurer to the GMCA**;
- Ensuring that a complete stock check is completed and certified by an authorised member of staff at least once a year, either by means of continuous or annual stock take;
- Ensure that a complete stock check is completed whenever stock keeping duties change;
- Writing off discrepancies between the actual level of stock and the book value of stock, in accordance with the approval levels in Appendix 1; and
- Writing off obsolete stock or equipment and materials surplus to requirements in accordance with the approval levels in Appendix 1.

6.3.8 Intellectual Property

Certain activities undertaken **by or on behalf of the Mayor in respect of his PCC functions** or the Force may give rise to items that could be subject to patents, copyright, design rights or trademarks (i.e. software development). These items are known collectively as intellectual property. If any intellectual property is created by an employee during the course of employment, then as a general rule, this will belong to the employer not the employee.

The **Mayor (insofar as it relates to his PCC functions)** and the Chief Constable, for the Force, are responsible for:

- Approving the intellectual property policy for the **GMCA** and the Force; and

- Ensuring that police officers and employees are aware of the content of the intellectual property policy.

6.3.9 Disposal of Capital Assets

It would be uneconomical and inefficient for the cost of assets to outweigh their benefits. Obsolete, non-repairable or unnecessary resources should be disposed of in accordance with the law and the Mayor's Schemes of Delegation relating to PCC Functions. All requests to write-off capital assets must be approved in accordance with the approval levels and requirements in Appendix 1.

Where an existing capital asset, on the asset register, is being traded in to reduce the cost of a replacement, this will need the approval of the **Treasurer to the GMCA**. All asset disposals must be recorded in the asset register or inventory as appropriate.

The **Mayor (insofar as it relates to his PCC functions)** is responsible for:

- Approving the disposal of land and buildings; and
- Determining the appropriate method of disposal for surplus land and buildings.

The **Treasurer to the GMCA** is responsible for:

- Approving the trade in of capital assets on the asset register to reduce the cost of the replacement.

The Chief Finance Officer to the Chief Constable is responsible for:

- Disposing of surplus assets (except land and buildings) in accordance with the approval levels in Appendix 1; and
- Disposing of surplus vehicles in accordance with the approval levels in Appendix 1.

6.3.10 Police Property Act Fund

The Police (Property) Act 1997 is a fund whereby allocations are received from the sale of recovered stolen goods or property that has been found. If the owners of the recovered items are not traceable then they are sold at auction. The monies from the sale of goods are then redistributed by way of grants or donations to local charitable bodies that support and complement local policing and crime reduction priorities.

The Chief Finance Officer to the Chief Constable is responsible for:

- Approving the sale of recovered stolen goods or property that has been found, in accordance with the authorisation levels in Appendix 1; and
- Determining those items of crime property which may be retained for police purposes.

The **Mayor (insofar as it relates to his PCC functions)** is responsible for:

- Approving donations to charitable bodies within the Greater Manchester area in accordance with the requirements of the Police (Property) Act 1997.

6.3.11 Treasury Management

The Treasury Management function will be provided by the GMCA. Processes will be in place to ensure that the correct allocation of income and expenditure associated with the Treasury Management Function to the Police Fund. Prudential Indicators relating to the Police Fund will be incorporated in to the GMCA Treasury Management Strategy.

6.3.12 Banking Arrangements

All banking arrangements will be managed by GMCA for which the Treasurer to the GMCA is responsible.

The Chief Finance Officer to the Chief Constable is responsible for:

- Making banking arrangements for any covert accounts required for operational policing purposes and ensuring that they are maintained in accordance with clear procedures; and
- Ordering, controlling and issuing the cheques required from Force bank accounts to support operational policing.

6.3.13 Imprest Accounts / Petty Cash

Imprest accounts are petty cash floats and/or bank accounts that are used to enable small incidental payments to be made quickly. A record of payments from the account should be maintained to control the account and ensure that expenditure can be substantiated, accurately reflected in the accounts and correctly reimbursed to the account holder. Under no circumstances must any imprest account go overdrawn.

The **Treasurer to the GMCA**, where it relates to the **Mayor's PCC functions**, and Chief Finance Officer to the Chief Constable, where it relates to the Force, are responsible for:

- Authorising the use of imprest accounts for the purpose of paying petty cash and other expenses.

The Chief Finance Officer to the Chief Constable is responsible for:

- Setting the limits on the use of Force imprest accounts;
- Preparing detailed financial instructions for dealing with petty cash;
- Ensuring that records of all transactions and petty cash advances are maintained;
- Ensuring that the accounts are regularly reimbursed and do not go overdrawn; and
- Reviewing the arrangements for the safe custody and control of these accounts.

6.3.14 Custody of Unofficial Funds

Unofficial funds are funds approved by **the** Chief Constable to be held for exceptional purposes.

No unofficial fund should be opened without specific approval of the **Mayor** where it relates to **his PCC functions**, and the Chief Constable, where it relates to the Force. Any charity donations received must go through the Force Sports and Social Club.

The **Mayor (where it relates to his PCC functions)** and the Chief Constable, for the Force, are responsible for:

- Approving new unofficial funds; and
- Agreeing the audit requirements for new unofficial funds.

All police officers and staff are responsible for:

- Ensuring that no unofficial funds are set up in the name of the **Mayor** without obtaining **his** permission; and
- Ensuring that no unofficial funds are set up in the name of the Chief Constable and/or the Force without obtaining his/her permission.

6.3.15 Seized Cash and Private Property

The Chief Constable is required to exercise a duty of care and safeguard evidential and non-evidential property pending decisions on its ownership, or private property of an individual (i.e. a suspect in custody).

The Chief Constable is responsible for:

- Determining the procedures for the safekeeping of the private property of a person, other than a member of staff, under his/her guardianship or supervision, and ensuring that they are made available to all appropriate employees;
- Determining the procedures for the safekeeping of found or seized property and ensuring that they are made available to all appropriate employees; and
- Issuing separate financial instructions for dealing with cash, including cash seized under the Proceeds of Crime Act.

All police officers and staff are responsible for:

- Notifying the Chief Constable in the case of loss or diminution in value of such private property.

6.3.16 Gifts, Loans and Sponsorship

In accordance with the Police Act 1996, the **Mayor** may decide to accept donations of money and gifts, or loans of other property or services, if they will enable the police either to enhance or extend the service which they would normally be expected to provide.

As a general rule, the **Mayor** does not allow sponsorship relating to operational policing, however he/she may approve sponsorship in a limited number of circumstances (i.e. sponsorship for community or award events). Where sponsorship is accepted it must be made clear that the **Mayor** or the Force do not endorse the sponsoring organisation or its products.

The **Mayor (insofar as it relates to his PCC functions)** is responsible for:

- Approving the policy on gifts, loans and sponsorship;
- Reviewing the protocol for acceptance of sponsorship on an annual basis; and
- Reviewing the monthly report on all gifts, loans and sponsorship.

The Chief Finance Officer to the Chief Constable is responsible for:

- Ensuring that Force sponsorship is approved in accordance with the requirements and approval limits in Appendix 1;
- Presenting a monthly report on all gifts, loans and sponsorship to the **Mayor**;
- Maintaining a central register of all sponsorship initiatives and agreements; and
- Banking cash from sponsorship activity in accordance with normal income procedures.

6.4 Systems and Procedures

There are many systems and procedures relating to the control of Force and the assets **held by the GMCA in respect of the Mayor's PCC functions**, including purchasing, costing and management systems. This information must be accurate and the systems and procedures sound and well administered. They should contain controls to ensure that transactions are properly processed and errors detected promptly.

It is vital that operating systems and procedures are secure and that basic data exists to enable objectives, targets, budgets and plans to be formulated and measured.

The **Treasurer to the GMCA** and the Chief Finance Officer to the Chief Constable have a statutory responsibility to ensure that the financial systems are sound and should therefore be notified of any proposed new developments or changes. The financial systems must not be replaced, significantly upgraded or added to without the approval of the **Treasurer to the GMCA**.

The **Treasurer to the GMCA** is responsible for:

- Approving the replacement, significant upgrades and additions to existing financial systems.

The **Treasurer to the GMCA**, where it relates to the **Mayor's PCC functions**, and Chief Finance Officer to the Chief Constable, where it relates to the Force, are responsible for:

- Ensuring that systems are secure, adequate internal control exists and accounting records are properly maintained and held securely;
- Ensuring that effective contingency arrangements, including back up procedures are in place in the event of a failure in computer systems; and
- Ensuring that all employees are aware of their responsibilities with regard to safeguarding the security of Force systems, including maintaining restricted access to the information held on them and compliance with the information and security policies.

6.4.1 Income

Income is vital to the Force and effective systems are necessary to ensure that all income due is identified, collected, receipted and banked promptly.

The **Mayor** and the Chief Constable should adopt the **National Police Chiefs Council (NPCC)** national charging policies and national guidance when applying charges under Section 25 of the Police Act 1996. **NPCC** charging policies should also be adopted in respect of mutual aid. This ensures a standard approach for all Forces.

The **Mayor (insofar as it relates to his PCC functions)** is responsible for:

- Authorising the level of fees and charges for policing services and collection policies.

The **Treasurer to the GMCA**, where it relates to the **the Mayor's PCC functions**, and Chief Finance Officer to the Chief Constable, where it relates to the Force, are responsible for:

- Making arrangements for the collection of all income due to the **Mayor in respect of his PCC functions** or the Force, and approving the procedures, systems and documentation for its collection, including the correct charging of VAT;
- Producing a charging policy for the supply of goods and services, including the appropriate charging of VAT, for consideration by the **Mayor**;
- Ensuring that all income is paid fully and promptly into the **GMCA** bank account and appropriate details are recorded on the paying-in slips to provide an audit trail; and
- Ensuring that income is not used to cash personal cheques or make other payments.

The Chief Finance Officer to the Chief Constable is responsible for:

- Ordering and supplying, to appropriate staff, all receipt forms or books and be satisfied as to the arrangements for their control;
- Ensuring that official receipts or other suitable documentation are issued for all income received;
- Operating an effective debt collection process; and
- Ensuring that debts which cannot be recovered are written-off in accordance with the approval limits in Appendix 1.

6.4.2 Ordering and Paying for Goods and Services

Public money should be spent in accordance with the policies of the **Mayor** and Chief Constable. **Both have** a statutory duty to ensure financial probity and best value. These **Mayor's PCC** Financial Regulations help to ensure that the public can receive value for money and should be read in conjunction with the **Mayor's PCC** Contract Standing Orders.

The **Mayor (insofar as it relates to his PCC functions)** and the Chief Constable, for the Force, are responsible for:

- Ensuring that all police officers and staff declare any links that they may have with purchasers, suppliers and contractors if they are engaged in contractual or purchasing decisions.

The **Treasurer to the GMCA** , where it relates to **the Mayor's PCC functions** , and Chief Finance Officer to the Chief Constable, where it relates to the Force, are responsible for:

- Maintaining a procurement policy covering the principles to be followed for the purchase of goods and services;
- Ensuring official orders are raised for all work, goods and services to be supplied to the **Mayor in respect of his PCC functions** or the Force, apart from the exemptions detailed in the **Mayor's** or the Chief Constable's Financial Instructions;
- Ensuring that orders are not raised for any personal or private purchase, and that personal or private use is not made of Force contracts;
- Ensuring that goods and services ordered are appropriate and that there is adequate budgetary provision. Quotation and tenders must be obtained in line with the **Mayor's PCC Contract Standing Orders**;
- Ensuring that payments are made to the correct person, at the correct amount, on time and be recorded properly, regardless of the method of payment; and
- Ensuring that VAT is recovered where appropriate.

6.4.3 Payments to Employees

Employee costs are the largest item of expenditure for the Force. It is important that controls are in place to ensure accurate, timely and valid payments are made in accordance with individuals' conditions of employment.

The Chief Constable, for the Force, are responsible for:

- Ensuring that all appointments are made in accordance with approved establishments, grades and pay scales and adequate budget provision is available.

The Chief Finance Officer to the Chief Constable is responsible for:

- Ensuring proper authorisation procedures are in place for starters, leavers, variations, enhancements and pensions;
- Ensuring the secure and reliable payment of salaries, overtime, police pensions, compensation and other emoluments to existing and former employees;
- Making arrangements for the payment of all travel and subsistence claims;
- Ensuring that payroll transactions are only processed through the payroll system;
- Ensure that payments to individuals employed on a self-employed, consultant or subcontract basis are only made in accordance with HM Revenue and Customs requirements;

- Ensuring that full records are maintained of payments in kind and promptly accounted for in HM Revenue and Customs returns;
- Ensuring the accurate and timely payment of tax, superannuation and other deductions to the relevant body; and
- Preparing detailed financial instructions for dealing with payments to employees.

6.4.4 Taxation

Tax issues are very complex and the penalties for incorrectly accounting for tax are often severe. Taxation governance policies and procedures should be based on the principles of integrity in compliance and reporting, maintenance of an up-to-date knowledge of current tax legislation and controlling and managing risks.

The **Mayor (insofar as in relation to his PCC functions)** and the Force must comply with all tax regulations and statutory disclosure requirements. Openness, honesty and transparency must be paramount in all dealings with the tax authorities. Compliance and preventing unnecessary liabilities from arising is best achieved by having:

Strong and well documented procedures;

- Clarity of responsibility and accountability;
- Strong technical positions and clear explanations of those positions;
- Appropriately documented evidence to support decisions;
- Submission of all returns by their due dates;
- Well established relationships with the tax authorities;
- Strong compliance procedures ensuring accurate and complete returns;
- A strategic tax register that is reviewed annually and has a detailed assessment of the risk, including but not limited to:
 - A full description of the issue, including a clear summary of the facts
 - An assessment of the financial and non-financial costs and implications
 - An assessment of the probability of the risk crystallising
 - Recommendations; and
- A review of tax risk management as part of the annual assessment of the Force's control environment by Internal Audit.

The Chief Finance Officer to the Chief Constable, is responsible for:

- Ensuring compliance with all tax regulations and statutory disclosure requirements;
- Ensuring that all officers and employees are aware of, and comply with, all relevant approvals and procedures;
- Ensuring the completion of all HM Revenue and Customs PAYE returns and that payment is made in accordance with statutory requirements;
- Ensuring the correct VAT liability is attached to all income due and all VAT on purchases comply with HM Revenue and Customs regulations;
- Providing details to HM Revenue and Customs regarding the Construction Industry Tax Deduction Scheme; and

- Ensuring that appropriate technical staff have access to up to date guidance notes and professional advice.

The Chief Finance Officer to the Chief Constable is responsible for:

- Ensuring the timely completion of VAT inputs and outputs to **GMCA to allow for a consolidated claim to be made to** HM Revenue and Customs, in accordance with statutory requirements.

6.4.5 Purchase Cards

Purchase cards are an alternative method of buying and paying for low value goods, which generate a high volume of invoices. This should generate an efficiency from lower transaction costs (i.e. fewer invoices processed and paid for through the integrated accounts payable system), as well as reducing the number of petty cash transactions.

The Chief Finance Officer to the Chief Constable is responsible for:

- Providing detailed financial instructions to card holders;
- Authorising and maintaining control over the issue of cards; and
- Ensuring that the purchase card accounts are reconciled to the ledger on a monthly basis.

Purchase Card holders are responsible for:

- Ordering and paying for goods and services in accordance with the procurement policy, **the Mayor's PCC** Contract Standing Orders and all procedures issued by their Chief Finance Officer **or Treasurer**.

6.4.6 Ex-gratia Payments

An ex-gratia payment is a payment made by the **Mayor in relation to his PCC functions** or the Force where no legal liability or obligation to pay has been established.

The Chief Constable is responsible for:

- Making ex-gratia payments to members of the public in accordance with the authorisation levels in Appendix 1 for:
 - Damage or loss to property or for personal injury
 - Costs incurred as a result of police action where such action is likely to facilitate or is conducive or incidental to the discharge of any of the functions of the Force;
- Making ex-gratia payments to a police officer, police staff or any member of the extended police family in accordance with the authorisation levels in Appendix 1, for damage or loss of property or for personal injury; and
- Maintaining details of ex-gratia payments in a register.

6.4.7 Reward Payments

A reward payment is a payment for the supply of additional information in a criminal investigation. This must be accompanied by a risk assessment of the opportunities and threats that offering a reward might create on the credibility of witnesses or the behaviour of the offender. It should be made clear to any potential witnesses that there is no guarantee of a reward being made.

The Chief Constable is responsible for:

- Making reward payments in accordance with national guidelines and the authorisation levels in Appendix 1, for the supply of information aiding a criminal investigation:
 - If it is thought that offering a cash reward would bring an investigation to an early conclusion, reducing the resources required for the enquiry;
 - In the latter stages of an investigation, where all lines of enquiry have been exhausted and the Senior Investigating Officer hopes to revive media attention before the decision is made to close the case;
 - Where, in the opinion of the Senior Investigating Officer, the offer of a more substantial reward than that available through Crimestoppers is necessary as part of the investigating strategy; and
 - Where it is unlikely that a financial reward may be offered by any private or public body (e.g. a bank, an insurance company, the victim's family or the media). If any private or public body has offered a reward, the Senior Investigating Officer should contact the person offering the reward to make sure it is suitable and that the Chief Constable will not be made financially liable.
- Advising the **Mayor** of any payments that have been made.

6.5 External Arrangements

Public bodies are increasingly encouraged to provide seamless service delivery through working closely with other public bodies, local authorities, agencies and private sector providers.

Joint working arrangements can take a number of different forms, each with its own governance arrangements. These include:

- Partnerships where members work together as equal partners, with a shared vision for a geographic or themed policy area, and agree a strategy in which each partner contributes towards its delivery; and
- Collaboration agreements to improve the efficiency or effectiveness of one or more police force or Police and Crime Commissioners.

Stakeholders engaged in joint working arrangements have common responsibilities:

- To act in good faith at all times and in the best interests of the partnership's aims and objectives;
- To be willing to take on a role in the broader programme, appropriate to the skills and resources of the contributing organisation;
- To be open about any conflicts that might arise;
- To encourage joint working and promote the sharing of information, resources and skills;
- To keep secure any information received as a result of partnership activities or duties that is of a confidential or commercially sensitive nature; and
- To promote the joint arrangement.

In all joint working arrangements the following key principles must apply:

- Before entering into the agreement, a risk assessment has been prepared; and
- All risk and insurance issues are understood fully and considered.

For more complex arrangements, involving pooling of resources and budgets, the following key principles must also apply:

- Such agreements do not impact adversely upon the services provided by the Force;
- Project appraisal is in place to assess the viability of the project in terms of resources, staffing and expertise;
- All arrangements are properly documented;
- Regular communication is held with other partners throughout the project in order to achieve the most successful outcome;
- Audit and control requirements are satisfied;
- Accounting and taxation requirements, particularly VAT, are understood fully and complied with; and
- An appropriate exit strategy has been produced.

The Force element of all joint working arrangements must comply with the **Mayor's PCC** Financial Regulations.

6.5.1 External Funding

External funding can be a very important source of income, but funding conditions need to be carefully considered to ensure that they are compatible with the aims and objectives of the whole organisation. Funds from external agencies provide additional resources to enable the **Mayor** to commission crime reduction services and the Force to deliver its policing objectives.

The main source of funding for the Force will tend to be specific government grants and additional contributions from local authorities. All external funding will be received by the **GMCA**.

The **Mayor (in relation to his PCC functions)** and the Chief Constable, for the Force, are responsible for:

- Ensuring that match-funding requirements and exit strategies are considered prior to entering into any agreements and that future Strategic Financial Outlook forecasts reflect these requirements.

The **Treasurer to the GMCA**, where it relates to **the Mayor's PCC functions**, and Chief Finance Officer to the Chief Constable, where it relates to the Force, are responsible for:

- Ensuring that all funding notified by external bodies is approved in accordance with the authorisation levels in Appendix 1, received and properly accounted for; and
- Ensuring that all claims for funds are made by the due date and any audit requirements specified in the funding agreement are met.

The Chief Constable is responsible for:

- Ensuring that funds are acquired only to meet policing needs and objectives;
- Ensuring that key conditions of funding and any statutory requirements are complied with and the responsibilities of the accountable body are clearly understood; and
- Ensuring that any conditions placed on the Force in relation to external funding are in accordance with the approved policies of the **Mayor**.

6.5.2 Work for External Bodies

GMCA (in relation to the Mayor's PCC functions) and the Chief Constable may provide services to other bodies outside of their normal obligations, for which charges are made (e.g. training and special services). Arrangements should be in place to ensure that any risks associated with this work are minimised and that such work is not ultra vires.

The **Treasurer to the GMCA** and the Chief Constable are responsible for:

- Ensuring that requests for services are costed, that no contract is subsidised by the Force and that, where possible, payment is received in advance of the delivery of the service so that the Force is not put at risk from any liabilities such as bad debts.
- Ensuring that appropriate insurance arrangements are in place;
- Ensuring that all contracts or agreements are properly documented;
- Ensuring that such contracts or agreements do not impact adversely on the services provided by the Force; and
- Ensuring that recharges are calculated in line with national guidance on charging.

7. Associated Documents

- Chief Constable's Financial Instructions
- Chief Constable's Scheme of Delegation
- **Mayor's PCC** Code of Governance

- **Mayor's PCC Contract Standing Orders**
 - **Mayor's PCC Financial Management Code of Practice**
 - **Mayor's PCC Scheme of Delegation**
 - **Police Reform and Social Responsibility Act 2011**
 - **Mayor's PCC Scheme of Consent**
 - **The Greater Manchester Combined Authority (Transfer of Police and Crime Commissioner Functions to the Mayor) Order 2017**
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8. Statutory Compliance

8.1 Freedom of Information Act (2000)

This document will be available on the GMCA's website and will be available to the public on request.

8.2 Equality Act 2010

Equality issues may arise in the exercise of specific functions (I,e, procurement of goods and the award of contracts) but these are subject to competition. Specific policies and procedures will need to be followed and the **Mayor** recognises his obligations arising from the Equality Act 2010.

9. Appendix 1 – Delegated Financial Limits and Reporting Requirements

9.1 Financial Planning and Budgetary Control

9.1.1 Project Approvals

The annual revenue and capital estimates should identify all of the proposed major projects. A major project shall be defined as one in excess of the estimated value of £500,000. Projects with an estimated cost of less than this amount will be deemed as a minor project.

There is no differentiation between capital and revenue projects in terms of the approval process. Any projects, whether they are capital, revenue or a combination of the two will require the approval of the **Mayor** if they are in excess of £500,000. The Estates Maintenance and Vehicle Replacement Programmes, within the approved annual budget, may be approved by the Estates Strategy Design Group and the Fleet Group.

Where the cost of a major project increases by the lesser of 10% or £500,000, this variation will require the approval of the **Mayor**. Variations below this amount can be approved by the Chief Constable.

Resources Board can approve any increases to minor projects provided that the new revised implementation cost does not exceed £500,000. Where the revised cost of a minor project exceeds £500,000 this must be approved by the **Mayor**.

9.1.2 Budget Transfers and Forecasts

Monthly revenue and capital budget monitoring statements will be shared with the **Treasurer to the GMCA**. Forecasts will be agreed at the Revenue Review Group or Capital Review Group, which a representative **of the Mayor** will attend. That representative will have the power to defer a decision for the consideration of the **Mayor**.

9.1.3 Year End Carry Forwards

The Chief Constable may approve all individual revenue carry forwards up to £500,000.

Requests for individual revenue budget carry forwards in excess of £500,000 must be authorised by the **Mayor**.

The Chief Constable may approve slippage in the capital programme provided that no additional funding is required to fund the slippage. Where additional funding is required this must be approved by the **Mayor**

9.2 Contracting

9.2.1 Ordering of Goods and Services

Quotations should be obtained or tenders invited from suppliers or contractors in accordance with the requirements set out in the Contract Standing Orders.

Detailed estimates for each scheme in the approved capital programme shall be prepared by the responsible officer before tenders are sought or commitments made.

9.3 Assets

9.3.1 Asset Register

The **Mayor (insofar as it relates to his PCC functions)** shall maintain an asset register for all fixed assets with a value in excess of the limits shown below:

Land and Buildings	All values
Vehicles	All values
Plant and Equipment	£20,000

9.3.2 Personal Equipment

The Chief Constable and **Head of Paid Service** shall maintain inventories of all computers and personal equipment issued to police officers and staff within their own office.

9.3.3 Asset Disposal / Write-off's

Disposals of land and buildings are to be reported to the **Mayor** for approval in advance of the disposal. The **Mayor** will determine the appropriate method of disposal of surplus land and buildings.

The Chief Constable may dispose of surplus vehicles and items of equipment, or sell recovered stolen goods and property that has been found, up to an estimated value of £10,000 per item. Disposals above this value and their method of disposal require the prior approval of the **Mayor**.

Requests to write-off aborted capital expenditure must be referred to the Finance Governance Group for approval.

9.4 Write-off's

9.4.1 Stock Write-off's

Discrepancies between the actual level of stock and the book value of stock may be written-off by the Chief Constable up to the levels shown below. Amounts for write-off above this value must be referred to the **Treasurer to the GMCA** for approval.

Individual Items	£10,000
Overall Annual Limit on all Stock	£100,000

Obsolete stock, or equipment and materials surplus to requirements may be written-off by the Chief Constable up to the levels shown below. Amounts for write-off above this value must be referred to the **Treasurer to the GMCA** for approval.

Individual Items	£10,000
Overall Annual Limit on all Stock	£100,000

If it is likely that the overall limit will be exceeded this should be reported to the **Mayor** who may determine to increase the overall limit for the year. The approval limits for the Chief Constable excludes any amount that has been approved by the **Mayor**.

9.4.2 Irrecoverable Debt

Debts may be written-off by the Chief Constable up to the level shown below. Amounts for write-off above this value (**insofar as they relate to the Mayor's PCC functions**) must be referred to the **Treasurer to the GMCA** for approval.

Individual Items	£10,000
Overall Annual Limit	£100,000

If it is likely that the overall limit will be exceeded this should be reported to the **Mayor** who may determine to increase the overall limit for the year.

9.4.3 Theft and Fraud

All cases where write-off action results from theft or fraud shall be referred to the **Treasurer to the GMCA** and the Chief Finance Officer to the Chief Constable for approval up to a maximum of £10,000; and to the **Mayor** or approval of amounts in excess of that sum.

All write-off's must be reported to the **Mayor** on a monthly basis.

9.5 Other Payments

9.5.1 Ex-gratia Payments

The Constable may make ex-gratia payments up to the value shown below:

Ex-gratia Payments	£50,000
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Payments in excess of £50,000 should be determined in consultation with the **Mayor**.

9.5.2 Civil Claims

The Constable may defend or settle civil claims up to the value shown below:

Civil Claims	£50,000
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Claims that require settlement, or defence of a claim, in excess of £50,000 should be determined in consultation with the **Mayor**. Consideration needs to be given to the overall legal costs prior to settling or defending any claim.

9.5.3 Reward Payments

The Chief Constable may offer reward payments up to the value shown below:

Reward Payment	£50,000
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If the amount to be offered is more than £50,000, the **Mayor** and the **Head of Paid Service** must be consulted to approve the offer and agree the amount.

When a reward is offered, the **Mayor** must be told as soon as possible.

9.6 External funding, Sponsorship and Income Generation

9.6.1 External Funding

The Chief Constable may accept external funding from central government and other public sector bodies which has a match funding requirement of less than £250,000.

External funding from central government and other public sector bodies that requires match funding in excess of £250,000 must be authorised by the **Mayor**.

Any external funding from commercial organisations must be authorised by the **Mayor**.

All external funding must be reported to the **Mayor** on a monthly basis.

9.6.2 Sponsorship

As a general rule sponsorship relating to operational policing is not acceptable, however the **Mayor** accepts that sponsorship may be acceptable in a limited number of circumstances (i.e. sponsorship for community events and award events).

In these circumstances the Chief Constable may approve individual sponsorship's (in kind and/or value up to £10,000).

Sponsorship in excess of £10,000 or any other type of sponsorship must be authorised in advance by the **Mayor**.

Where sponsorship is accepted it must be made clear that the Force does not endorse the sponsoring organisation or its products.

This protocol should be reviewed on an annual basis.

All sponsorship **relating to PCC functions** must be reported to the **Mayor** on a monthly basis.

9.6.3 Income Generation

Income generation is acceptable providing that it is not at the expense of operational policing and it does not have a potential reputational risk for the **Mayor**.

Individual agreements above £500,000 must have the prior approval of the **Mayor**.

9.6.4 Charitable Activities

Charitable activities linked to policing objectives are acceptable providing that it is not at the expense of operational policing and it does not have a potential reputational risk for the **Mayor**.

Mayor's PCC Contract Standing Orders

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1. Introduction and Background

The purpose of these Contract Standing Orders is to:

- Ensure value for money is obtained through the Force's procurement activity;
- Provide a framework for employees and police officers to ensure open, fair and transparent processes;
- Protect employees and police officers from any allegations of acting unlawfully or unfairly in the procurement of goods, works and/or services; and
- Ensure compliance with relevant legislation on the procurement of goods, works and/or services.

Procurement is the process by which the Force manages the acquisition of all its goods, works and services. It includes the identification of need, consideration of options, the actual procurement process and the subsequent management and review of contracts.

A contract is an agreement between two parties for the supply of goods, works and/or services. Employees should avoid giving verbal commitments to suppliers as this can constitute a contract.

The terms and conditions applied to the contract provide clarity and protection for all parties involved and the specification of the requirement should be clearly understood by everyone. The length and complexity of a contract is likely to depend on the extent of the cost and complexity of the goods, works or service to be supplied.

As a large public sector organisation, all contracts **must** comply with statutory requirements including, but not limited to:

- EU Treaty;
- Any relevant EU Directive in force in the United Kingdom, including any requirement for aggregation;
- Any laws of the United Kingdom, including any Act of Parliament requiring the letting of contracts by competitive tendering or relating to Best Value;
- Regulations for the provision of certain equipment or services for police purposes; and
- The requirement of the Code of Practice for Local Authorities on Data Transparency to publish copies of contracts and tenders to businesses, the voluntary community and the social enterprise sector on the website.

Under no circumstances can the procurement of goods, works and/or services be deliberately or artificially divided into a number of separate contracts in order to avoid the obligations set out in these orders, or any statute or EU Directive. However, contracts can be divided into lots (within the total contract value) to allow the **process** to be more accessible to small and medium size enterprises or third sector organisations.

All orders and contracts must be in the name of the **Greater Manchester Combined Authority ("the GMCA")** and made in accordance with these Standing Orders, **but all decisions in relation to**

such contracts are to be made by the Mayor or under arrangements made pursuant to section 18 of the Police Reform and Social Responsibility Act 2011. Any dispute regarding the interpretation of these orders will be referred to the **Treasurer to the GMCA** whose decision shall be final.

2. Scope

The **Mayor's PCC Contract** Standing Orders support the financial governance arrangements of the **Mayor in relation to his PCC functions** and the Chief Constable of Greater Manchester Police. They provide clear rules for all officers, employees and police officers to ensure all procurement activity is undertaken in an open, transparent, fair and competitive manner. Compliance with these orders will ensure that value for money is achieved and will give the public confidence that the Force and **Mayor** are meeting their fiduciary responsibilities.

All officers, employees, police officers and others responsible for ordering goods, works and services and/or managing or supervising a contract must adhere to these Standing Orders and the **Mayor's PCC** Financial Regulations. The **Mayor's PCC Contract** Standing Orders shall apply irrespective of whether the contract is financed with monies provided by the **Mayor from the police fund** or any other person or body (i.e. grants from local government organisations or partnership monies). **Failure to comply with these requirements could result in disciplinary proceedings.**

Every effort should be made to ensure that best value for money is achieved for the acquisition and delivery of all:

- Goods or materials;
- Services and consultancy;
- Building works; and
- The supply of goods or services to third parties which provide the Force with an income.

Contract monitoring should continue throughout the lifetime of any contract (to ensure that best value for money is maintained in the quality and standard of all goods, works and services supplied) and in the review of proposals to change or vary any feature of any contract during its lifetime.

3. Changes to the Contract Standing Orders

The **Mayor's PCC** Contract Standing Orders will be reviewed at least on an annual basis. Amendments not seeking to increase any authority levels and which have no reputational risk for the **Mayor in relation to his PCC functions** and/or Chief Constable can be authorised by the **Treasurer to the GMCA** and the Chief Finance Officer to the Chief Constable. Any amendments will be reported monthly to the **Mayor** and Chief Constable via the Finance Governance Group .

4. Roles & Responsibilities (in respect of PCC functions)

4.1 Mayor

The **GMCA** owns all assets regardless of whether they are used by the **Mayor in relation to his PCC functions** or the Force and all contracts will be entered into in **its** name. **The Mayor** is responsible

for approving the overall framework of accountability and control, ensuring that effective delegations are in place and monitoring compliance.

4.2 Procurement Section

The Procurement Section must be advised at the outset of any procurement activity or contract negotiation with an estimated value of £50,000 or above and will be responsible for managing all procurement activities for these contracts. The Procurement Section can also provide advice and guidance on procurement activities for contracts with an estimated value under £50,000.

The Head of Procurement is responsible for ensuring that a Procurement Activity Report is maintained and appropriate policies and procedures are in place and adhered to for:

- The whole tendering process (i.e. initial tender, specifications and standards, evaluation and appointment of contractors and consultants);
- The use of sub contractors;
- Contract variations;
- The novation of an existing contract, in consultation with Legal Services;
- Cancellation of existing contracts;
- Declarations of interest in a contract;
- Collaborative contracts;
- The adoption of Framework Agreements;
- Exemptions; and
- Recording and retention of information in relation to procurement activity.

Failure to engage the services of the Procurement Section at the outset of any procurement exercise with an estimated value of £50,000 or above may delay or prevent the award of any contract.

4.3 Authorised signatories

The **Mayor's PCC Scheme of Financial Delegation and the Chief Constable's Scheme of Financial Delegation** contains a list of those officers and staff that have been granted specific authority to carry out procurement activities on behalf of the **Mayor in relation to his PCC functions** . These authorised signatories will ensure that purchases are compliant with all financial instructions and sufficient resources are available.

4.4 All officers, employees and police officers

All those responsible for ordering goods, works and services and/or engaged in any activities or processes leading up to the award of a contract or in its subsequent delivery should:

- Ensure contracts are let in accordance with these Standing Orders;
- Show no undue favour to or discriminate against any contractor or potential contractor;
- Carry out their work in accordance with the highest standards of propriety and proper practice, including respecting the confidentiality of commercial information; and
- Not breach the gifts, services, discounts and hospitality policy.

4.5 Declaration of Interest

All those responsible for ordering goods, works and services and/or engaged in any activities or processes leading up to the award of a contract or in its subsequent delivery must declare any personal interest which may affect, or be seen by others to affect, their impartiality in any matter relevant to their duties. The procedure to be followed is detailed in Section 6.3 – Declarations of Interest.

5. Terms and Definitions

Assignment	The transfer of rights held by one party (the assignor) to another party (the assignee).
Contract	A legally abiding agreement (including purchase orders, leases and service level agreements) to acquire, purchase or sell goods, services or building works.
Declaration of Interest	Any personal interest which may affect or be seen by others to affect your impartiality in any matter relevant to your duties must be declared.
Framework Agreement	A contract set up by a public sector organisation for some or any public sector organisations to use. It will specify the terms and conditions under which purchases can be made throughout the term of the agreement.
Goods	Physical items that can be purchased (for example, food, clothing and equipment).
Lease	A contract which allows one party to use the property or other assets belonging to another party for a specified period in exchange for payment.
Novation	An act of either replacing an obligation to perform with a new obligation or replacing a party to the agreement with a new party. Novation creates a new contract and is valid only with the consent of all parties to the original agreement.
Option to Extend Contract	An agreement with the opportunity to increase the length of time specified in the contract at the end of the original term (for example, a two year contract with the option to extend for a further two years).
Procurement Section	Means either the GMP or GMCA procurement section.
Purchasing Consortium	Where two or more public sector bodies (i.e. Local Authorities, Combined Authorities , police forces and Police and Crime Commissioners) join together for the purpose of procuring goods, works or services at a better price than could be obtained if each purchased them alone.

Purchase Order	An agreement between two parties for the supply of goods, works and/or services. In legal terms it is classed as a form of contract.
Quotation	A document that a vendor or service provider gives to a customer to describe specific goods, works and services that can be provided and their cost.
Select List	A list of suppliers for a specific contract where the pool from which realistic or competitive bids is limited.
Sensitive Issues	Any issues that arise from procurement activities which may have a potential reputational risk for the Mayor in relation to his PCC functions and/or the Chief Constable must be reported to the Mayor before any decision can be made.
Services	The performance of specific duties, work or professional activities for a fee (for example, the maintenance of equipment and consultancy).
Standing List	A list of suitable contractors or suppliers for a particular type of work, goods or services.
Tender	A formal sealed bid, written or electronic offer to carry out work, supply goods or buy assets at a stated fixed price. It will usually contain detailed information on requirements and terms associated with a potential contract.
Works	Infrastructure projects to construct, improve, demolish, repair or maintain buildings.

6. Procedure

6.1 Use of Existing Contracts

Where the **former** Police and Crime Commissioner **for Greater Manchester** has implemented a contract for the supply of goods, works and/or services **which transferred and vested in the GMCA on the 8th May 2017, you must use that contract.** An existing contract also includes Regional and National arrangements, where the **former** Police and Crime Commissioner **for Greater Manchester** or the Force are not the lead authority but have committed to use them. The Chief Constable's Financial Instructions contain the procedures you will need to follow in order to establish whether an existing contract is in place.

Where best value for money can be substantiated, the acquisition of goods and materials, or provision of services may be made through an appropriate framework contract awarded by another force or public body where the conditions of contract allow the **Mayor in relation to his PCC functions** or the Force to be a contract participant.

6.1.1 Use of GMCA Contracts

Where it is deemed appropriate by the Treasurer to the GMCA, GMCA wide contracts must be used.

6.2 Competitive Procurement

Where works, goods or services are not available from an existing contract, competition should be encouraged from potential providers. The procedure to be followed is determined by reference to the estimated value of the purchase. The estimated value is the aggregate cost that is reasonably anticipated over the lifetime of the provision. If the lifetime is unknown, then the aggregate cost should be based on 48 months. For option to extend contracts, the lifetime will be the maximum length of the contract, including the term of the extension.

All tendering procedures, including obtaining quotes, from planning to the award and signing of a contract, shall be undertaken in a manner so as to ensure:

- Sufficient time is given to plan and run the process;
- Equal opportunity and equal treatment;
- Openness and transparency;
- Probity; and
- Outcomes which deliver sustainability, efficiency and cost savings (where appropriate).

Most contract awards should be in the basis of the 'most economically advantageous tender' which means the tender that offers the best combination of price, quality, technical merit, aesthetic and functional characteristics, environmental characteristics, running costs, cost effectiveness, after sales service, technical assistance, delivery date, delivery period and period of completion.

The procedures to be followed at each level are summarised below:

6.2.1 Quotations

For contracts under £50,000 employees and police officers should apply the general principles of these Standing Orders. However, the procedures used to obtain quotations will be:

Less than £5,000 **A minimum of one quote** (by e-mail, catalogue or price list) must be obtained in advance from a reputable supplier. The employee or police officer should be able to provide a rationale for why they selected the provider used.

£5,000 - £10,000 **Three competitive quotations** (by e-mail, catalogue or price list) must be obtained in advance from reputable suppliers. The employee or police

officer should be able to provide a rationale for why they selected the provider used.

£10,000 - £49,999 **Three formal written quotations** (in writing or by e-mail) must be obtained in advance from reputable suppliers. The employee or police officer should be able to provide a rationale for why they selected the provider used.

Please note:

- No formal advertising of quotations under £50,000 is required.
- Where possible local suppliers should be made aware of the opportunity to quote.
- The award criteria will either be the most economically advantageous tender (MEAT) or the lowest price.
- If the award is to a new supplier to the Force, a Supplier Request Form should be completed and a purchase order should be raised to place the order.
- All documentation to be retained by Divisional or Branch Administration for three years or the life of the contract, whichever is the longer.
- Compliance with Section 6.3 – Declarations of Interest should be adhered to.

6.2.2 Tenders

For contracts over £50,000 but less than the Public Procurement EU Threshold, a public notice should be placed by inviting tenders for the contract via the Force's e-tendering system, bluelight.

The public notice should be placed to encourage competition, but also ensure local suppliers are made aware of the opportunity. The local newspaper can also be used where there are a high number of local suppliers who could fulfil the requirement. The Small Business Service (SBS) New Opportunities Portal: supply2.gov.uk should also be used to advertise requirements more widely. Local trade or other groups may also be notified.

For contracts over the Public Procurement EU Threshold, the procedures in the Public Contracts Regulations must be followed.

The award criteria will either be:

- The most economically advantageous tender; or
- The lowest price.

Wherever possible, the most economically advantageous tender should be used as the award criteria.

Where contracts are of a type and value which means that they are subject to the EU Rules then there are four main types of EU procedures available. These are open, restricted, competitive dialogue and competitive negotiated procedures. Care must be taken to ensure that the correct and most appropriate procedure is used and assistance on the choice and use of EU procedure should be sought from the Procurement Section.

6.3 Declarations of Interest

6.3.1 Police Officers and Employees of the Chief Constable or members of staff of the GMCA deployed wholly or partly in relation to the Mayor's PCC functions

All those responsible for ordering goods, works and services and/or engaged in any activities or processes leading up to the award of a contract, or in its subsequent delivery, are required to declare a personal interest which may affect, or be seen by others to affect, their impartiality.

All declarations of interest will be reviewed by Procurement Governance Group to determine if there is a conflict of interest. These reviews will also consider the appropriate course of action in all the circumstances. Failure to make such a declaration, or making a false declaration could result in disciplinary proceedings. A register of all declarations received and the action taken will be held by Procurement.

6.3.2 Persons or Organisations Providing Quotations or Tenders

Every person or organisation that provides a formal quotation or tender must be told to make a declaration, in writing, if any of their directors, partners or employees directly involved in the tender process is:

- A current or former officer and/or employee of the Chief Constable or the GMCA **deployed wholly or partly in relation to Mayor's PCC functions** or
- Related to an officer or employee of the **Chief Constable or the GMCA deployed wholly or partly in relation to the Mayor's PCC functions** who has powers of influence or control over the award of the contract.

These declarations will be reviewed by Procurement Governance Group to determine if there is a conflict of interest and whether it would be appropriate to award the contract. These reviews will also consider the appropriate course of action in all the circumstances. A register of all declarations received and the action taken will be held by Procurement.

If any person or organisation providing a formal quotation or tender fails to make such a declaration, or makes a false declaration, that quotation or tender may not be considered for approval. If it is determined after the award of a contract that a false declaration has been made the **Mayor** has the power to terminate that contract.

Suppliers, potential suppliers and any person or business that is likely to engage in a tender process, or other negotiations regarding the provision of goods and services, should be made aware that a policy exists in relation to gifts, services, discounts and hospitality. They must not offer any gift or hospitality to an officer or employee that if accepted would result in a breach of this policy.

The **Mayor** may cancel a contract (**insofar as it relates to his PCC functions**) and recover any resulting loss if the contractor, or any person employed by or acting for them, has done the following (this is a non-exhaustive list):

- Offered, given or agreed to give someone a gift or consideration of any kind in return for them doing or not doing any action relating to a contract with the **GMCA in relation to the Mayor's PCC functions**;
- Committed any offence under the Prevention of Corruption Acts 1889 to 1960; or
- Given any fee or reward which it is an offence to receive.

6.4 Tender Process

All contracts with an estimated value above £50,000 will be required to use the following formal tender process, which will be managed by the Procurement Section.

6.4.1 Specification

Once a need has been identified a detailed specification must be drawn up. The specification must identify the goods, works or services to be supplied in sufficient detail to allow suppliers to respond on an equal basis.

The specification must detail which elements are considered essential and which elements are considered desirable.

6.4.2 Selection of the Procurement Route

The e-tendering system, which places advertisements on the bluelight website, should be used in all cases. Although not mandatory, it is also recommended when using a standing list, select list or government framework that has been approved by the **former** Police and Crime Commissioner **for Greater Manchester or the Mayor in relation to PCC functions**. This will ensure that the contract gets entered onto the Force's Contracts Register and provides a full auditable process of contracts being entered into.

Significant (with an estimated value of £500,000 or above) or sensitive contracts require approval of the **Mayor** for the procurement route and award criteria before being advertised.

6.4.3 Selection Criteria

The aim of any procurement exercise should be to achieve Value for Money. The **Mayor**, therefore, has a standard approach to defining the price and quantity ratio for the selection criteria. Individual clients are responsible for ensuring the optimum combination of whole life cost and quantity. Indicative ranges of price/quality ratios for various types of project are given below and a different cost/quantity ratio will only be considered in exceptional circumstances.

The proposed selection criteria must be approved by the Procurement Governance Group in advance of the invitation to tender.

Risk and Value Matrix

Risk	High	<p>Bottleneck (Ratio Range 40:60 to 10:90)</p> <ul style="list-style-type: none"> • Few Sources of Supply and alternatives available • Complex specifications • If supply fails, impact on organisation could be significant. <p>E.g. Tasers; Speed Cameras</p>	<p>Strategic (Ratio Range 60:40 to 50:50 to 40:60)</p> <ul style="list-style-type: none"> • Strategic to Operations • Limited Supply Base • High Value Spend Area • Specification may be complex <p>E.g. IS Strategic Development Partner</p>
	Low	<p>Routine (Ratio Range 90:10 to 80:20)</p> <ul style="list-style-type: none"> • Low Value • Many Existing Alternatives • Standard specification • Low value to switch suppliers <p>E.g. Stationery</p>	<p>Leverage (Ratio Range 70:30 to 60:40)</p> <ul style="list-style-type: none"> • High spend area • Many Sources of Supply • “Buying Power” <p>E.g. Police Uniform; Hayes Temp Staff</p>
		Low	High
Value £			

6.4.4 Invitation to Tender Document

The invitation to tender (ITT) must state the deadline for receiving bids from potential suppliers and must allow at least 10 working days from the publication of the ITT for the return of completed tenders. **If the estimated value of the goods, works or services is in excess of the EU thresholds, the EU Procurement Directives and associated timescales must be followed.**

6.4.5 Receipt and Opening of Tenders

Only tenders that are received before the stated deadline will be considered. The **Mayor** supports the use of e-tendering as the standard system for the invitation and receipt of tenders. This electronically records tender activity, provides an electronic seal facility and provides a full audit of all transactions associated with the process. If either Chief Finance Officer (namely that of the GMCA or that of the Chief Constable) authorises that the e-tendering system will not be used (e.g. due to a technical difficulty), tenders must be stored in a secure and confidential manner as required by the following sealed bid procedure.

The opening of tenders not received through the e-tendering system must be agreed with the Head of Procurement and recording of these details shall be subject to the following regulations:

- They shall not be opened before the appointed time;

- They shall be opened at one time by not less than two persons approved by the Head of Procurement for the purpose, including at least one who will not be involved in the direct management of the contract;
- The appropriate tender details shall be recorded on the Tender Opening Records form which shall be ruled off (to prevent the addition of further entries) and then signed by each member of the tender opening panel; and
- Once the tenders have been opened they must be circulated only to those directly involved in tender evaluation and contract letting activities.

A record of all tenders received and all the tender documentation or an audit trail of the electronic submission must be kept for three years.

If a tender is received after the deadline has passed, bluelight will automatically record the submission as a late tender. Any tender received on the bluelight e-tendering portal and/or in the post room or reception after the closing date and time, will not be accepted unless the circumstances cannot be attributed to the tenderer, such as mail strikes, e-tendering portal downtime or adverse weather conditions.

If a tender appears to contain a mistake or discrepancy which may affect the tender figures, the tenderer must be given the opportunity to confirm, withdraw or correct the offer (the correction of genuine errors is permitted for tenders which are compliant in all other aspects). Details of this must also be recorded. Tender documents should state the method for dealing with errors.

If suppliers are bidding against each other online (by 'reverse auction') a member of the procurement team must be present when the bids are received.

6.5 Evaluation of Quotations and Tenders

The evaluation of quotations for all goods, works and services should be based on the principle of best overall value for money (covering cost, quality and effectiveness). The evaluation process must be objective, systematic, thorough and fair.

The evaluation of tender submissions must be carried out by an evaluation team based on the most economically advantageous tender or the lowest price. Wherever possible, the most economically advantageous tender should be used as the award criteria.

The tender documents must state the award criteria that will be used. Where the award criteria is the most economically advantageous tender, the tender documents must list the evaluation criteria along with the score or importance that is attached to each of them. The evaluation team must contain the appropriate stakeholders (including a representative of the **Mayor in relation to his PCC functions** where appropriate) and cover all the skills required to consider the tender bids fairly, transparently and consistently.

Where appropriate, before specific tenders are evaluated the **Mayor** or persons authorised to act on his/her behalf may request the **Treasurer to the GMCA** to approve financial standing of the firms or, if the contract value is more than £500,000, to carry out a detailed financial appraisal of the proposed contractors.

6.6 Acceptance of Quotations and Tenders

Prior to accepting a quotation or tender a due diligence exercise should be undertaken to ensure that the contract has been properly procured in accordance with the relevant legislation and with particular reference to these Standing Orders.

The following procedures shall be applied for the acceptance of a quotation or tender:

- Quotations and tenders must only be accepted by the persons authorised in the Scheme of Financial Delegation;
- Acceptance of a **quotation** must be made in writing, this can be by e-mail or by raising a purchase order;
- On accepting a **tender**, notification must be given to the successful supplier and the unsuccessful suppliers. The notification must state the basis of the acceptance of the winning tender. Unsuccessful suppliers must be given the reason why their individual tender was unsuccessful and be offered feedback on their tender submission;
- Tenders subject to EU Procurement Regulations must observe a 10 day standstill period between notification of award and entering into a contract;
- The notification of award must make clear that it is subject to a formal contract and that any challenge may negate the ability of the Force to enter into such a contract;
- The **GMCA's** terms and conditions shall apply; and
- The **GMCA's** standard conditions should apply for common contracts.

6.7 Exemptions

All employees and police officers are required to follow the quotation and tender requirements detailed in Section 6.2 – Competitive Procurement. Exemptions to these requirements will only be granted in exceptional circumstances and must be authorised in line with the approvals contained in the relevant Scheme of Financial Delegation. **Failure to obtain a valid exemption before the goods, works or services are purchased may result in disciplinary proceedings.**

The only circumstances that will be considered are:

- a) Where it can be evidenced that only one supplier is able to undertake the work or service or supply of goods for technical or security reasons or because of exclusive rights;
- b) The goods or services are required so urgently that competition is impractical (a genuine unforeseeable operational need arises). Failure to take action within appropriate timescales does not constitute grounds for an urgency exemption; or
- c) Supply of goods, services or works where it can be evidenced that there is no valid commercial reason to obtain quotations or tenders.

Records of all exemptions that have been approved should be held and will be reported to the **Mayor** via the Procurement Governance Group on a monthly basis or if a potential exemption is considered sensitive, guidance should be sought from the **Mayor** before approval is granted.

The exemption should set out the background, the rule being exempted, the reason the exemption is required, how value for money will be demonstrated and the legal or financial risks or implications.

Exemptions may only be made where the relevant law is complied with.

6.8 Form of Contract

A contract is an agreement between two parties for the supply of goods, works and/or services. This includes formal written contracts, leases and purchase orders.

Contracts must be in writing, sealed with the Common Seal (where appropriate) and signed by the persons authorised by the **Mayor** in his/her **PCC** Scheme of Financial Delegation.

Each contract must state that the contractor cannot assign (transfer) any part of the contract without written permission from the **Mayor**.

Proposed payment arrangements under a contract and payments in advance must be agreed by the relevant Chief Finance Officer **or Treasurer** before the contract is signed. Contracts with a value of more than £50,000 must provide for the contractor to pay damages if they fail to meet the terms of the contract. This provision should be in all contracts where possible.

6.9 Variations and Cancellations to Contracts

Where a significant change occurs to the specification during the course of the tendering process, that process should be stopped and, ordinarily, it will be expected that the entire process should be restarted.

Contract variations during the term of the contract will be undertaken through the evaluation of the terms and conditions of the variation and approval as appropriate. Prior to any contract variation being approved, the full cost, timing and other implications should be identified and agreed with the contractor. Variations which increase expenditure must have funding secured and approved prior to agreement.

Should it become clear that any contract variations would have led to the tendering process used being inappropriate (e.g. shortly after commencing the contract, additional terms are recognised which meant that an EU process should have been followed), guidance should be sought from the Head of Procurement as to whether the contract should be halted and re-tendered.

All contract variations should be notified to all relevant parties in writing and will require authorisation in advance and in accordance with the approvals contained in the relevant Scheme of Financial Delegation. The contract should clearly identify appointed officers or staff of both parties who have the authority to agree variations.

Should one party wish to novate a contract to a third party, approval to do so should be given in advance by the **Mayor**. Where a contract manager becomes aware that a contract may be subject to novation, they should notify the Procurement Section. The Procurement Section will undertake a qualification questionnaire on the party to whom the contract will transfer, to identify any particular risks that the novation may present to the **Mayor**, and take any necessary action as a result.

Other than at the natural expiry of an agreed term, no contract should be cancelled without having due regard to legal advice as to whether this is within the contractual terms and conditions.

Approval from the **Mayor** should be sought, as only he/she may terminate or suspend a contract, in accordance with the express or implied terms of the contract. He/she may also take any further action with regard to any contract as the Force is legally entitled to take.

6.10 Contract Extensions

Any contract which provides for (an) extension(s) may be extended in accordance with its terms, subject to performance and value of money considerations.

The Chief Finance Officer to the Chief Constable may approve an extension to a contract provided that such extension is not contrary to the EU Regulations or the Force's Standing Order obligations and that any consequent change in price does not exceed the approved budget for the contract. A contract should not be extended if not expressly permitted by the contract without seeking advice from the Head of Procurement or **the Solicitor to the Chief Constable**. The EU rules on the aggregation of contracts will apply.

Where the terms of the contract do not expressly provide for an extension, an exemption will be required and is subject to approval. These should only be extended in exceptional circumstances. The Chief Finance Officer to the Chief Constable may approve an extension if:

- The total value of the contract (value to date plus the estimated value of the extension) does not exceed £500,000; and
- Any extensions (within the approved contractual terms) do not exceed the existing total contract value.

All proposed contract extensions that have been approved must be reported to the **Mayor** on a monthly basis via the Procurement Governance Group. Where the total value of the contract

exceeds £500,000 and the option to extend was not approved as part of the original contract, the extension must be authorised by the **Mayor**.

All contract extensions must be reported to the **Mayor** in a timely manner to allow for the appraisal of options and the demonstration of value for money. The proposed extension should be for the same or a lesser value and period than the original contract and wherever practical, a contract should not be extended more than once.

6.11 Contracts Register

The Head of Procurement must maintain a central register of all contracts let with a value in excess of £50,000.

Anyone awarding a contract must notify the Procurement Section of the details of that contract if for any reason the tender has not been issued on bluelight or via the Procurement Section.

6.12 Contract Management and Monitoring

The lead contract officer must ensure that systems are in place to manage and monitor contracts at regular review meetings with the supplier in respect of:

- Compliance with specification and contract;
- Performance;
- Cost;
- User satisfaction; and
- Risk management.

Where the estimated contract value exceeds the relevant EU threshold, the lead contract officer should prepare a six-monthly monitoring report to the Procurement Governance Group.

Where the contract is corporate in nature or has an estimated contract value of £500,000 or more the lead contract officer should prepare an annual monitoring report to the Procurement Governance Group.

Where the contract terms provide for credits to be offset against payments due or otherwise enable payments to be reduced on account of failure by the contractor to deliver the contract to the specified standards, any decision to waive entitlement to the credit or reduced payment shall be authorised by the **Mayor**.

6.13 Land and Property Purchases and Leases

In respect of the Mayor's PCC functions, the approval of the **Mayor** is required before any land or property can be purchased or any lease is agreed, renewed or relinquished.

6.14 Other Leases

The lease of other assets required for operational policing must be approved by the Chief Finance Officer to the Chief Constable, **following agreement from the Treasurer to the GMCA**. All leases must be in the name of the **GMCA**.

7. Associated Documents

- Business Code of Conduct for Procurers of Goods and Services
- Chief Constable's Financial Instructions
- Chief Constable's Scheme of Delegation
- Directives of the European Community
- **Mayor's PCC** Financial Regulations
- Gifts, Services, Discounts and Hospitality Policy
- **Mayor's PCC** Scheme of Delegation
- Procurement Policy and Procedures
- **Mayor's PCC** Scheme of Consent
- ACPO Portfolio guidance
- **The PCC Order**

8. Statutory Compliance

8.1 Freedom of Information Act (2000)

This document may be disclosable to the public, either on the **GMCA's** website or upon request.

8.3 Equality Act 2010

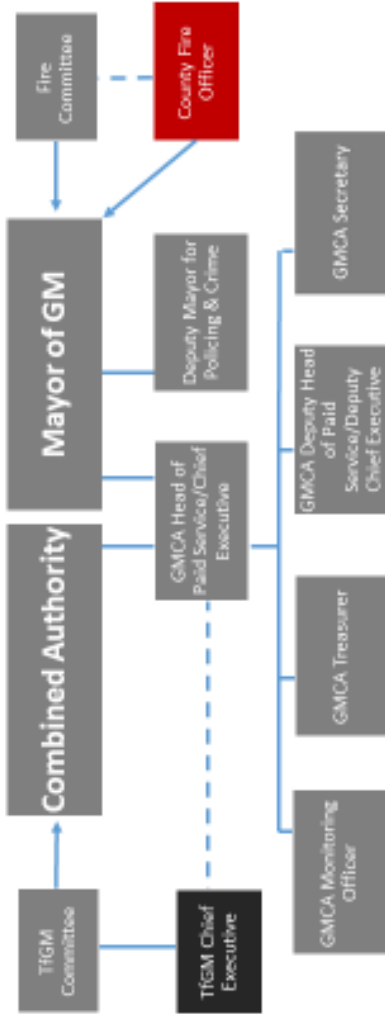
Finance Governance Group, as part of due diligence, has given due consideration to the protected characteristics and has detected no implications that need to be addressed as part of these Standing Orders.

Equality issues may arise in the exercise of specific functions (i.e. procurement of goods and the award of contracts) but these are subject to competition. Specific policies and procedures will need to be followed and it is expected that the **Mayor in relation to PCC functions** and the Force recognise **their** obligations arising from the Equality Act 2010.

PART 10

MANAGEMENT STRUCTURE

PART 10 MANAGEMENT STRUCTURE



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DATE: 28 June 2019

SUBJECT: Greater Manchester Appointments and Nominations 2019/20

REPORT OF: Liz Treacy, GMCA Monitoring Officer

PURPOSE OF REPORT

This report requests members to agree A) note the appointment of Eamonn Boylan, GMCA Head of Paid Service as the Secretary to the GMCA; B) portfolio responsibilities for 2019/20; C) GMCA appointments and nominations received from the GM local authorities to Greater Manchester statutory bodies; D) requests for GMCA appointments to other outside bodies for 2019/20.

RECOMMENDATIONS

Members are requested to:

1. To note the appointment of Eamonn Boylan, GMCA Head of Paid Service as the Secretary of the GMCA.
2. To note the portfolio leads and assistants for 2019/20 as allocated by the GM Mayor and GMCA Head of Paid Service.
3. To note the appointments by GM Local Authorities to the Greater Manchester Combined Authority for 2019/20 as shown in paragraph 3.
4. To note the appointment of Deputy Mayor, Councillor Richard Leese (Labour) and Councillor David Greenhalgh (Conservative) and to agree the appointment of Councillor Brenda Warrington (Labour) as Vice Chairs of the GMCA as contained within Part 5, para 4.3 of the GMCA constitution.
5. To appoint 5 GMCA members (**4 Labour & 1 Conservative**) to the GMCA Standards Committee for 2019/20.
6. To note that the GMCA, in December 2015 appointed 1 Co-opted Independent Member, Geoff Linnell, to act as the Chair of the Standards Committee and 1 Independent Person, Nicole Jackson, to assist the Monitoring Officer and Hearing Panel in dealing with allegations that members of the GMCA have acted in breach of the GMCA's Code of Conduct.

The term of office of these appointment is for 4 years with effect from 18 December 2015.

7. To request the GM Transport Committee to appoint of 5 members (4 Labour and 1 Conservative) to the GMATL Board for 2019/20.
8. To appoint 7 GMCA members **(6 Labour & 1 Conservative)** to the GMCA Resources Committee to the Resources Committee for 2019/20.
9. To appoint 15 members to the Greater Manchester Waste & Recycling Committees **(11 Labour, 3 Conservative & 1 Liberal Democrat)** from the nominations received from the GM Local Authorities for 2019/20, up to 30 April 2020.
10. To note the appointment of the Chair of the GM Waste & Recycling Committee will be made at the GMCA meeting in July, on the recommendation of the GM Waste & Recycling Committee.
11. To agree the final appointments to the GMCA Audit Committee for 2019/20, up to 30 April 2020.
12. To note that the GMCA in June 2017 appointed Gwyn Griffiths and Catherine Scivier as Independent Members of the GMCA Audit Committee for a term of office for three years.
13. To agree the final appointments to the GMCA Overview & Scrutiny Committees for 2019/20, up to 30 April 2020.
14. To note the appointment of Joanne Heron as the GMCA Designated Scrutiny Officer.
15. To agree the appointments to the GM Culture & Social Impact Fund Committee for 2019/20, up to 30 April 2020.
16. To note the appointments by the GM Local Authorities to the Health and Care Board for 2019/20.
17. To note the appointments by the GM Local Authorities to the Joint Health Commissioning Board for 2019/20, those appointed to be requested to appoint their own substitute.
18. To appoint 4 GMCA members, including the GMCA Chair and Vice Chairs, to the Greater Manchester Local Enterprise Partnership for 2019/20.
19. To appoint 5 GMCA members to the Manchester Growth Company Board for 2019/20.

20. To appoint 3 GMCA members (including the Portfolio Lead for Skills, Employment & Apprenticeships) to the Skills and Employment Partnership for 2019/20 up to 30 April 2020.
21. To appoint the GMCA Green-City Region Portfolio Lead to the GM Low Carbon Hub for 2019/20.
22. To note the appointment of the GM Mayor to the Transport for the North Board for 2019/20.
23. To appoint 1 GMCA member as a substitute member of the TfN Board for 2019/20.
24. To note that Mark Aldred and Roger Jones have been appointed as th member and substitute members respectively on the TfN Scrutiny Committee for 2019/20 by the GMCA on 31 May 2019.
25. To appoint 3 GMCA members to the Regional Leaders Board for 2019/20.
26. To appoint 5 GMCA members to the Greater Manchester European Structural Fund (European Programmes) Local Management Committee for 2019/20.
27. To appoint 3 representatives from the nominations received from the GM Local Authorities to the North West Flood and Coastal Committee for 2019/20, those appointed to be requested to appoint their own substitute.

BACKGROUND DOCUMENTS

Correspondence between the GMCA and Greater Manchester Local Authorities.

Reports to the GMCA - Localism Act 2011 – New GMCA Code of Conduct for 5 Members and Arrangements to deal with Complaints – 27 July and 14 December 2012

Appointment of Co-opted members and Independent to the GMCA Standards Committee – 18 December 2015.

Appointment of Independent members to the Audit Committee

GMCA Appointments to the Overview & Scrutiny Committees – 31 May 2019

Appointments to the GMCA Audit Committee – 31 May 2019

CONTACT OFFICERS

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GREATER MANCHESTER APPOINTMENTS AND NOMINATIONS FOR 2017/18

A) GMCA Secretary

1. To **note** the appointment of Eamonn Boylan, GMCA Head of Paid Service, as the GMCA Secretary.

B) Portfolio Lead Responsibilities

2. To **note** the portfolio leads and assistants for 2019/20 as allocated by the GM Mayor and GMCA Head of Paid Service (table to follow).

C) GMCA Appointments and Nominations received from the Greater Manchester Local Authorities to GM Statutory and other bodies

Greater Manchester Combined Authority

3. The GMCA is requested to **note the appointments to** the Greater Manchester Combined Authority and substitutes appointed by the GM Local Authorities and set out below:

District	Member	Substitute Member
Bolton	David Greenhalgh (Con)	Martyn Cox Con)
Bury	Rishi Shori (Lab)	Andrea Simpson (Lab)
Manchester	Richard Leese (Lab)	Nigel Murphy (Lab)
Oldham	Sean Fielding (Lab)	Arooj Shah (Lab)
Rochdale	Allen Brett (Lab)	Sara Rowbotham (Lab)
Salford	Paul Dennett (Lab)	John Merry (Lab)
Stockport	Elise Wilson (Lab)	Tom McGee (Lab)
Tameside	Brenda Warrington (Lab)	Bill FairFoull (Lab)
Trafford	Andrew Western (Lab)	Catherine Hynes (Lab)
Wigan	David Molyneux (Lab)	Keith Cunliffe (Lab)

Vice Chairs of the GMCA

4. The GMCA is requested to **note** the appointment of Deputy Mayor, Councillor Richard Leese (Labour) and Councillor David Greenhalgh (Conservative) and to agree the appointment of Councillor Brenda Warrington (Labour) as Vice Chairs of the GMCA as contained within Part 5, para 4.3 of the GMCA constitution.

GM Standards Committee

5. The GMCA is requested to **appoint 5 GMCA members (4 Labour & 1 Conservative)**, to the GMCA Standards Committee for 2019/20.

- NOTE: i. Membership of the Standards Committee comprises 5 GMCA members and 1 Co-opted Independent member, who will act as the Chair of the Standards Committee.
- ii. Appointments to the above committee will reflect, where reasonably practicable, the balance of political parties for the time being prevailing amongst the Constituent Councils when taken together.
- iii. The GMCA appointed Linda Thomas (Bolton), Paul Dennett (Salford), Alex Ganotis (Stockport), Andrew Western (Trafford) and Brenda Warrington (Tameside) as members of the Standards Committee for 2018/19.
- iv. The Standards Committee has been established to deal with matters relating to member conduct and ethical standards, to oversee the whistle blowing policy and to consider the GMCA's Code of Corporate Governance.
- v. It is anticipated there will be at least 2 meetings per year.
6. The GMCA is requested to **note** that the GMCA appointed 1 Co-opted Independent Member, Geoff Linnell, to act as the Chair of the Standards Committee and 1 Independent Person, Nicole Jackson, to assist the Monitoring Officer and Hearing Panel in dealing with allegations that members of the GMCA have acted in breach of the GMCA's Code of Conduct. The term of office of these appointment was for 4 years with effect from 18 December 2015 and will be reviewed in 2019/20.

Greater Manchester Accessible Transport Limited

7. The GMCA is requested to delegate the appointment of 5 members to the Board of Greater Manchester Accessible Transport Limited to the Greater Manchester Transport Committee for 2019/20.

GMCA Resources Committee

8. The GMCA is requested to **appoint 7 GMCA members (6 Labour & 1 Conservative)**, to the GMCA Resources Committee for 2019/20.

- NOTE:i. Appointments to the above committee will reflect, where reasonably practicable, the balance of political parties for the time being prevailing amongst the Constituent Councils when taken together
- ii. In 2018/19, representatives were Mayor of Greater Manchester, Andy Burnham, Linda Thomas (Bolton), Richard Leese (Manchester), Allen Brett (Rochdale), Paul Dennett (Salford), Brenda Warrington (Tameside) and David Molyneux (Wigan).

- iii. The GMCA Resources Committee was established to consider issues relating to the establishment and implementation of human resource processes and policies of the GMCA. The Committee is also tasked with overseeing issues relating to the effectiveness and efficient use of ICT and Property resources for the GMCA.

Greater Manchester Waste & Recycling Committee

- 9. The GMCA is requested to **appoint 15 members to the Greater Manchester Waste & Recycling Committees (11 Labour, 3 Conservative & 1 Liberal Democrat)** from the nominations received from the GM Local Authorities for 2019/20, up to 30 April 2019.

- NOTE:i. Appointments to the above committee will reflect, where reasonably practicable, the balance of political parties for the time being prevailing amongst the Constituent Councils when taken together
- ii. The GMCA Waste & Recycling was established to consider issues relating to the establishment and implementation of waste disposal strategies and policies of the GMCA. The Committee is also tasked with overseeing issues relating to the efficient and effective management of waste disposal operations including contracts and the behavioural change programme.

Nominations received:

District	Member
Bolton	Adele Warren (Con) Derek Bullock (Con)
Bury	Allan Quinn (Lab) Tony Cummings (Lab)
Manchester	Rabnawaz Akbar (Lab) Shaukat Ali (Lab)
Oldham	Ateeque Ur-Rehman (Lab) Yasmin Toor (Lab)
Rochdale	Tom Besford (Lab) Susan Emmott (Lab)
Salford	David Lancaster (Lab) Robin Garrido(Con)
Stockport	Roy Driver (Lab) Helen Foster-Grime (Lib Dem)
Tameside	Alison Gwynne (Lab) Laura Boyle (Lab)
Trafford	Judith Lloyd (Lab) Paul Lally (Con)
Wigan	NA

10. To note that the GMCA is requested to appoint the Chair of the GM Waste & Recycling Committee, following a recommendation from the Waste & Recycling Committee.

GMCA Audit Committee

11. The GMCA is requested to agree the final appointments (**3 Labour and 1 Conservative**) and **2 substitute members** following the GMCA meeting on 31 May 2019, up to 30 April 2019.

- NOTE:i. Please note that the members, substitute members or Assistant Portfolio Holders of the GMCA cannot be members of the Committee.
- ii. Appointments to the above committee will reflect, where reasonably practicable, the balance of political parties for the time being prevailing amongst the Constituent Councils when taken together.
- iii. The Audit Committee oversees all aspects of GMCA including Mayoral functions. The Mayor has also established an Audit panel which oversees the control environment of the Chief Constable.
- iv. In 2018/19, representatives Colin McLaren (Oldham) (Lab), Sarah Russell (Manchester) (Lab), Chris Boyes (Trafford) (Con) and Richard Marshal (Wigan) (Lab) and substitute members were James Grundy (Wigan) (Lab) and Mary Whitby (Bury) (Lab)

Nominations received:

District	Member
Bury	Mary Whitby (Lab)
Manchester	Sarah Russell (Lab)
Oldham	Colin McLaren (Lab)
Trafford	Chris Boyes (Con)
Substitute Members	
Rochdale	Peter Malcolm (Lab)
Wigan	Jon Grundy (Con)

12. To note that the GMCA appointed Gwyn Griffiths and Catherine Scivier as Independent Members of the GMCA Audit Committee. The term of office of these appointment was for 3 years with effect from June 2017 and will be reviewed in 2019/20.

GMCA Overview & Scrutiny Committees

13. The GMCA is requested to **approve the final appointments** to the three Overview & Scrutiny Committees and the Substitute Pool of members, for 2019/20, up to 30 April 2019, as outlined below:

Overview and Scrutiny Committee Membership 2019-20

Three Committees of 15 (11 Labour, 3 Conservative, 1 Lib Dem).

CORPORATE ISSUES & REFORM OVERVIEW & SCRUTINY		
1	Bolton	Bob Allen (Con)
2	Bury	Stella Smith (Lab)
3		Tim Pickstone (Lib Dem)
4	Manchester	Ben Clay (Lab)
5	Oldham	Colin McClaren (Lab)
6		Chris Goodwin (Lab)
7	Rochdale	Kallum Nolan (Lab)
8	Salford	Dave Jolley (Lab)
9		Tanya Burch (Lab)
10	Stockport	Dena Ryness (Lab)
11		John McGahan (Con)
12	Tameside	Teresa Smith (Lab)
13	Trafford	Anne Duffield (Lab)
14		Dave Morgan (Cons)
15	Wigan	Joanne Marshall (Lab)

ECONOMY, BUSINESS GROWTH & SKILLS OVERVIEW & SCRUTINY		
1	Bolton	Mudasir Dean (Con)
2		Susan Howarth (Lab)
3	Bury	Mary Whitby (Lab)
4	Manchester	Luke Raikes (Lab)
5		June Hitchen (Lab)
6	Oldham	George Hulme (Lab)
7	Rochdale	Daniel Meredith (Lab)
8		Mike Holly (Con)
9	Salford	Jim King (Lab)
10	Stockport	Kerry Waters (Lab)
11		Colin MacAlister (Lib Dem)
12	Tameside	Stephen Homer (Lab)
13	Trafford	Barry Brotherton (Lab)
14	Wigan	Charles Rigby (Lab)
15		Michael Winstanley (Con)

HOUSING, PLANNING & ENVIRONMENT OVERVIEW & SCRUTINY		
1	Bolton	John Walsh (Con)
2	Bury	Martin Hayes (Lab)
3		Dorothy Gunther (Con)
4	Manchester	Mandie Shilton-Godwin (Lab)
5		Jon-Connor Lyons (Lab)
6	Oldham	Barbara Brownridge (Lab)

7	Rochdale	Linda Robinson (Lab)
8	Salford	Sharmina August (Lab)
9 10	Stockport	Janet Mobbs (Lab) Steve Gribbon (Lib Dem)
11 12	Tameside	Mike Glover (Lab) Liam Billington (Con)
13 14	Trafford	Kevin Procter (Lab) Amy Whyte (Lab)
15	Wigan	Fred Walker (Lab)

GMCA Scrutiny Substitutes

	LABOUR	CONSERVATIVE	LIBERAL DEMOCRAT
Bolton	Linda Thomas	Diane Parkinson	n/a
Bury	TBC	n/a	n/a
Manchester	n/a	n/a	Greg Stanton
Oldham	TBC	n/a	Hazel Gloster Sam Al-hamdani
Rochdale	Ray Dutton	Pat Sullivan	n/a
Salford	n/a	Ali Leitner Karen Garrido	n/a
Stockport	n/a	n/a	n/a
Tameside	Adrian Pearce	Ruth Welsh	n/a
Trafford	n/a	Sean Anstee	n/a
Wigan	TBC	Adam Marsh	n/a

14. The GMCA is requested to note the appointment of Joanne Heron as the GMCA Scrutiny Officer.

GM Culture & Social Impact Fund Committee

15. The GMCA is requested to **approve the appointments** to the GM Culture & Social Impact Fund Authorities from the nominations received from GM Local Authorities for 2019/20, up to 30 April 2020.

District	Member	Substitute Member
Bolton	Martyn Cox (Con)	To be confirmed
Bury	Joan Grimshaw (Lab)	David Jones (Lab)
Manchester	To be confirmed	To be confirmed
Oldham	Norman Briggs (Lab)	Mohammed Alyas (Lab)
Rochdale	Janet Emsley (Lab)	Susan Smith (Lab)
Salford	Stephen Coen (Lab)	David Lancaster (Lab)
Stockport	Kate Butler (Lab)	Tom McGee (Lab)
Tameside	Leanne Feeley (Lab)	Mike Smith (Lab)
Trafford	Jane Baugh (Lab)	Mike Freeman (Lab)
Wigan	Carl Sweeney (Lab)	Bill Clarke (Lab)

Greater Manchester Health and Care Board

16. The GMCA is requested to **note the appointments** to the Health and Care Board as appointed by GM Local Authorities as set out in the table below:

District	Member	Substitute Member
Bolton	Susan Baines (Con)	Andrew Morgan (Con)
Bury	Andrea Simpson (Lab)	To be confirmed
Manchester	Bev Craig (Lab)	To be confirmed
Oldham	Sean Fielding (Lab)	Zahid Chauhan (Lab)
Rochdale	Sara Rowbotham (Lab)	Wendy Cocks (Lab)
Salford	Paul Dennett (Lab)	John Merry (Lab)
Stockport	Jude Wells (Lab)	Elise Wilson (Lab)
Tameside	Brenda Warrington (Lab)	Bill Fairfoull (Lab)
Trafford	Andrew Western (Lab)	Jane Slater (Lab)
Wigan	Peter Smith (Lab)	Keith Cunliffe (Lab)

Greater Manchester Joint Health Commissioning Board

17. The GMCA is requested to **note the appointments** to the Joint Health Commissioning Board as appointed by GM Local Authorities as set out in the table below:

District	Member	Substitute Member
Bolton	Susan Baines (Con)	Andrew Morgan (Con)
Bury	To be confirmed	To be confirmed
Manchester	Bev Craig (Lab)	To be confirmed
Oldham	Sean Fielding (Lab)	To be confirmed
Rochdale	Sara Rowbotham (Lab)	To be confirmed
Salford	John Merry (Lab)	Gina Reynolds (Con)
Stockport	Tom McGee (Lab)	To be confirmed
Tameside	Brenda Warrington (Lab)	To be confirmed
Trafford	Serena Carr (Lab)	Akilah Akinola (Lab)

Wigan	Keith Cunliffe (Lab)	To be confirmed
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Greater Manchester Local Enterprise Partnership

18. The GMCA is requested to **appoint 4 GMCA members, including the Chair and Vice Chair** to the Greater Manchester Local Enterprise Partnership.

NOTE: i. Membership of the LEP also comprises 11 private sector representatives.

- ii. In 2018/19 representatives were Mayor of Greater Manchester, Andy Burnham, Richard Leese, Andrew Western and Linda Thomas.

Manchester Growth Company Board

19. The GMCA is requested to **appoint 5 GMCA Members** to the Manchester Growth Company Board.

NOTE: i. Membership of the Board also comprises 5 representatives from the Greater Manchester Local Enterprise Partnership, 2 of which are agreed with the Chamber of Commerce.

- ii. In 2018/19 representatives were Richard Leese, Paul Dennett and Ebrahim Adia, Arooj Shah and Paula Boshell

Skills and Employment Advisory Panel

20. The GMCA is requested to **appoint 3 GMCA members or Assistant Portfolio holders (including the Portfolio Lead for Skills, Employment & Apprenticeships)** to the Skills and Employment Advisory Panel.

NOTE: In 2018/19 representatives were Sean Fielding (Skills & Employment Portfolio Lead)

Low Carbon Hub

21. The GMCA is requested to **appoint the GMCA member** with portfolio responsibility for Green City-Region to the Low Carbon Hub.

Transport for the North

22. The GMCA is requested to **note the appointment** of the GM Mayor to the Transport for the North Board.

23. The GMCA is requested to **appoint 1 member of the GMCA** as a substitute member of the TfN Board.

24. The GMCA is requested to note the appointment of Mark Aldred and Roger Jones as the member and substitute members respectively on the TfN Scrutiny Committee for 2019/20 as agreed by the GMCA on 31 May 2019.

D) GMCA Appointments and nominations received from the Greater Manchester local authorities for appointment by the GMCA to Outside Bodies

Regional Leaders Board

25. The GMCA is requested to **appoint 3 GMCA members** to the Regional Leaders Board.

NOTE: In 2018/19 the GMCA appointed the Mayor of GM, Andy Burnham, Andrew Western and Deputy Mayor, Baroness Bev Hughes.

Greater Manchester European Structural Investment Fund (formerly Greater Manchester (European Programmes) Local Management Committee)

26. The GMCA is requested to **appoint 5 GMCA members** to the Greater Manchester Local Management Committee.

NOTE: i. The membership of the Board also comprises 6 private sector representatives, including 1 member of the Greater Manchester Local Enterprise Partnership, and 7 other non local authority representatives drawn from across various sectors within Greater Manchester, making a total membership of 18 members.

- ii. In 2018/19 representatives were Sean Fielding, (Skills & Employment), Sue Murphy (Manchester), Alex Ganotis (Green City Region), David Molyneux(Investment Strategy & Finance) and Keith Cunliffe.

North West Regional Flood and Coastal Committee

27. The GMCA is requested to **appoint 3 representatives** from the nominations received to the North West Regional Flood and Coastal Committee to be drawn from the Local Authorities portfolio holders for flood risk as detailed in the table below.

District	Member
Bolton	Stuart Haslam (Con)
Bury	Alan Quinn (Lab)
Manchester	No nomination
Oldham	Ateeque Ur-Rehman (Lab)
Rochdale	Neil Emmott (Lab)

Salford	Ray Mashiter (Lab)
Stockport	Charlie Stewart (Lab)
Tameside	No nomination received
Trafford	No nomination received
Wigan	No nomination received

- NOTE: i. In 2018/19 the representative were Nick Peel (Bolton), Alan Quinn (Bury) and Neil Emmott (Rochdale).
- ii. Those appointed will be asked to appoint their own substitutes for the NW Regional Flood and Costal Committee.

Date: 28 June 2019

Subject: GM Transport Committee – Role and Responsibilities

Report of: Andy Burnham, GM Mayor

PURPOSE OF REPORT

This report outlines the current GM transport governance arrangements. In the context of the Devolution Agreement and specifically the GMCA Transport Order 3, it then presents some broad revised terms of reference for a reconstituted GM Transport Committee, options for its structure, responsibilities and examples of how it might work in practice.

RECOMMENDATIONS:

1. To approve the establishment of the new GM Transport Committee as a joint committee of the Mayor, 10 GM Local Authorities and GMCA.
2. To approve the Terms of Reference and Operating Agreement for the Committee as set out in Schedule 1 of the report.
3. To delegate the functions as set out in the Terms of Reference to the Transport Committee.
4. To note the appointments to the GM Transport Committee as agreed by the 10 GM Local Authorities at their recent Annual Meetings (detailed in paragraph 3.10).
5. To note the GM Mayor is a member of the GM Transport Committee.
6. To note the appointment of a GMCA member to act as a substitute member to attend meetings of the GM Transport Committee, in the Mayor’s absence.
7. To appoint 1 member of the GMCA and a GMCA member to act as a substitute to the GM Transport Committee.
8. To note the GM Mayor’s appointments to the Transport Committee, ensuring the political balance of the Committee (detailed in paragraph 3.11) as follows:

BOLTON	MANCHESTER	ROCHDALE	STOCKPORT	TRAFFORD
BURY	OLDHAM	SALFORD	TAMESIDE	WIGAN

Labour Appointments:

Dzidra Noor, Barry Warner, Liam O'Rourke, Peter Robinson, 1 further Labour appointment to be confirmed

Substitute Labour Appointments:

To be confirmed

Conservative Appointments:

Doreen Dickinson, Roy Walker, Nathan Evens

Substitute Conservative Members:

John Hudson, Linda Holt

Liberal Democrat Members:

Howard Sykes, John Leech

Substitute Liberal Democrat Members:

Angie Clark, David Wilkinson

- 9. To note the GM Transport Committee shall select and recommend the appointment of a Chair for approval.

CONTACT OFFICERS:

Liz Treacy – GMCA Monitoring Officer

Risk Management – N/A

Legal Considerations – Compliant with the GMCA Transport Order

Financial Consequences – Revenue – N/A

Financial Consequences – Capital – N/A

Number of attachments included in the report:

Schedule 1 - Revised Operating Agreement

BACKGROUND PAPERS:

GMCA Transport Order

GMCA Constitution

TfGMC Terms of Reference and Operating Agreement

TRACKING/PROCESS	
Does this report relate to a major strategic decision, as set out in the GMCA Constitution	No

EXEMPTION FROM CALL IN	
Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?	No

Strategic Policy Context

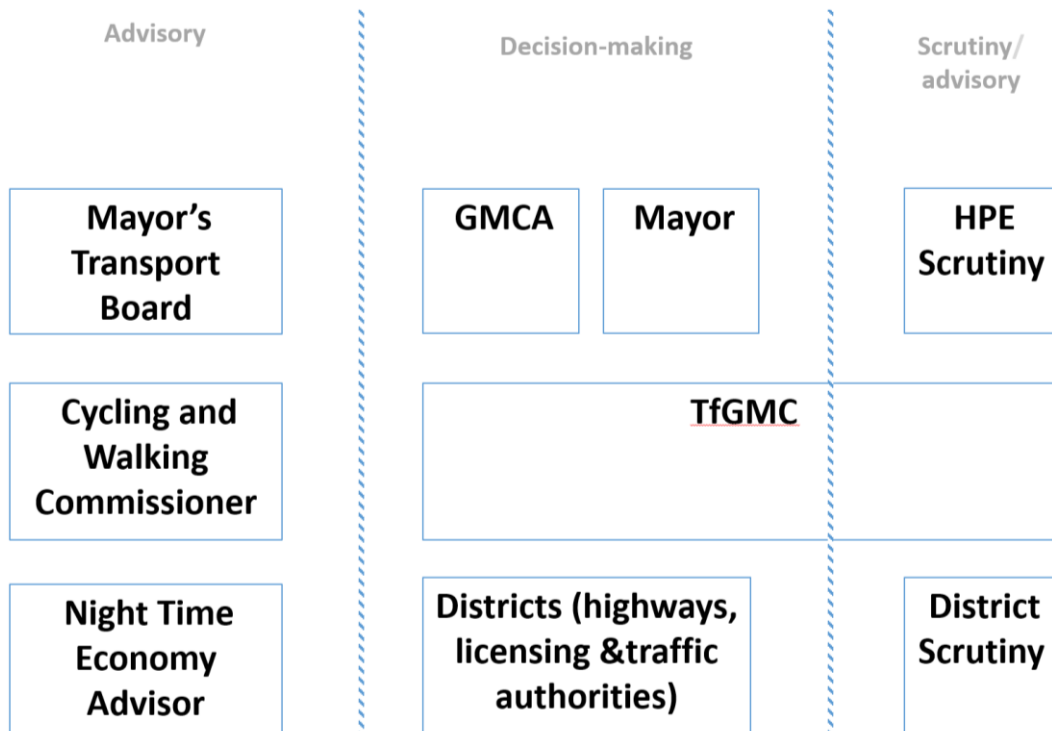
- 1.1 Greater Manchester (GM) has approached its growth and reform agenda from the principle of place-based integration of policy development and service delivery. This is echoed by GM's 2040 Transport Strategy, which promotes the development of one integrated transport system for the city-region that will maximize the impact of our transport assets in support of GM's economic, social and environmental ambitions.
- 1.2 Our ambition for integrated transport in support of place and people will be most efficiently achieved if managed by an accountable, efficient and well-informed governance system. Furthermore, transport infrastructure and services need to be managed and co-ordinated in a manner that directly supports GM's wider public policy agendas, such as spatial planning, health and housing, as set out in the Greater Manchester Strategy.
- 1.3 Given the long development periods required for transformative infrastructure and new regulatory structures to be delivered, any new system will need to provide stable governance to foster a long-term consensus over transport investment and policy.
- 1.4 To this extent then, it will be vital that the exercise of transport powers across all modes is undertaken collectively as far as is possible by the Mayor, GMCA and Districts acting in concert, bringing together their respective transport functions and budgets so they can be co-ordinated in a coherent manner.
- 1.5 The Transport Committee, as a joint committee comprising members from all of these bodies, has an important role to play as part of this, particularly in relation to operational oversight and performance monitoring of all transport modes (including highways) and scheme delivery
- 1.6 A joint committee of the GMCA, Mayor and District Councils enables the appropriate functions to be delegated from all of these bodies, equipping one body with broad and balanced elected member representation from across Greater Manchester to assess all modes of transport as a whole.
- 1.7 Accordingly, what is proposed as the basic structure for GM transport governance is as follows.
 - **Mayor and GMCA:** to continue to undertake all strategic decision-making in relation to policy, strategy (LTP), funding and scheme decision-making.
 - **New joint GM Transport Committee:** refocused role as transport user champion – performance monitoring / management of all modes and highway network, holding operators to account, oversight on delivery (eg capital and other schemes) and ensuring the integration of transport policy within the parameters set by the Local Transport Plan (ie Transport Strategy 2040) and existing policy. A well briefed and informed Committee will be in a strong position to make recommendations to the Mayor, GMCA and Districts, as appropriate

- **Greater Manchester Scrutiny:** Scrutiny of Mayoral, GMCA and Transport Committee decisions as above, including wider integration with spatial issues, housing, environment, is currently undertaken by the Housing, Planning & Environment Overview and Scrutiny Committee. Transport budget issues are scrutinised by the Corporate Issues & Reform Overview and Scrutiny Committee.

- 1.8 The Transport Committee will continue to undertake decisions in relation to supported bus services, within agreed policy and budgets. This will require the bus functions that Order 3 transfers from the GMCA to the Mayor to be delegated to the new Transport Committee.
- 1.9 The proposed approach to transport governance outlined above will also provide greater clarity for the GM Scrutiny Committees, and in particular the Housing, Planning and Environment Scrutiny Committee, which includes transport in its remit, in undertaking their scrutiny/ functions.
- 1.10 This will enable elected members, be they decision-makers or those with a scrutiny role, to be clear about their role and that of the bodies they are appointed to, as well as understanding the roles of related bodies. This is increasingly important when elected members may have multiple and overlapping roles, for example serving on a Licensing Panel and the Transport Committee.
- 1.11 The clearer distinction between where major transport decisions are taken (GMCA and Mayor), and where transport performance and operational delivery and integration is monitored and operators are held to account (Transport Committee), will help ensure that Scrutiny processes and oversight at the city-region level can be exercised in an efficient manner that avoids duplication.

2 **Current Transport Governance Arrangements**

- 2.1 The diagram below shows the primary transport decision-making bodies in GM, alongside the various advisory and scrutiny bodies.



- 2.2 The above structures exist within a much broader set of GM governance arrangements, all of which are underpinned by GM-wide officer networks to support work programmes. TfGM's board structure also provides for Non-Executive Directors, who act in an advisory capacity. All TfGM Board appointments are made by GMCA.
- 2.3 The number and membership of the current Transport for Greater Manchester Committee was modelled on the GM Integrated Transport Authority, which was disestablished in 2011 with its functions, powers and responsibilities passed to the GMCA.
- 2.4 The existing terms of reference of the TfGMC Committee do make reference to it making recommendations to GMCA, for example in relation to formulating general policies, considering proposals to promote or oppose Bills, Transport Committee. It is proposed to retain this broad scope of activities.

3 **New Joint GM Transport committee – Revised Membership**

- 3.1 There has been significant change to GM governance since 2011, when the existing Transport for Greater Manchester Committee was established. In that time period, the mayoral combined authority has been established, major reforms of scrutiny arrangements and the former waste, fire and police authorities undertaken, and more recently the confirmation of GM Order 3 (which was agreed by all of the Districts) has specific implications for transport governance.
- 3.2 GM Order 3 represents a further step on the journey to equip GM with more robust governance arrangements better able to utilise existing and new powers and functions

devolved to GM, and achieve the economic, social and environmental objectives in the GM Strategy.

3.3 As set out above these arrangements provide for the joining-up of the GM public policy agenda, within which transport is an essential supporting component, for example in relation to spatial planning, housing, skills and health.

3.4 The Order makes a series of changes, including conferring all operational bus powers on the Mayor, enables the Mayor to enter into joint arrangements with the GMCA and Districts in relation to transport functions and makes provision for a new joint Transport Committee.

3.5 All GM local authorities consented to the new Order in January 2019. In terms of membership arrangements, the Order states :

1.‘—(1) Where a joint transport committee is established in accordance with article 6 the members of the joint transport committee must be appointed in accordance with paragraphs (2) to (5).

(2) The members appointed by the GMCA must be members or substitute members of that authority or members of the constituent councils.

(3) The members appointed by the constituent councils must be members of those councils.

(4) The members appointed by the Mayor must be members of the GMCA or of the constituent councils.

(5) In appointing members to the joint transport committee—

(a) the Mayor, the GMCA and the constituent councils must ensure that—

(i) the number of members of the committee does not exceed twenty three;

(ii) members are appointed to act as members of the joint transport committee in the absence of the members appointed under paragraph (1) (“substitute committee members”); and

(b) the GMCA and the constituent councils must ensure that the members of the committee appointed from among the members of the GMCA and the constituent councils, and any substitute committee members acting in place of those members, taken as a whole reflect so far as reasonably practicable the balance of political parties for the time being prevailing among members of the constituent councils.

3.6 In terms of constituting the new Joint Transport Committee, ensuring political, and geographical balance, the following is recommended:-

- GM Local Authorities appoint to 11 places on the Joint Committee,
- The CA to appoint to one place on the Joint Committee,
- The Mayor to be a member of the Joint Committee and
- The remaining 10 members are appointed by Mayor and will be made to ensure political balance across GM is represented.

- That the committee shall select and recommend to the Mayor its own Chair

- 3.7 The Operating Agreement has been amended to reflect the Order and sets out how those appointments will be made. Clause 3.10 of the Agreement states that the appointments made by the Mayor to the 10 remaining places will reflect the wishes of the relevant political group as to the members to be appointed to the Committee allocated to that political group. Following the May 2019 local elections the 10 places would be made up of 5 labour members, 3 Conservative members and 2 Liberal Democrats. The three political parties have informed the Mayor of their preferences and they are detailed in paragraph 3.11 below.
- 3.8. As outlined above, the Mayor is automatically a member of the Committee and will appoint a substitute GMCA member to attend meetings in his absence.
- 3.9 The GMCA is requested to appoint 1 GMCA member and a substitute GMCA member to the GM Transport Committee.
- 3.10 The GM Local Authorities have appointed the following members with a named substitute, where appointed, to the GM Transport Committee:

District	Member	Substitute Member
Bolton	Stuart Haslam (Con)	Derek Bullock (Con)
Bury	Rishi Shori (Lab)	Beth Mortenson (Lab)
Manchester	Angeliki Stogia (Lab)	Vacancy (Lab)
	Naeem Hassan (Lab)	Eddy Newman (Lab)
Oldham	Ateeque Ur-Rehman (Lab)	To be confirmed
Rochdale	Phil Burke (Lab)	Shah Wazir (Lab)
Salford	Roger Jones (Lab)	Mike McCusker (Lab)
Stockport	David Mellor (Lab) (TBC)	To be confirmed
Tameside	Warren Bray (Lab)	Barrie Holland (Lab)
Trafford	Steve Adshead (Lab)	James Wright (Lab)
Wigan	Mark Aldred (Lab)	To be confirmed

- 3.11 The Mayor has appointed the following members to the Committee, on the basis of the political balance across Greater Manchester and the wishes of the political groups (as per paragraph 3.7 above):

Labour Appointments:

Dzidra Noor, Barry Warner, Liam O'Rourke, Peter Robinson

Substitute Labour Appointments:

To be confirmed

Conservative Appointments:

Doreen Dickinson, Roy Walker, Nathan Evens

Substitute Conservative Members:

John Hudson, Linda Holt

Liberal Democrat Members:

Howard Sykes, John Leech

Substitute Liberal Democrat Members:

Angie Clark, David Wilkinson

4. Revised Terms of Reference for the Transport Committee

4.1 The proposed Terms of Reference for the Committee are included in the Operating Agreement (Schedule 1). They set out the key areas of work for the Committee and the delegations from the Mayor, GMCA and the districts. The Terms of Reference more accurately reflect the proposed role of the Committee and do not make any changes to the delegations from the Districts.

4.2 The three key areas of work for the new joint transport committee, which will comprise representatives from each District, the GMCA and the Mayor, will be to ensure:

- **Accountability:** active and regular monitoring of the performance of the transport network, including the highway network (including the operation of the GM Road Activities Permit Scheme, road safety activities, eTransport Committee) as well as all public transport modes. This role will include holding service operators, TfGM, highway authorities and infrastructure providers to public account, and
- **Implementation:** oversee the delivery of agreed Local Transport Plan commitments. This includes the active oversight of the transport capital programme, and as noted above, decisions over subsidised bus services network to be made within the context of policy and budgets set by the Mayor and the GMCA as appropriate, and
- **Policy Development:** undertake policy development on specific issues, as may be directed by the Mayor and / or the GMCA.

4.3 With regard to decisions about subsidised bus services, it is proposed that the new Transport Committee undertakes this function, given the local nature of such decision-making, within the policy context and funding as determined by the Mayor.

4.4 Specific policy development work that the Committee was asked to explore by the GMCA, the Mayor or the Districts could be undertaken by task and finish groups, comprising an appropriate selection of Transport Committee members. This group would undertake the policy development process outside of formal Committee meetings, supported by TfGM as appropriate, and provide recommendations for consideration by the whole Committee before subsequent presentation to the GMCA or the Mayor.

5. Operating Agreement

- 5.1 The first Operating Agreement was entered into between GMCA and the districts in 2011. It set out how the Committee would be appointed to, the Terms of Reference of the Committee, and other provisions relating to Transport Protocols, funding and scrutiny arrangements.
- 5.2 The proposed amendments update the membership and appointment process; include the Mayor as a signatory as he now has specific transport powers; deletes the references to a joint scrutiny committee as the CA now has Scrutiny functions; retains the same funding provisions and the Rules of Procedure.

6. Transport Committee training for members and work programme

- 6.1 If the proposals for the new committee are approved it is recommended that officers are asked to organise and provide training for new members prior to its first meeting. This can include member involvement in developing and agreeing the Committee's overall work programme.
- 6.2 The following section elaborates, through examples, how a revised Transport Committee might work in practice, to better support the transport agenda being pursued by the Mayor, GMCA and GM local authorities to help cement an effective and long term consensus.

Example One: The Transport Committee is informed of large scale bus de-registrations from the commercial network.

- 6.3 The standard report on changes to the bus network is received by the **Transport Committee**, and members' comments and the operator's response noted. **Transport Committee** informs the **Mayor's Transport Board**, such that the **Mayor** can seek explanations or action at a more senior level. The issue may also be raised at **GMCA**, to the extent that any service withdrawals requiring replacement will impact significantly on the Subsidised Bus budget. The **Transport Committee** may also wish to inform the **Housing, Planning & Environment Scrutiny Committee**, either formally or otherwise, to provide them with reassurance that the issue is being addressed.

Example Two: Tracking performance and patronage of public transport network.

- 6.4 Regular, comparable and clear performance monitoring reports to **Transport Committee**. Operators attend, and are held to account for service delivery by members. Consistently inadequate performance that is beyond the remit or capacity of TfGMC to secure improvements to be referred to **Mayor's Transport Board** and **TfN** (if relating to rail).

Example Three: Policy Reviews

- 6.5 Transport policy and strategy decisions are primarily for the **Mayor**, subject to the **GMCA's** agreement. For a formal revision of the LTP, a draft would be submitted by the mayor and would require approval by seven GMCA members in order to go forward to public

consultation, then at least eight would be required to approve the post-consultation final version.

- 6.6 With regard to less significant transport strategy or policy measures, there may be a role for **Transport Committee** to consider and recommend any changes, if requested by the Mayor/GMCA, and then present its recommendations to GMCA. Examples might include revisions to School Bus policy, Metrolink bylaws, use of bus lanes.

Recommendations

The recommendations appear on the front page of the report.

OPERATING AGREEMENT

This Agreement is made on[] 2019

between:

(1) Greater Manchester Combined Authority (“the GMCA”)

and

(2) The Mayor for the area of the Greater Manchester Combined Authority (“the Mayor”)

and

(3) The Borough Council of Bolton, Bury Metropolitan Borough Council, The Council of the City of Manchester, Oldham Borough Council, Rochdale Metropolitan Borough Council, Salford City Council, The Metropolitan Borough Council of Stockport, Tameside Metropolitan Borough Council, Trafford Metropolitan Borough Council, Wigan Borough Council (“the Constituent Councils”)

WHEREAS:

- (A) On 1st April 2011 the GMCA was established as a Combined Authority for the combined area and the Greater Manchester Integrated Transport Area was dissolved and the ITA abolished.
- (B) The functions of the GMCA are those functions conferred or imposed on it, or delegated to it, by the Greater Manchester (Combined Authority) Order 2011 (S.I. , (“the **GMCA Order**”) or by any other enactment, including all the transport functions of the former Greater Manchester Integrated Transport Authority (the “**GMITA**”) which transferred to the GMCA on the abolition of the GMITA.
- (C) The Constituent Councils were established as local authorities by the Local Government Act 1972 with all the functions of a metropolitan district council, and in particular the Constituent Councils are the local highway authority and local traffic authority for their area.
- (D) The functions of the GMCA conferred on it by the GMCA Order include those transport functions of the Constituent Councils delegated to the GMCA by article 8 of the 2011 Order.
- (E) Pursuant to the Greater Manchester Combined Authority (Election of Mayor with Police and Crime Commissioner Functions Order 2016 (SI 2016/448) provision was made for the election of a Mayor for the GMCA Area (and the GMCA became a “mayoral combined authority”). Pursuant to section 107D (Functions of mayors:

general) of the Local Democracy, Economic Development and Construction Act 2009 (the “**LDEDCA**”) the Secretary of State may by order make provision for any function of mayoral combined authority to be a function exercisable only by the Mayor (“**Mayoral Functions**”).

- (F) On 4 April 2019 The Greater Manchester Combined Authority (Functions and Amendment) Order 2019 (SI 2019/793) (the “**GMCA Transport Order**”) came into force. Pursuant to article 4 of the GMCA Transport Order, the transport functions of the GMCA specified in Schedule 1 of the GMCA Transport Order are general functions exercisable only by the Mayor (“**Mayoral Transport Functions**”).
- (G) Pursuant to Part 3, articles 6 to 9 (inclusive) of the GMCA Transport Order provision was made for the Mayor to enter into arrangements jointly with the GMCA and with the Constituent Councils in accordance with section 101(5) of the Local Government Act 1972 for the discharge of the Mayoral Transport Functions which are listed at Schedule 2 GMCA Transport Order (the “**Joint Transport Committee**”, hereinafter referred to as “**GM Transport Committee**”).
- (H) Part 3, articles 6 to 9 (inclusive) of the GMCA Transport Order sets out the statutory requirements in relation to membership of the GM Transport Committee and voting arrangements for any questions to be decided by the GM Transport Committee.
- (I) The Parties wish to co-operate with each other in the exercise of their functions and in particular their transport functions and have entered into this Agreement in order to facilitate this co-operation and the operation of the GM Transport Committee.

THIS AGREEMENT witnesses as follows:

1. Definitions

In this Agreement –

- 1.1 **Constituent Councils**” mean the metropolitan district councils for the local government areas of Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Stockport, Tameside, Trafford, and Wigan.
- 1.2 **“GMCA Order”** means the Greater Manchester Combined Authority Order 2011.
- 1.3 **“the GM Transport Committee”** means the Greater Manchester Transport Committee being a joint committee established by the Parties pursuant to the GMCA Transport Order.
- 1.4 **“the GMCA Transport Order”** means The Greater Manchester Combined Authority (Functions and Amendment) Order 2019.
- 1.5 **“the LDEDCA 2009”** means the Local Democracy, Economic Development and Construction Act 2009.
- 1.6 **“the LGA 1972”** means the Local Government Act 1972.
- 1.7 **“the LGA 2000”** means the Local Government Act 2000.
- 1.8 **“the LGHA 1989”** means the Local Government and Housing Act 1989.
- 1.9 **“the Mayor”** means the person elected as the Mayor of the GMCA pursuant to the Greater Manchester Combined Authority (Election of Mayor with Police and Crime Commissioner Functions Order 2016 (SI 2016/448)
- 1.10 **“the 2012 Regulations”** means the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012.
- 1.11 **“the Parties”** mean the GMCA, the Mayor and the Constituent Councils.
- 1.12 **“the Relevant Date”** in relation to a payment for a financial year means 30th June in the financial year which commenced two years previously.
- 1.13 **“the Secretary”** means such person as shall be appointed by the GMCA to discharge the role of Secretary on behalf of the GM Transport Committee..
- 1.14 **“the TfGMC”** means the Transport for Greater Manchester Committee being a joint committee established by the Parties.

- 1.15 “the **TfGM**” means Transport for Greater Manchester being the executive body of GMCA for the purposes of Part 5 of the Local Transport Act 2008 and Part 6 of the LDEDCA 2009.

2. Interpretation

- 2.1 Clause, Schedule and paragraph headings shall not affect the interpretation of this Agreement;
- 2.2 The Schedules form part of this Agreement and shall have effect as if set out in full in the body of this Agreement. Any reference to this Agreement includes the Schedules.
- 2.3 Unless the context otherwise requires, words in the singular shall include the plural and in the plural shall include the singular.
- 2.4 A reference to a statute or statutory provision is a reference to it as amended, extended or re-enacted from time to time.
- 2.5 A reference to a statute or statutory provision shall include all subordinate legislation made from time to time.
- 2.6 A reference to “this Agreement” or to any other agreement or document referred to in this Agreement is a reference to this Agreement or such other document or agreement as varied from time to time.
- 2.7 References to clauses and Schedules are to the Clauses and Schedules of this Agreement and references to paragraphs are to paragraphs of the relevant Schedule.
- 2.8 No person other than a party to this Agreement shall have any rights to enforce any term of this Agreement.
- 2.9 This Agreement and any dispute or claim arising out of or in connection with it or its subject matter or formation shall be governed by and construed in accordance with the law of England and Wales.
- 2.10 If any court or competent authority finds that any provision of this Agreement (or part of any provision) is invalid, illegal or unenforceable, that provision or part-provision shall, to the extent required, be deemed to be deleted, and the validity and enforceability of the other provisions of this Agreement shall not be affected.

3. Establishment of GM Transport Committee

- 3.1 Pursuant to Section 101(5) of the LGA 1972, Section 20 of the LGA 2000, Regulations 3,4, 11 and 12 of the 2000 Regulations and articles 6, 7, 8 and 9 of the GMCA

Transport Order,, the Parties agree to enter into arrangements to discharge certain of their functions relating to transport jointly and for this purpose to establish a joint committee to be called the Greater Manchester Transport Committee (the “**GM Transport Committee**”). The Mayoral Transport Functions which the Mayor may decide to arrange to be discharged by the GM Transport Committee are those listed in Schedule 2 of the GM Transport Order.

- 3.2 Pursuant to article 5(a)(i) of the GM Transport Order, the number of members of the GM Transport Committee shall not exceed 23.
- 3.3 Each Constituent Council (apart from Manchester City Council) shall appoint one of their elected members to be members of GM Transport Committee. Manchester City Council shall appoint two of their elected members to be members of the GM Transport Committee.
- 3.4 Each of the Constituent Councils are expected to appoint their district’s executive member with responsibility for transport to be a member of the GM Transport Committee.
- 3.5 Pursuant to article 5(a)(ii) of the GM Transport Order, each Constituent Council (apart from Manchester City Council) shall appoint one of their elected members to act as substitute member of the GM Transport Committee in the absence of the member appointed in accordance with clause 3.3 above. Manchester City Council is expected to appoint two of their elected members to act as substitute members of the GM Transport Committee in the absence of the members appointed in accordance with clause 3.3 above.
- 3.6 The GMCA will appoint one member of the GMCA to be a member of the GM Transport Committee.
- 3.7 Pursuant to article 5(a)(ii) of the GM Transport Order, the GMCA will appoint one member of the GMCA to act as substitute member of the GM Transport Committee in the absence of the member appointed in accordance with clause 3.6 above.
- 3.8 The Mayor will be a member of the GM Transport Committee.
- 3.9 Pursuant to article 5(a)(ii) of the GM Transport Order, the Mayor will appoint one member of the GMCA to act as substitute member of the GM Transport Committee in the Mayor’s absence.
- 3.10 The Mayor will appoint ten additional members of the GM Transport Committee, comprising one elected member of each of the Constituent Councils. The appointments to the GM Transport Committee made by the Mayor under this clause 3.10 will be made so as to ensure that the members of the GM Transport Committee, taken as a whole, reflect as far as reasonably practicable the balance of political parties for the time being prevailing among the Constituent Councils when taken together as required by article 5(b) of the GM Transport Order. The appointments to the GM Transport Committee made by the Mayor under this clause 3.10 will

reflect the wishes of the relevant political group as to the members to be appointed to any seat on the GM Transport Committee allocated to that political group.

- 3.11 Pursuant to article 5(a)(ii) of the GM Transport Order, the GMCA will appoint elected members of the Constituent Councils to act as substitute members of the GM Transport Committee in the absence of the members appointed in accordance with clause 3.10 above.
- 3.12 Pursuant to article 7(6) of the GM Transport Order, questions relating to the apportionment of membership under clause 3.10 require a unanimous vote in favour by all members, or substitute committee members acting in place of those members, of the GMCA to be carried.

4. Terms of Reference of the GM Transport Committee

TRANSPORT COMMITTEE

Terms of Reference

1. Overview

The Transport Committee, as a joint committee of the ten Greater Manchester district councils ('the Constituent Councils'), the GMCA and the Mayor, brings together the principal local transport decision-making bodies.

The primary role of the Transport Committee is not to replicate strategic decision-making functions, but to ensure that through its work, those bodies are able to make informed and co-ordinated decisions by being fully informed about the operation and performance of the transport system, its individual modes and the infrastructure it relies on, including the Key Route Network.

It also has an important role in helping shape the development of transport strategy and policies, and in advising the GMCA and the Mayor on specific transport issues, as directed by them. In relation to bus services, the Transport Committee will undertake the function of making decisions in relation to the supported bus network, which has been delegated by the Mayor.

In summary the three key areas of work for the Transport Committee will be to ensure:

- **Accountability:** active and regular monitoring of the performance of the transport network, including the Key Route Network, the operation of the GM Road Activities Permit Scheme, road safety activities, etc as well as all public transport modes. This role will include holding service operators, TfGM, highway authorities and transport infrastructure providers to public account, and to recommend appropriate action as appropriate;

- **Implementation:** oversee the delivery of agreed Local Transport Plan commitments. This includes the active oversight of the transport capital programme, and decisions over supported bus services network to be made within the context of policy and budgets set by the Mayor and the GMCA as appropriate; and
- **Policy Development:** undertake policy development on specific issues, as may be directed by the Mayor and / or the GMCA.

2. Transport functions of the Greater Manchester Combined Authority ('GMCA') referred to the Transport Committee

2.1 The following transport functions of the GMCA are not delegated but are referred by the GMCA or, as the case may be, the Mayor to the Transport Committee in order for the Transport Committee to make recommendations (where appropriate) to the GMCA or, as the case may be, the Mayor in respect of:

- (a) Considering proposals by TfGM to promote or oppose any Bill in Parliament pursuant to Section 10(1)(xxix) of the Transport Act 1968; and
- (b) Policy reviews and development on specific issues, undertaken by the Transport Committee on the direction of the Mayor and/or the GMCA.

3. Transport functions of the GMCA delegated to the Transport Committee

3.1 The following transport functions of the GMCA are delegated by the GMCA or, as the case may be, the Mayor to the Transport Committee, subject to the Transport Committee exercising these functions in accordance with any transport policies of the GMCA and the Mayor, the Local Transport Plan and the agreed transport budget and borrowing limits (and without prejudice to the GMCA's or, as the case may be, the Mayor's right to discharge such functions directly):

- (a) Monitoring and overseeing the activities and performance of TfGM (and where appropriate recommending that the GMCA exercise the power pursuant to Section 15(6) of the Transport Act 1968 to give to TfGM such directions as appear to the Transport Committee to be appropriate to secure the observance of the rights of the GMCA);
- (b) Ensuring that the TfGM secures the provision of appropriate public passenger transport services pursuant to Section 9A(3) of the Transport Act 1968;
- (c) Considering what local bus information should be made available, and the way in which it should be made available pursuant to Sections 139 to 143 of the Transport Act 2000;

- (d) Ensuring that the TfGM implements those actions delegated to it for promoting the economic, social and environmental well-being of Greater Manchester and its residents pursuant to Section 99 of the Local Transport Act 2008;
- (e) Monitoring performance against the Local Transport Plan and other transport policies of the Mayor and the GMCA;
- (f) Formulating, developing and monitoring procedures for public consultation on the GMCA's and the Mayor's transport policies;
- (g) Active promotion of Greater Manchester's transport and travel interests as set by the GMCA and the Mayor;
- (h) Determining the operation, performance, contract management and development of tendered bus services, bus stations/stops, and passenger transport services;
- (i) Determining the operation, performance and development of the GMCA's accessible transport provision pursuant to Sections 106(1) and 106(2) of the Transport Act 1985; and
- (j) Monitoring the operation and performance of Metrolink, bus and local rail services and initiating appropriate action, including making recommendations to the GMCA and/or the Mayor.

3.2. The following transport functions of the GMCA, which are delegated by the Constituent Councils to the GMCA, are sub-delegated by the GMCA to the Transport Committee, subject to the Transport Committee exercising these functions in accordance with any transport policies of the GMCA or the Mayor, the Local Transport Plan and the GMCA's agreed transport budget and borrowing limits:

- (a) In respect of those functions:
 - (i) under section 23 of the Road Traffic Regulation Act 1984 (pedestrian crossings) so far as it relates to Pelican and Puffin crossings as defined by regulation 3(1) of the Zebra, Pelican and Puffin Crossings Regulations 1997; and
 - (ii) under section 65 (placing of traffic signs) of the Road Traffic Regulation Act 1984 so far as it relates to traffic signs that are traffic light signals where "traffic light signals" means a traffic sign of the size, colour and type

prescribed by any of the following regulations of the Traffic Signs Regulations 2002:

- Regulation 33 – Light signals for the control of vehicular traffic – standard form
- Regulation 34 – Green arrow light signals for the control of vehicular traffic
- Regulation 37 – Light signals for control of vehicular traffic entering or proceeding on motorways and all purpose dual carriageway
- Regulation 39 – Light signals to control traffic at level crossings etc.
- Regulation 41 – Light signals for the control of tramcars
- Regulation 44 – Light signals for lane control of Vehicular traffic
- Regulation 45 – Warning light signal for motorways and all-purpose dual carriageway roads
- Regulation 46 – Matrix signs for motorways and all purpose dual carriageway roads
- Regulation 47 – Light signals at signal controlled pedestrian facilities
- Regulation 48 – Light signals at equestrian crossings
- Regulation 49 – Light signals at toucan crossings
- Regulation 52 – Light signals for pedestrian traffic at level crossings

the GMCA delegates to the Transport Committee responsibility for:

(i) Making recommendations to the GMCA in respect of:

- the development of policies relating to the installation, maintenance, and management of Traffic Light Signals that take both strategic and local strategies and frameworks into account; and
- the GMCA's budget for Traffic Light Signals.

(ii) Making arrangements for the discharge of the functions to be carried out in relation to Traffic Light Signals by TfGM.

(iii) Monitoring and overseeing the activities and performance of TfGM in relation to the Traffic Light Signal function.

(b) In respect of those functions under section 2 of the Road Traffic Reduction Act 1997 (“the Transport Studies Function”) the GMCA delegates to the Transport Committee responsibility for:

(i) Making recommendations to the GMCA in respect of:

- producing and updating policies in respect of the Transport Studies Function which are consistent with the Greater Manchester Strategy,

the GM Local Transport Plan objectives and GMCA's and the Constituent Council's budgets;

- settling budgets in respect of the Transport Studies Function

- (ii) Making arrangements for the discharge of the functions to be carried out in relation to the Transport Studies Function by TfGM.
- (iii) Monitoring and overseeing the activities and performance of TfGM in relation to the Transport Studies Function.

3.3 In respect of functions under section 39 (2) and (3) of the Road Traffic Act 1988 ('the road safety function'), which may be exercised concurrently with Constituent Councils, the GMCA delegates to the Transport Committee responsibility for:

- (a) Producing and developing policies in relation to the road safety function.
- (b) Drawing up budgets in relation to the road safety function insofar as it is exercised by the TfGM. Determining the tasks to be carried out in relation to the road safety function by TfGM.
- (c) Making recommendations to the GMCA and the Mayor in respect of the development of policies for the promotion and encouragement of safe transport to, from and within its area under s108 Transport Act 2000.
- (d) Monitoring and overseeing the activities and performance of TfGM.

4. Transport functions of the Constituent Councils delegated directly to the Transport Committee

4.1 The following transport related functions of the Constituent Councils will be delegated directly to the Transport Committee subject to the Transport Committee exercising these functions in accordance with any policies of the GMCA (as local transport authority), the Local Transport Plan and the terms of the delegation from the Constituent Councils:

- (a) Carrying out actions to facilitate the performance by local traffic authorities of their duty to manage their road traffic on their on their own roads and facilitating the same on other local authorities' roads pursuant to Sections 16 and 17 (except for sub-sections 17 (2) and (3)) of the Traffic Management Act 2004, including in particular –
 - (i) establishing processes for identifying things (including future occurrences) which are causing or have the potential to cause road congestion or other disruption to the movement of traffic on the road network;

- (ii) determining specific policies and objectives in relation to strategic roads;
 - (iii) monitoring the effectiveness of traffic authorities in managing their road network.
- (b) Preparing and carrying out a programme of measures designed to promote road safety, including carrying out road safety studies, studies into accidents, accident prevention campaigns, the dissemination of information and advice relating to the use of roads and arranging for the giving of practical training to road users pursuant to Sections 39(2) and 39(3)(a) and (b) of the Road Traffic Act 1988.

10. GM Transport Committee – Other Provisions

- 5.1 The GM Transport Committee may establish sub-committees.
- 5.2 When establishing a sub-committee, the GM Transport Committee will determine -
- (i) the terms of reference of the sub-committee
 - (ii) the size and membership of the sub-committee
 - (iii) the Chair (and Vice-Chair, if any) of the sub-committee
 - (iv) any delegated powers of the sub-committee
 - (v) the period (where appropriate) for which the sub-committee will remain constituted.
- 5.3 Appointments to sub-committees will be made in accordance with the principles of political balance set out in Section 15(5) of the LGHA 1989.
- 5.4 The GM Transport Committee and any sub-committee of the GM Transport Committee may, in respect of a function delegated to the GM Transport Committee by the GMCA under the GM Transport Committee Terms of Reference arrange for its discharge by an officer of one of the Constituent Councils or by TfGM.
- 5.5 The GM Transport Committee and any sub-committee of the GM Transport Committee may, in respect of a Mayoral Transport Function listed in Schedule 2 of the GMCA Transport Order which the Mayor has delegated to the GM Transport Committee under the GM Transport Committee Terms of Reference arrange for its discharge by an officer of one of the Constituent Councils or by TfGM.
- 5.6 The GM Transport Committee and any sub-committee of the GM Transport Committee may, in respect of a function delegated to them by the Constituent Councils under the GM Transport Committee Terms of Reference, arrange for its discharge by an officer of one of the Constituent Councils and may enter into agreements with TfGM for the provision of services by TfGM.

- 5.7 The GM Transport Committee will establish a scheme of delegation to sub-committees and officers and will review the scheme annually.
- 5.8 The GM Transport Committee will conduct its business in accordance with this Agreement, including the Rules of Procedure set out in Schedule 1.

6. Transport Protocols

- 6.1 The Parties will draw up and agree detailed Protocols in relation to the operation and discharge of those functions –
- delegated from the Constituent Councils to GMCA pursuant to Article 8 of the GMCA Order, and
 - delegated by the Constituent Councils to the GM Transport Committee by virtue of the GM Transport Committee Terms of Reference.
- 6.2 The Parties will keep the Protocols under regular review and may revise them from time to time, such revisions to be agreed by the Chief Executives of the Constituent Councils, the Head of Paid Service of the GMCA and the Chief Executive of TfGM.
- 6.3 Protocols drawn up, agreed or revised under this Clause will not override anything provided for or required by this Agreement and will not in themselves constitute arrangements for the discharge of functions made in accordance with Section 101 of the LGA 1972 and the 2012 Regulations.

7. Funding of Constituent Council Transport Functions delegated by the GMCA Order

- 7.1 For the financial year beginning on 1st April 2011, the Constituent Councils will meet the costs of the GMCA reasonably attributable to the exercise of those transport functions of the Constituent Councils delegated to the GMCA by virtue of Article 8 of the GMCA Order.
- 7.2 The amount payable by each of the Constituent Councils is to be determined by apportioning the costs of the GMCA referred to in Clause 7.1 between the Constituent Councils in such proportions as they may agree or, in default of agreement, in proportion to the total resident population on 30th June 2009 of the area of each council concerned as estimated by the Register General.
- 7.3 In the financial year beginning on 1st April 2012 and in subsequent financial years the costs of the GMCA referred to in Clause 7.1 shall be recovered from the Constituent Councils as part of the levy issued to those councils pursuant to the Transport Levying Bodies Regulations 1992, as amended, except where and to the extent that all the Constituent Councils agree that costs should be defrayed by the Constituent Councils and not the GMCA pursuant to Article 8(4) of the GMCA Order.

7.4 Without prejudice to the generality of Article 8(4) of the GMCA Order, it is agreed that each Constituent Council will be responsible for defraying the costs of the initial installation of traffic signs that are traffic light signals or pelican or puffin crossings in their area, except insofar as such costs are met by the third parties pursuant to agreements under Section 278 of the Highways Act 1980 or otherwise.

8. Amendments to this Agreement

8.1 This Agreement may be amended following a resolution approved by all the Parties.

8.2 The operation of this Agreement will be subject to an annual review.

9. Dispute Resolution

9.1 Any dispute between the Parties arising out of this Agreement which cannot be settled shall be referred to the Head of Paid Service of the Parties to the dispute who will negotiate to resolve the matter in good faith.

10. Notices

10.1 Any notice, demand or other communication required to be served on the GMCA under this Agreement shall be sufficiently served if delivered personally to or sent by pre-paid first class recorded delivery post to the GMCA's Monitoring Officer at First Floor, Churchgate House, 56 Oxford Street Manchester M1 6EU 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 GMCA's Monitoring Officer at the time of personal delivery or on the second working date after the date of posting as the case may be.

10.2 Any notice, demand or other communication required to be served on the Mayor under this Agreement shall be sufficiently served if delivered personally to or sent by pre-paid first class recorded delivery post or email or facsimile transmission to the Office of the GM Mayor at First Floor, Churchgate House, 56 Oxford Street Manchester M1 6EU the Town Hall, Manchester M60 2LA. 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 Mayor at the time of personal delivery or on the second working date after the date of posting or transmission as the case may be.

10.3 Any notice, demand or other communication required to be served on one or more of the Constituent Councils under this Agreement shall be sufficiently served if delivered personally to or sent by pre-paid first class recorded delivery post to the monitoring officer(s) of the Constituent Council(s) concerned at the principal office of the Constituent Council or such other address as has been notified to the Parties. 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 Constituent Council(s)

concerned at the time of personal delivery or on the second working date after the date of posting as the case may be.

IN WITNESS whereof the Parties have caused this Agreement to be executed the day, month and year first before mentioned.

Signed by **GMCA**

Authorised Signatory

Dated

Signed by the **GMCA Mayor**

Dated

Signed by **The Borough Council of Bolton**

Authorised Signatory

Dated

Signed by **Bury Metropolitan Borough Council**

Authorised Signatory

Dated

Signed by **The Council of the City of Manchester**

Authorised Signatory

Dated

Signed by **Oldham Borough Council**

Authorised Signatory

Dated

Signed by **Rochdale Metropolitan Borough Council**

Authorised Signatory

Dated

Signed by **Salford City Council**

Authorised Signatory

Dated

Signed by **The Metropolitan Borough Council of Stockport**

Authorised Signatory

Dated

Signed by **Tameside Metropolitan Borough Council**

Authorised Signatory

Dated

Signed by **Trafford Metropolitan Borough Council**

Authorised Signatory

Dated

Signed by **Wigan Borough Council**

Authorised Signatory

Dated

GM Transport Committee

Rules of Procedure

1. Interpretation, Suspension and Variation/Revocation of Rules of Procedure

- 1.1 The ruling of the Chair on the interpretation of these Rules in relation to all questions of order and matters arising in debate shall be final.
- 1.2 References in these Rules to the “Chair” means the member of the GM Transport Committee for the time being presiding at the meeting of the GM Transport Committee, and a meeting of the GM Transport Committee. References in these Rules to the “Secretary” means the officer of the GMCA who is appointed to discharge the role of the Secretary to the GM Transport Committee.
- 1.3 These Rules shall apply to the GM Transport Committee and any Sub Committee of the GM Transport Committee, and any reference to the GM Transport Committee shall accordingly include reference to a Sub Committee of the GM Transport Committee.
- 1.4* Except for those provisions which accord with the provisions of the Local Government Acts (and which are indicated with an asterisk *) any Rule may be suspended at a meeting of the GM Transport Committee with the consent of the majority of the whole number of members of the GM Transport Committee but not otherwise.
- 1.5* These Rules (except for those Rules marked with asterisk*) may be varied or revoked by a decision of a two-thirds majority of the GM Transport Committee and any motion to vary or revoke any of these Rules shall, when proposed and seconded, stand adjourned without discussion to the next ordinary meeting of the GM Transport Committee which shall determine the matter having considered a report of the secretary to the GM Transport Committee on the proposed variation or revocation.

2. Chair

- 2.1* The Chair of the GM Transport Committee will be appointed annually by the Mayor from among its members and shall, unless they resign, cease to be members of the GM Transport Committee or become disqualified, act until their successor becomes entitled to act as Chair.
- 2.2* The appointment of the Chair, for recommendation to the Mayor shall be the first business transacted at the Annual Meeting of the GM Transport Committee.

- 2.3* On a vacancy arising in the office of Chair for whatever reason, the GM Transport Committee shall recommend an appointment to fill the vacancy at the next ordinary meeting of the GM Transport Committee held after the date on which the vacancy occurs, or, if that meeting is held within 14 days after that date, then not later than the next following meeting. The member appointed shall hold such office for the remainder of the year in which such vacancy occurred.

3. Meetings

- 3.1* The Annual Meeting of the GM Transport Committee shall be held in June or the month after local elections on a date and at a time determined by the GM Transport Committee.
- 3.2* Ordinary meetings of the GM Transport Committee TfGMC for the transaction of general business shall be held on such dates and at such times as the GM Transport Committee shall determine.
- 3.3* An Extraordinary Meeting of the GM Transport Committee may be called at any time by the Chair .

4. Notice of Meetings

- 4.1 At least five clear days before a meeting of the GM Transport Committee or one of its Sub Committees:
- (a) notice of the time and place of the intended meeting shall be published by the Secretary and posted at Churchgate House, Oxford Street, Manchester, M1 6EU; and
 - (b) a summons to attend the meeting, specifying an agenda for the meeting, shall be sent by electronic email to the usual email address of each member of the GM Transport Committee, or any other email address notified to notified to the Secretary by a member of the GM Transport Committee.
- 4.2* Lack of service on a member of the GM Transport Committee of the summons shall not affect the validity of a meeting of the GM Transport Committee.

- 4.3* A member of the GM Transport Committee may require a particular item of business, including any motion, which is relevant to the powers of the GM Transport Committee, to be discussed at an ordinary meeting of the GM Transport Committee subject to at least eight clear days notice of such intention being given to the Secretary in writing, signed by the member concerned and specifying the business to be discussed. The Secretary shall set out in the agenda for each meeting of the GM Transport Committee the items of business requested by members (if any) in the order in which they have been received, unless the member concerned has given prior written notice to the Secretary prior to the issue of the agenda for the meeting, for it to be withdrawn. If the member concerned is not present at the meeting when an item of which they have given notice comes up for discussion, this item shall, unless the GM Transport Committee decides otherwise, be treated as withdrawn. A member shall not have more than one item of business, or motion, standing in their name to be discussed at any meeting of the GM Transport Committee.
- 4.4 No motion by way of notice to rescind any resolution which has been passed within the preceding six months, nor any motion by way of notice to the same effect as any motion which has been negatived within the preceding six months, shall be in order, unless the notice thereof shall have been given in time for inclusion on the agenda for the meeting, in accordance with paragraph 4.3 above, and the notice shall have been signed by four other members in addition to the member who is to propose the motion.
- 4.5* Except in the case of business required by these Rules to be transacted at a meeting of the GM Transport Committee, and other business brought before the meeting as a matter of urgency, and of which the Secretary shall have prior notice and which the Chair considers should be discussed at the meeting, no business shall be transacted at a meeting of the GM Transport Committee other than that specified in the agenda for the meeting.
- 5. Chair of Meeting**
- 5.1* At each meeting of the GM Transport Committee the Chair, if present, shall preside.
- 5.2* If the Chair is absent from a meeting of the TfGMC, the Secretary shall invite the members present to elect a member to preside for the duration of the meeting or until such time as the Chair joins the meeting.
- 5.3 Any power or function of the Chair in relation to the conduct of a meeting shall be exercised by the person presiding at the meeting.

6. Quorum

- 6.1* No business shall be transacted at any meeting of the full GM Transport Committee unless at least 8 of the members are present).
- 6.2* The quorum for any meeting of a Sub Committee of the GM Transport Committee shall be one third of the membership of that body.
- 6.3 If at the time for which a meeting is called, and for 15 minutes thereafter, a quorum is not present, then no meeting shall take place.
- 6.4 If during any meeting of the GM Transport Committee the Chair, after counting the number of members present, declares that there is not a quorum present, the meeting shall stand adjourned to a time fixed by the Chair. If there is no quorum and the Chair does not fix a time for the reconvened meeting, the meeting shall stand adjourned to the next ordinary meeting of the GM Transport Committee.

7. Order of Business

- 7.1 At every meeting of the GM Transport Committee the order of business shall be to select a person to preside if the Chair is absent and thereafter shall be in accordance with the order specified in the agenda for the meeting, except that such order may be varied -
- (a) by the Chair at his/her discretion, or
 - (b) on a request agreed to by the GM Transport Committee
- 7.2 The Chair may bring before the GM Transport Committee at their discretion any matter that they consider appropriate to bring before the GM Transport Committee as a matter of urgency.

8. Submission of Sub Committee Proceedings

- 8.1 Except where a Sub Committee appointed by the GM Transport Committee is acting under delegated authority, the Minutes of the proceedings of each of the GM Transport Committee's Sub Committees shall be submitted to the GM Transport Committee for confirmation. Confirmation by the GM Transport Committee of those Minutes shall constitute approval of the proceedings of those Sub Committees.
- 8.2 The Chair of a Sub Committee, or other member of the Sub Committee acting in their place, shall deal with matters arising during any debate on the proceedings of the Sub Committee.
- 8.3 A Chair of a Sub Committee, or other member of the Sub Committee acting in their place, may, with the consent of the GM Transport Committee, withdraw any item on the Minutes of that Sub Committee, or correct any factual inaccuracy, which might otherwise result in the GM Transport Committee being misinformed on any item in the Sub Committee's Minutes.

- 8.4 When considering the Minutes of the proceedings, no motion or amendment shall be made or proposed, or any discussion allowed upon any matter which, although within the province of the Sub Committee, does not appear in the Minutes of the proceedings.

9. Rules of Debate

Motions

- 9.1 A Motion (or amendment) shall not be discussed unless it has been proposed and seconded. It shall, if required by the Chair, be put in writing and handed to the Chair, who shall determine whether it is in order before it is further discussed or put to the meeting.
- 9.2 A member when seconding a Motion or amendment may, if they then declare their intention to do so, reserve their speech until a later period of the debate. No member may, except at the discretion of the Chair, address the GM Transport Committee more than once on any Motion. The mover of the original Motion may reply but shall confine such reply to answering previous speakers and shall not introduce any new matter into the debate. After the reply the question shall be put forthwith.
- 9.3 A member when speaking shall address the Chair. If two or more members signify their desire to speak, the Chair shall call on one to speak: the other or others shall then remain silent. While a member is speaking no other member shall intervene unless to raise a point of order or by way of personal explanation.
- 9.4 A member shall direct his/her speech to the question under discussion or to a personal explanation or to a point of order. No speech shall exceed five minutes except by consent of the Chair.

Amendments to Motions

- 9.5 An amendment shall be relevant to the Motion and shall be either:-
- (a) to refer a subject of debate to a Sub Committee for consideration or reconsideration: or
 - (b)
 - (i) to leave out words from the Motion
 - (ii) to leave out words from, and insert or add others to, the Motion:
 - (iii) to insert words in, or add words to, the Motion:

but such omission, insertion or addition of words shall not have the effect of negating the Motion before the GM Transport Committee.

- 9.6 Only one amendment may be moved and discussed at a time and no further amendment shall be moved until the amendment under discussion has been disposed of. The mover of an amendment shall read the same before speaking to it.
- 9.7 If an amendment is negated, 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 substantive Motion upon which any further amendment may be moved, except any amendment which would be inconsistent with that already carried. The right of reply under paragraph 9.2 above shall not extend to the mover of an amendment which, having been carried, has become the substantive Motion. No member shall move more than one amendment on any Motion.
- 9.8 A member may, with the consent of the GM Transport Committee, signified without discussion:-
- (a) alter a Motion of which they have given notice
 - (b) with the consent of their seconder alter a Motion which they have moved:
- if in either case the alteration is one which could be made as an amendment thereto.
- 9.9 A Motion or amendment may be withdrawn by the mover with the consent of the GM Transport Committee (which shall be signified without discussion) and no member may speak upon it after the mover has asked permission for its withdrawal, unless such permission has been refused.
- 9.10 When a Motion is under debate no other Motion shall be moved except the following:-
- (a) That the Motion be amended
 - (b) That the GM Transport Committee proceed to the next business
 - (c) That the question be put
 - (d) That the debate be adjourned
 - (e) That the meeting be adjourned
 - (f) That the member named be warned
 - (g) (By the Chair under paragraph 11.2 below) That the member named leave the meeting, or
 - (h) That the press and public be excluded (in accordance with Section 100A of the Local Government Act, 1972)
- 9.11 A member who has not already spoken on the item under consideration may move without comment at the conclusion of a speech of another member "That the GM Transport Committee proceed to the next business", "That the question be put", "That the debate be adjourned" or "That this meeting of the GM Transport Committee be adjourned" and on the seconding of that Motion the Chair shall proceed as follows:

- (a) on a Motion to proceed to the next business, unless in their opinion the original Motion or amendment has been insufficiently discussed, they shall first give the mover of the original Motion a right of reply, and then put to the vote the Motion to proceed to the next business; if this latter Motion is carried, the original Motion or amendment under discussion shall be deemed to be withdrawn
- (b) on a Motion that the question be put, unless in their opinion the Motion or amendment before the meeting has not been sufficiently discussed, they shall first put to the vote the Motion that the question be put and, if it is carried, they shall then give the mover of the original Motion their right of reply under paragraph 9.2 above, before putting the Motion or any amendment then under discussion to the vote
- (c) on a Motion to adjourn the debate, if, in the Chair's opinion, the Motion or amendment before the meeting has not been sufficiently discussed, and cannot reasonably be sufficiently discussed on that occasion, they shall put to the vote a Motion to adjourn the debate to the next meeting of the GM Transport Committee, or to a time stated, without giving the mover of the original Motion their right of reply on that occasion; if the adjournment Motion is carried, then, on the resumption of the debate, the Chair shall reintroduce the Motion or amendment before the meeting at the time the debate was adjourned, and the member who moved the adjournment of the debate shall be entitled to speak first
- (d) on a Motion to adjourn a meeting of the GM Transport Committee until a specified date and time, the Chair shall forthwith put such a Motion to the vote without giving any right of reply to the mover of any Motion under discussion and, if the Motion is carried, the remaining business of the day shall stand adjourned until the date and time stated in the Motion. On the resumption of the meeting of the GM Transport Committee the procedure in paragraph 9.11(c) above shall apply

9.12 No member may move any of the Motions in paragraph 9.11 above on more than one occasion at each meeting and, when such a Motion is not carried, a second Motion of the like nature shall not be made within half an hour unless, in the opinion of the Chair, the circumstances of the question are materially altered.

Points of Order

9.13 A member may, with the permission of the Chair, raise 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 the Rules of Procedure or statutory provision and the member shall specify which part of the Rules of Procedure or statutory provision and the way in which they consider it has been broken. A personal explanation shall be

confined to some material part of a former speech by the member which they consider to have been misunderstood in the present debate.

- 9.14 The ruling of the Chair on a point of order, or the admissibility of a personal explanation, shall not be open to discussion.
- 9.15 Whenever the Chair intervenes during a debate a member then speaking or offering to speak shall give way.

Motion to exclude the Press and Public

- 9.16 A Motion to exclude the press and public in accordance with Section 100A of the Local Government Act, 1972 may be moved, without notice, at any meeting of the GM Transport Committee during an item of business whenever it is likely that if members of the public were present during that item there would be disclosure to them of confidential or exempt information as defined in Section 100A of the 1972 Act.

10. Voting

- 10.1 Whenever a vote is taken at meetings of the GM Transport Committee it shall be by a show of hands. On the requisition of any member of the GM Transport Committee, supported by four other members who signify their support by rising in their places, and before the vote is taken, the voting on any question shall be recorded so as to show whether each member present gave their vote for or against that question or abstained from voting.
- 10.2* In the case of an equality of votes, the Chair shall have a second, or casting, vote.
- 10.3* A member may demand that his/her vote be recorded in the Minutes of the meeting.

11. Conduct of Members at meetings

- 11.1 If at a meeting any member of the GM Transport Committee, misconducts 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 GM Transport Committee, the Chair or any other member may move "That the member named be warned" and the Motion if seconded shall be put and determined without discussion.
- 11.2 If the member named continues such misconduct after a Motion under the foregoing paragraph has been carried, the Chair shall either:-
- (a) move "That the member named leave the meeting" (in which case the Motion shall be put and determined without seconding or discussion)
 - (b) adjourn the meeting of the GM Transport Committee for such period as they consider expedient

11.3 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 vested in him or her may, without question put, adjourn the meeting of the GM Transport Committee for such period as he or she considers expedient.

12. Disturbance by Members of the Public

12.1 If a member of the public interrupts the proceedings at any meeting the Chair shall warn him or her. If they continue the interruption the Chair shall order his or her removal from the room. In the case of general disturbance in any part of the room open to the public the Chair shall order that part to be cleared.

13. Interests of Members

13.1* A member must have regard to the Code of Conduct for Members of the local authority for which they are an elected member and their obligations in relation to the disclosures of, and possible withdrawal from a meeting, for reason of personal and prejudicial interests.

14. Appointment of Sub Committees

14.1 The GM Transport Committee shall at the Annual Meeting appoint such Sub Committees as it has at that, or any earlier meeting, resolved to establish; may, at any time, appoint such other Sub Committees as are necessary to carry out the work of the GM Transport Committee; and may, at any time, dissolve a Sub Committee or alter its membership.

14.2 The terms of reference of Sub Committees shall be approved by the GM Transport Committee and shall be subject to review at each Annual Meeting.

14.3 The GM Transport Committee shall at each Annual Meeting, or whenever there is a vacancy in such office, appoint the Chair of each Sub Committee.

14.4 The GM Transport Committee may at any time remove a member from the office of a Sub Committee and appoint another member to fill the resultant vacancy.

14.5 A member may resign from the office of Chair of a Sub Committee by notice in writing delivered to the Secretary, the resignation to take effect from the time of receipt of such notice.

14.6 Wherever possible, a programme of dates and times of Sub Committee meetings for the ensuing year shall be approved at the Annual Meeting of the GM Transport Committee, or, on the first appointment of a Sub Committee, at any other meeting of the GM Transport Committee. Such a programme shall, however, be capable of variation by the GM Transport Committee, and, in case of urgency, by the Chair of the Sub Committee.

- 14.7 GM Transport Committee members may attend a meeting of any Sub Committee of which they are not a member, but shall not, without the consent of the Chair, take part in any proceedings. They shall not, in any event, move any Motion or amendment, or vote at such a meeting. Such members may attend a Sub Committee meeting during consideration of any business indicated on the agenda as likely to be considered when the public have been excluded, provided advance written notice has been given to the Secretary of the member's intention to attend for the discussion of such business, and his or her reasons for so doing.
- 14.8 A member of the GM Transport Committee who has moved a Motion that has been referred to any Sub Committee shall have notice of the meeting of the Sub Committee at which it is proposed to consider the Motion. They shall have the right to attend the meeting and if the member attends, they shall be afforded an opportunity of explaining the Motion.

15. Publication of Reports

- 15.1* Reports or other documents for the consideration of the GM Transport Committee or a Sub Committee shall be marked "Private & Confidential Not for Publication" only if the Secretary, as Proper Officer under Section 100B(2) of the Local Government Act 1972 determines that this should be done on one or more of the grounds specified in the Act.
- 15.2 A Member of the GM Transport Committee or a member of the public may request that an item of business containing exempt information should be taken in public and such a request should be dealt with by the meeting at which the item is to be considered in private as the first item on the agenda. The procedure for dealing with such requests is set out in Rules 16 and 17 below.
- 15.3* Copies of the agenda of meetings of the GM Transport Committee or its Sub Committees, including prints of reports or other documents to be submitted to the GM Transport Committee or Sub Committees (other than reports or other documents marked "Not for Publication") shall be furnished prior to the meeting to representatives of the press, radio and television and shall also be furnished at the meeting to members of the public attending such meetings. Such documents shall also be made available for public inspection, at least five clear days before any meeting, at Churchgate House, Oxford Street, the Town Hall, Manchester, M1 6EU.
- 15.4* Where an item or report has been added to an agenda, any revised agenda or additional report shall be available for public inspection as soon as the item or report has been added to the agenda, provided copies are also, at that time, available to members of the .

16. Access to Information Procedure Rules

- 16.1 Except as otherwise indicated, these rules apply to all meetings of the GM Transport Committee and its Sub Committees.

- 16.2 The Rules in Section 16 do not affect any more specific rights to information contained elsewhere in these Rules of Procedure or the law.
- 16.3 The GM Transport Committee will supply copies of:
- (a) any agenda and reports that are open to public inspection
 - (b) any further statements or particulars, if any, as are necessary to indicate the nature of the items in the agenda
 - (c) if the Secretary thinks fit, copies of any other documents supplied to members in connection with an item
 - (d) to any person on payment of a charge for postage and any other costs.
- 16.4 The GM Transport Committee will make available copies of the following for six years after a meeting:
- (a) the minutes of the meeting, excluding any part of the minutes of proceedings when the meeting was not open to the public or which disclose exempt or confidential information
 - (b) 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;
 - (c) the agenda for the meeting
 - (d) reports relating to items when the meeting was open to the public
- 16.5 The relevant Chief Officer will set out in every report a list of those documents (called background papers) relating to the subject matter of the report that in his/her opinion:
- (a) disclose any facts or matters on which the report or an important part of the report is based
 - (b) which have been relied on to a material extent in preparing the report but does not include published works or those which disclose exempt or confidential information

17. Exclusion of access by the public to meetings

(a) Confidential information – requirement to exclude public

- 17.1 The public must be excluded from meetings whenever it is likely in view of the nature of the business to be transacted or the nature of the proceedings that confidential information would be disclosed.

17.2 Where the meeting will determine any person's civil rights or obligations, or adversely affect their possessions, Article 6 of the Human Rights Act establishes a presumption that the meeting will be held in public unless a private hearing is necessary for one of the reasons stated in Article 6.

(b) Meaning of confidential information

17.3 Confidential information means information given to the GM Transport Committee by a Government department on terms that forbid its public disclosure or information that cannot be publicly disclosed by reason of a Court Order or any enactment.

(c) Meaning of exempt information

17.4 Exempt information means information falling within the following categories (subject to any qualifications):

- (i) information relating to any individual
- (ii) information which is likely to reveal the identity of any individual
- (iii) information relating to the financial or business affairs of any particular person (including the authority holding that information)
- (iv) information relating to any consultations or negotiations, or contemplated consultations or negotiations in connection with any labour relations matter arising between the GM Transport Committee or a Minister of the Crown and employees of, or office holders under, the GM Transport Committee
- (v) information in respect of which a claim to legal professional privilege could be maintained in legal proceedings
- (vi) information which reveals that the GM Transport Committee proposes a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or b) to make an order or direction under any enactment
- (vii) information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime

(e) Exclusion of Access by the public to reports

17.5 If the Secretary thinks fit, the GM Transport Committee may exclude access by the public to reports which in his/her opinion relate to items during which the meeting is likely not to be open to the public. Such reports will be marked "Not for Publication" together with the category of information likely to be disclosed.

GMCA Meeting on 28 June 2019

Declaration of Councillors' interests in items appearing on the agenda

NAME: _____

Minute Item No. / Agenda Item No.	Nature of Interest	Type of Interest
		Personal / Prejudicial / Disclosable Pecuniary
		Personal / Prejudicial / Disclosable Pecuniary
		Personal / Prejudicial / Disclosable Pecuniary
		Personal / Prejudicial / Disclosable Pecuniary

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PLEASE NOTE SHOULD YOU HAVE A PERSONAL INTEREST THAT IS PREJUDICIAL IN AN ITEM ON THE AGENDA, YOU SHOULD LEAVE THE ROOM FOR THE DURATION OF THE DISCUSSION & THE VOTING THEREON.

QUICK GUIDE TO DECLARING INTERESTS AT GMCA MEETINGS

This is a summary of the rules around declaring interests at meetings. It does not replace the Member's Code of Conduct, the full description can be found in the GMCA's constitution Part 7A.

Your personal interests must be registered on the GMCA's Annual Register within 28 days of your appointment onto a GMCA committee and any changes to these interests must notified within 28 days. Personal interests that should be on the register include:

- Bodies to which you have been appointed by the GMCA
- Your membership of bodies exercising functions of a public nature, including charities, societies, political parties or trade unions.

You are also legally bound to disclose the following information called DISCLOSABLE PERSONAL INTERESTS which includes:

- You, and your partner's business interests (eg employment, trade, profession, contracts, or any company with which you are associated)
- You and your partner's wider financial interests (eg trust funds, investments, and assets including land and property).
- Any sponsorship you receive.

FAILURE TO DISCLOSE THIS INFORMATION IS A CRIMINAL OFFENCE

STEP ONE: ESTABLISH WHETHER YOU HAVE AN INTEREST IN THE BUSINESS OF THE AGENDA

If the answer to that question is 'No' – then that is the end of the matter. If the answer is 'Yes' or 'Very Likely' then you must go on to consider if that personal interest can be construed as being a prejudicial interest.

STEP TWO: DETERMINING IF YOUR INTEREST PREJUDICIAL?

A personal interest becomes a prejudicial interest:

- where the well being, or financial position of you, your partner, members of your family, or people with whom you have a close association (people who are more than just an acquaintance) are likely to be affected by the business of the meeting more than it would affect most people in the area.
- the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice your judgement of the public interest.

FOR A NON PREJUDICIAL INTEREST

YOU MUST

- Notify the governance officer for the meeting as soon as you realise you have an interest
- Inform the meeting that you have a personal interest and the nature of the interest
- Fill in the declarations of interest form

TO NOTE:

- You may remain in the room and speak and vote on the matter
- If your interest relates to a body to which the GMCA has appointed you to you only have to inform the meeting of that interest if you speak on the matter.

FOR PREJUDICIAL INTERESTS

YOU MUST

- Notify the governance officer for the meeting as soon as you realise you have a prejudicial interest (before or during the meeting)
- Inform the meeting that you have a prejudicial interest and the nature of the interest
- Fill in the declarations of interest form
- Leave the meeting while that item of business is discussed
- Make sure the interest is recorded on your annual register of interests form if it relates to you or your partner's business or financial affairs. If it is not on the Register update it within 28 days of the interest becoming apparent.

YOU MUST NOT:

- participate in any discussion of the business at the meeting, or if you become aware of your disclosable pecuniary interest during the meeting participate further in any discussion of the business,
- participate in any vote or further vote taken on the matter at the meeting

MINUTES OF THE GREATER MANCHESTER COMBINED AUTHORITY MEETING HELD ON 31 MAY 2019 AT TRAFFORD TOWN HALL

PRESENT:

Greater Manchester Mayor	Andy Burnham (In the Chair)
Bolton	Councillor David Greenhalgh
Manchester	Councillor Richard Leese
Oldham	Councillor Sean Fielding
Rochdale	Councillor Allen Brett
Salford	City Mayor Paul Dennett
Stockport	Councillor Elise Wilson
Tameside	Councillor Brenda Warrington
Trafford	Councillor Andrew Western
Wigan	Councillor David Molyneux

OTHER MEMBERS IN ATTENDANCE:

Manchester	Councillor Angeliki Stogia
Rochdale	Councillor Janet Emsley
Tameside	Councillor Leanne Feeley
Wigan	Councillor Peter Smith

OFFICERS IN ATTENDANCE:

GMCA – Chief Executive	Eamonn Boylan
GMCA - Deputy Chief Executive	Andrew Lightfoot
GMCA – Monitoring Officer	Liz Treacy
GMCA – Treasurer	Richard Paver
Office of the GM Mayor	Kevin Lee

Bolton	Sue Johnson
Bury	Geoff Little
Oldham	Rebekah Sutcliffe
Manchester	Joanne Roney
Rochdale	Steve Rumbelow
Salford	Ben Dolan
Stockport	Pam Smith
Tameside	Ian Saxon
Wigan	Alison McKenzie-Folan
GM HSCP	Jon Rouse
Growth Company	Mark Hughes
GMCA	Julie Connor

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Simon Nokes
Claire Norman
Sylvia Welsh
Nicola Ward

GMCA 96/19 APOLOGIES

That apologies be received from Steven Pleasant, Chief Executive Tameside Council and Tony Oakman, Chief Executive Bolton Council.

GMCA 97/19 CHAIR'S ANNOUNCEMENTS AND URGENT BUSINESS

RESOLVED/-

1. That the GMCA and Mayor of GM formally welcome Councillor Elise Wilson, Leader of Stockport Council and Councillor David Greenhalgh, Leader of Stockport Council, as members of the GMCA.
2. That the GMCA and Mayor of GM record their thanks to Councillor Linda Thomas and Councillor Alex Ganotis for their contributions to GM.
3. That the GMCA record its gratitude to all staff at Manchester City Council for the organisation of the respectful commemorative events in recognition of the second anniversary of the Manchester Arena attack.

GMCA 98/19 DECLARATIONS OF INTEREST

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

GMCA 99/19 MINUTES OF THE GMCA MEETING HELD ON 29 MARCH 2019

RESOLVED/-

1. That the minutes of the GMCA meeting held on 29 March 2019 be approved as a correct record.
2. That it be noted that the letter to Government seeking an urgent reassessment of funding for frontline fire and rescue services would be sent imminently.

GMCA 100/19

**MINUTES OF THE GMCA RESOURCES COMMITTEE HELD ON 29
MARCH 2019 & 31 MAY 2019**

RESOLVED/-

That the minutes of the meetings of the GMCA Resources Committee held on 29 March 2019 and 31 May 2019 be approved and more specifically, the recommendations of the Committee relating to the Combined Chief Executive Officer – GMCA and TfGM be approved as follows:

1. That the combined role description for the Chief Executive Officer approved.
2. That the salary recommendation for the combined Chief Executive Officer role of £220,000 be approved, payable from the date of taking up the appointment.
3. That it be agreed that the new joint role include the statutory responsibilities of Director General TfGM.
4. That it be noted that savings in the region of £280,000 will be achieved through the implementation of this proposal.

GMCA 101/19

**MINUTES OF THE GREATER MANCHESTER LOCAL ENTERPRISE
PARTNERSHIP HELD ON 20 MAY 2019**

RESOLVED/-

That the minutes of the Greater Manchester Local Enterprise Partnership Board held on 20 May 2019 be noted.

GMCA 102/19

**GMCA HOUSING, PLANNING & ENVIRONMENT OVERVIEW &
SCRUTINY COMMITTEE – MINUTES OF THE MEETING HELD ON 11
APRIL 2019**

RESOLVED/-

That the minutes of the GMCA Housing, Planning and Environment Overview and Scrutiny Committee held on 11 April 2019 be noted.

GMCA 103/19

GREATER MANCHESTER SERVICE FOR CHILDREN PROGRAMME

Councillor Rishi Shori, Portfolio Lead for Young People introduced a report, updating members on progress being made in a number of areas on the GM Children's programme, including-

- The launch of the GM Children’s Plan 2019-2022 that will enhance the programme by setting out the priorities for the next few years, ensuring that real progress is made in working towards the shared ambitions for Children and Young People as set out in the Greater Manchester Strategy.
- Specific progress made following the receipt of the £7.43m government funding.
- The proposals presented to the GM Children’s Board in April, including a funding request identified from the £7.43m DfE allocation.

Councillor Shori commented that the latest research included in the Plan highlighted that GM children have a lower life expectancy than the UK average, and that despite recent efforts, a third of children in GM still start school not ready to learn. Ensuring equal access to service provision, especially for children with special educational needs, remained a priority for GM and it is hoped that a shared Plan will help to deliver this ambition.

Members of the GMCA expressed their thanks to Councillor Rishi Shori and Charlotte Ramsden, Salford Council for their work in progressing the Plan, alongside the Children and Young People’s Board. The importance of hearing the voice of children and young people (especially those who were most vulnerable) was imperative to ensuring that they feel engaged and valued members of the community, who feel they have the opportunity to drive forward future plans and transform services.

Councillor Sean Fielding shared an example of how young people have been engaged through Oldham’s Young People’s Council and their recent motion regarding free prescriptions for care leavers up to 25 years old being approved by Oldham Council. He added that the creation of more support for foster carers and brokerage services would be welcome recommendations as both posed significant challenges for local authorities.

The Mayor recognised that the care leaver proposal recently approved by Oldham Council was a positive example of people-led policy development and requested that more details be shared in relation to costings etc with the GMCA. He further recognised that the national cuts in funding for Special Educational Needs (SEN) required Greater Manchester to retain its focus on ensuring that children with SEN remained a priority and that good practice, especially in relation to the engagement of parents, be shared across GM.

RESOLVED/-

1. That the progress made on the GM Children’s Programme of work following the announcement of £7.43m DfE funding be noted.
2. That the launch of the GM Children and Young People’s Plan 2019-2022 be endorsed.

3. That grants for £330,000 (Wigan Council to support for foster carers) and £160,000 (Salford Council to support a review of brokerage/placement models for Looked After Children) be approved.
4. That the work of Charlotte Ramsdem, in coordinating the work of the Children's Programme be recognised.
5. That Oldham Council be invited to share further details on the care leaver prescription policy change with GMCA, with a view to assessing the potential to expand the policy across GM.

GMCA 104/19 UPDATE ON ADDITIONAL FUNDING FOR THE ROUGH SLEEPING INITIATIVE PROGRAMME

The GM Mayor, Andy Burnham provided an update on £506,817 of additional funding secured from the Government's Rough Sleeper Initiative Programme, which aimed to tackle rough sleeping in six boroughs of Greater Manchester.

He also advised on the allocation methodology of funds to local authorities and the proposals to recruit additional outreach capacity in areas currently not in receipt of Rough Sleeper Initiative funding.

Councillor Brenda Warrington reported on the success of Tameside's initiative following receipt of the first round of this funding, which had seen 30 people with complex issues now permanently housed. At the last count there were 7 rough sleepers in Tameside, in comparison to 42 at the same time last year, evidencing that the scheme was making a significant impact.

The Mayor added that at the recent Pride of Manchester awards, Pauline Town was recognised for her work to support homeless people in Tameside. Across GM over 1500 people have been through the scheme, with over 500 gaining a permanent address. Feedback in relation to the 'A bed every night' scheme has evidenced that people who have engaged with the scheme feel more settled and are able to move forward which has again supported the clear need for a further extension. The Mayor went on to express his thanks to Vincent Company and Raise the Roof for their recent fundraising efforts.

RESOLVED/-

1. That the success of the bid to secure additional funding to tackle rough sleeping in Greater Manchester be acknowledged.
2. That the allocation of additional funding to districts at the following levels be agreed – Bolton MBC £83,375, Bury MBC £50,025, Oldham MBC £33,350, Stockport MBC £33,350, Rochdale MBC £33,350, Trafford MBC £33,350, in addition to further awards

of £25,000 each to Trafford MBC and Stockport MBC for provision of personalisation funding.

3. That the retention of £40,000 by GMCA for the employment of a Co-ordinator and £150,000 for the commissioning of Dual Diagnosis support be approved.
4. That authority be delegated to the Treasurer of the GMCA to vary allocations where required, in consultation with the Mayor of GM.
5. That the GMCA support the proposed recruitment process which has been agreed between officers, the GMCA and MHCLG.
6. That the GMCA record its thanks to Government for the funding to support the Rough Sleeping Initiative, which was already seeing positive outcomes for each of the GM districts, recognising the support it has provided to the current the Housing First offer.

GMCA 105/19

GREATER MANCHESTER GOOD EMPLOYMENT CHARTER

The GM Mayor, Andy Burnham introduced a report detailing the full revenue implications and identifying funding sources for the establishment of the Greater Manchester Good Employment Charter, following agreement of the Charter Model at the GMCA meeting held on 31 March 2019. He reminded members that raising employment standards across GM was a major commitment of his manifesto, which was further re-enforced by the outcomes of the Independent Prosperity Review that evidenced the need to reduce employment standard variations.

Members were pleased to see equality and diversity as one of the seven commitments of the Charter and welcomed its alignment with the employment ambitions of local authorities as they were aware of the increase of people in low paid employment. The benefits to employers in signing up to the Employment Charter were evident, especially in relation to the reduction of staff turn around and additional training if an employee remains committed to the same company for a longer period of time.

The Mayor added that other Mayoral Combined Authorities had begun making enquiries as to whether they could replicate similar Charters following the framework developed by GM.

RESOLVED/-

1. That the allocation of funding from retained Business Rates for the implementation of the Charter at a cost of £230,000 per year for three years from 2019-2020 be agreed.
2. That GMCA record its thanks to Councillor Richard Leese and the team at the GMCA for their work in developing the Good Employment Charter which has already seen

substantial commitments made from businesses due to a co-design approach to its development.

GMCA 106/19 JUSTICE DEVOLUTION REFRESH

Beverley Hughes, Deputy Mayor and Portfolio Lead for Stronger, Safer Communities introduced a report that provided an update on the refreshed Justice Devolution Memorandum of Understanding (MoU) with the Ministry Of Justice.

The updated Memorandum builds on the GM Devolution Deal agreed in March 2016 and the development of public service reform principles in Greater Manchester. It demonstrated a progressive ambition and strong partnership, crafted in challenging times. The approach is informed by principles of co-design, co-production and co-commissioning with the ambition to improve outcomes and experiences for offenders, victims, witnesses and the communities and neighbourhoods in which they live.

She added that this refresh will be significantly different due to its partnership agreement which is embedded in a place based approach to service delivery with integrated teams with a preventative focus. This work built on the current innovations in place, and will contribute to the shaping and development of a GM Delivery Plan through the Board. GM will continue to lobby Government to be seen as a separate region in relation to their revised proposals for probation services due to the devolution agreement for Greater Manchester and if agreed, this could be another significant step for GM.

RESOLVED/-

1. That the progress made towards the Justice Devolution refresh be noted and the MoU in anticipation of the formal launch on the 31 May be acknowledged.
2. That the announcement by Government to review the proposals for probation services, in particular the potential for GM to be considered as a region in its own right be noted.

GMCA 107/19 GREATER MANCHESTER SKILLS CAPITAL 2017 – 2020 PROGRAMME UPDATE: OLDHAM COLLEGE & BURY COLLEGE

Cllr Sean Fielding, Portfolio Lead for Education, Skills, Work and Apprenticeships introduced a report updating Members on the latest position of the Round 2 applications for Skills Capital funding from Oldham College and Bury College.

The GM Local Enterprise Partnership (LEP) gave their approval for these recommendations at their meeting on 20th May 2019.

He reported that there would be a final round, with the remaining £2m of Skills Capital funding, details of which would be shared with the GMCA in due course.

As Leader of Oldham Council he welcomed the proposals for funding for Oldham College and reported that they had been rated 'good' in their latest Ofsted inspection. He specifically welcomed the investment in the growth of the course for the construction sector, in order to build a talent pipeline for smaller firms, which would also help to meet GMs targets for the development of smaller brownfield sites. In respect of this, the Mayor commented that there may be further opportunities for the college in relation to the GM property retro-fitting programme.

Councillor Rishi Shori as Leader of Bury Council, also welcomed the proposed investment to Bury College which would further improve the links with the University of Bolton and support the growth of the higher education sector in Bury.

RESOLVED/-

1. That the funding application for a total project cost £8,950,000, with a skills capital funding request of £6,950,000 by Oldham College be granted conditional approval and progress to due diligence.
2. That the re-commencement of Bury College Skills Capital be noted, recognising the total project cost of £6,745,782 with a skills capital grant of £2,250,000.
3. That authority be delegated to the GMCA Treasurer and GMCA Monitoring Officer to review the due diligence information and, subject to their satisfactory review and agreement of the due diligence information and the overall detailed commercial terms of the transactions, to sign of any outstanding conditions, issue final approvals and complete any necessary related documentation in respect of the grant at 1) and 2) above.
4. That the GMCA agree to launch the remaining Skills Capital allocation for a final round, details to be submitted to the GMCA in due course.
5. That it be noted that the increase of retro-fitting existing properties may provide a further training and employment opportunity for students under taking the advanced construction courses at Oldham College.

GMCA 108/19

WILLIAMS REVIEW AND RAIL PROSPECTUS

Andy Burnham, Mayor of Greater Manchester presented a report seeking Members' approval on the draft submission to the Williams Review of Rail, and highlighting the emerging vision for GM rail as part of a city region integrated transport system. The rail prospectus would further identify how GM could overcome some of the current transport challenges and look at future operation and infrastructure.

Councillor David Greenhalgh welcomed the report, and urged that the inter-linking of boroughs across GM remains a shared ambition of a fully integrated transport network.

RESOLVED/-

1. That the submission to the Williams Review of Rail to meet the review submission deadline of 31 May 2019 be approved.
2. That the emerging vision for GM rail as part of a city region integrated transport system be noted.
3. That it be noted the station at Hattersley in Tameside had been included in the list of stations (in paragraph 3.18 of the document) requiring significant changes.

GMCA 109/19 NORTHERN AND TRANSPENNINE EXPRESS RAIL PERFORMANCE

Andy Burnham, Mayor of Greater Manchester presented a report providing a summary of rail performance for Network Rail, Arriva Rail North (trading as Northern) and TransPennine Express in Rail Periods 13, 2018/19 and 1, 2019/20 (03 March – 27 April, 2019). He commented that as a member of Transport for the North, the GMCA has an active interest in rail franchise performance in Greater Manchester delivering reliable and high quality rail services, but unfortunately, the promised improved performance from rail operators has not been delivered. The latest summary of performance showed significantly low levels of reliability and punctuality that have been further impacted by the lack of driver availability especially in relation to weekend services.

The Mayor recognised that Bolton had experienced a significant share of issues, which could be resolved through a fully integrated service but required a prompt solution in the short term.

He reported that (in conjunction with the Mayor of Liverpool) he had recently called on the Government to terminate the franchise.

The GMCA offered their support to the call for the termination of the franchise, and recognised that the lack of performance and continual poor standards had gone on too long. The Government had made promises at the start of the franchise in relation to an updated fleet, direct links to the airport etc, which have not been delivered. The enquiry in relation to Piccadilly and Oxford Road train stations has also not been progressed, despite a further review of the Castlefield corridor that reached the same conclusions as the previous review.

The Mayor echoed this view, and commented that if the Northern Hub had been delivered then GM would have already had a very different transport model but in spite of this, significant Government investment was needed to support the GMCA in

ensuring that transport in GM reached the required standards. Failure to invest in the North of England is a long standing Government issue which now needed a renewed commitment.

RESOLVED/-

That the contents of the report be noted.

GMCA 110/19 TFGM EXECUTIVE BOARD MEMBERSHIP

Andy Burnham, Mayor of Greater Manchester introduced a report setting out options in relation to the membership of the TfGM Executive Board.

RESOLVED/-

1. That the options considered in relation to the membership of the TfGM Executive Board, as set out in the report, be noted.
2. That the appointment of the GMCA Treasurer as an ex-officio member of the TfGM Board be approved.
3. That the extension of the appointments of Non-Executive Directors, Mr Edward Pysden and Mr Les Mosco for 1 year and 2 years respectively, as set out in Option B be approved.
4. That the recruitment of an additional Non-Executive Director, to replace the recently retired Non-Executive Advisor, as set out in Option D of the report, be approved.
5. That the GMCA record its thanks to the current TfGM's Non-Executive Board Directors for their invaluable support to the TfGM Board and gratitude that they were prepared to continue to work with GM.

GMCA 111/19 BREXIT MONTHLY MONITOR

Sir Richard Leese, Portfolio Leader for Business and Economy introduced a report that provided Members with an update on the latest edition of the Greater Manchester Brexit Monitor.

RESOLVED/-

That the content of the April Brexit Monitor be noted.

GMCA 112/19 WHOLE SYSTEM SMART ENERGY PLAN

Andy Burnham, Mayor of Greater Manchester, presented a report produced for Greater Manchester by the Energy Systems Catapult (with financial support from the Department of Business Energy and Industrial Strategy), detailing their recommendations about a Whole System Smart Energy Plan for Greater Manchester.

The report forms one of the key deliverables from the Greater Manchester Green Summit and aims to support Greater Manchester's achievement of the Green Summit aspiration for the City Region to be carbon neutral by 2038.

The key recommendations from this report have been incorporated into Greater Manchester's 5 Year Environment Plan, published and adopted by the GMCA in March 2019.

RESOLVED/-

1. That the contents of the Energy Systems Catapult report, its recommendations and roadmap be noted.
2. That it be noted that the key recommendations of this plan have already been incorporated within the recently published GM 5 year Environment Plan.
3. That the GMCA record its thanks to the former Portfolio Leader, Alex Ganotis in developing the Plan alongside GMCA officers.

GMCA 113/19 ENERGY COMPANY OBLIGATION (ECO) 3

Andy Burnham, Mayor of Greater Manchester, presented a report detailing new delivery mechanisms and processes that Local Authorities need to have in place to enable Greater Manchester's fuel poor residents to benefit through the Energy Company Obligation (Eco) 3 Scheme. This followed recent changes in guidance from the Department for Business, Energy and Industrial Strategy (BEIS) in February 2019.

Members were advised that those local authorities who wished to participate in the scheme could do so via the new Warm Homes Oldham Framework Agreement, which allows ECO funded heating and insulation measures to be installed at the homes of fuel poor, low income and vulnerable households.

In addition, and to remain compliant with BEIS' new guidance, the report also detailed an updated Greater Manchester Local Authority Flexible Eligibility 'Statement of Intent'.

RESOLVED/-

1. That the GMCA commend those GM district councils that wish to continue benefitting from a coordinated approach for the delivery of ECO funded heating and insulation measures at the homes of fuel poor, low income and vulnerable

households in their area, do so to use the Warm Homes Oldham Framework Agreement.

2. That it be agreed to use the Warm Homes Oldham Framework Agreement for the installation of first time central heating systems at the homes of fuel poor, low income and vulnerable households across GM which can be used should additional Warm Homes Fund allocation for GM become available in the future.
3. That it be agreed that the GMCA would publish a revised version of the GM Local Authority Flexible Eligibility Statement of Intent, to come into force on 1 June 2019.
4. That the GMCA record its thanks to Councillor Sean Fielding, and colleagues at Oldham Council for their work in developing the Framework Agreement and the opportunity to share this work with other GM districts.

**GMCA 114/19 GREATER MANCHESTER STRATEGY IMPLEMENTATION
PLAN UPDATE**

Andy Burnham, Mayor of Greater Manchester, introduced a report that provided Members with the latest six monthly update of the Greater Manchester Strategy Implementation Plan and performance dashboards.

The update provided progress against the agreed delivery milestones and ambitions, updated the outcome measures for each of the Greater Manchester Strategy priorities and also provided new delivery milestones for the next six and twelve months.

RESOLVED/-

1. That the updated GM Strategy Implementation Plan and Performance Dashboard be agreed and noted.
2. That the overall progress towards the achievement of the GMS 2020 ambitions and targets be noted.
3. That the GMCA record its thanks to Simon Nokes and the team at the GMCA for their work on the GMS Implementation Plan Performance Dashboard.

**GMCA 115/19 GREATER MANCHESTER INVESTMENT FRAMEWORK
APPROVALS**

David Molyneux, Portfolio Leader for Investment and Resources, introduced a report that sought GMCA approval for an equity investment into Tootoot Limited loan to Apadmi Limited. It was reported that this investment would be made from recycled funds and sought to support the economy by delivering additional jobs.

He also reported that due to there being no GMCA meeting in April, an investment to Shaping Cloud Limited and an amendment to the EON Reality Limited grant were approved under delegated authority. The details of these approvals are included in section four of the report.

RESOLVED/-

1. That the funding application for Tootoot Limited (equity investment of £240k) be given conditional approval and progress to due diligence.
2. That authority be delegated to the GMCA Treasurer and GMCA Monitoring Officer to review the due diligence information in respect of the company, and, subject to their satisfactory review and agreement of the due diligence information and the overall detailed commercial terms of the transaction, to sign off any outstanding conditions, issue final approvals and complete any necessary related documentation in respect of the investment at 1) above.
3. That the investment to Shaping Cloud Limited and the amendments to the GM Business Support loan and the EON Reality Limited grant be agreed under delegated authority.

GMCA 116/19 GREATER MANCHESTER HOUSING INVESTMENT LOANS FUND – INVESTMENT APPROVAL RECOMMENDATIONS

City Mayor Paul Dennett, Portfolio Lead for Housing, Homelessness & Infrastructure, introduced a report that sought Members’ approval on the GM Housing Investment Loans Fund.

RESOLVED/-

1. That the GM Housing Investment Loans Fund loans be approved as contained with the report below:

BORROWER		SCHEME	DISTRICT	LOAN
Splash Developments Ltd		Daisy Bank Mill	Manchester	£2.338m
Hazellock Ltd		Trafford Plaza	Trafford	£6.01m

2. That authority be delegated to the GMCA Treasurer and in conjunction with the GMCA Monitoring Officer to prepare and effect the necessary legal agreements.

APPOINTMENTS TO THE GMCA OVERVIEW SCRUTINY COMMITTEES, GMCA AUDIT COMMITTEE & TRANSPORT FOR THE NORTH

Liz Treacy, GMCA Monitoring Officer introduced a report requesting agreement to appoint to the GMCA's Audit Committee, Overview and Scrutiny Committees and the substitute's pool and Transport for the North Board to ensure that the new committees are constituted as soon as possible for meetings scheduled in June.

RESOLVED/-

1. That Cllr Mary Whitby (Bury), Cllr Colin McLaren (Oldham), Cllr Joanne Marshall (Wigan) and Cllr Chris Boyes (Trafford) be appointed to the Audit Committee for the period up to 20 April 2020. In addition, that Cllr Peter Malcolm (Rochdale) and Cllr James Grundy (Wigan) be appointed as substitutes to the GMCA Audit Committee.
2. That it be noted that the GMCA in June 2017 appointed Gwyn Griffiths and Catherine Scivier as Independent Members of the GMCA Audit Committee for a term of office for three years.
3. That the appointments to the three Overview & Scrutiny Committees, for the period up to 20 April 2020, be approved as follows:

Corporate Issues and Reform Overview & Scrutiny Committee		Economy, Business Growth & Skills Overview and Scrutiny Committee		Housing, Planning & Environment Overview and Scrutiny Committee	
Bolton	Bob Allen (Con)	Bolton	Mudasir Dean (Con) Susan Howarth (Lab)	Bolton	John Walsh (Con)
Bury	Stella Smith (Lab) Tim Pickstone (Lib Dem)	Bury	Mary Whitby (Lab)	Bury	Martin Hayes (Lab) Dorothy Gunther (Con)
Manchester	Ben Clay (Lab)	Manchester	Luke Raikes (Lab) June Hitchen (Lab)	Manchester	Mandie Shilton-Godwin (Lab) Jon-Connor Lyons (Lab)

Oldham	Colin McClaren (Lab) Vacancy (Lab)	Oldham	George Hulme (Lab)	Oldham	Barbara Brownridge (Lab)
Rochdale	Kallum Nolan (Lab)	Rochdale	Daniel Meredith (Lab) Mike Holly (Con)	Rochdale	Linda Robinson (Lab)
Salford	Dave Jolley (Lab) Tanya Burch (Lab)	Salford	Vacancy (Lab)	Salford	Vacancy (Lab)
Stockport	Dena Ryness (Lab) John McGahan (Con)	Stockport	Kerry Waters (Lab) Colin MacAlister (Lib Dem)	Stockport	Janet Mobbs (Lab) Steve Gribbon (Lib Dem)
Tameside	Teresa Smith (Lab)	Tameside	Stephen Homer (Lab)	Tameside	Mike Glover (Lab) Liam Billington (Con)
Trafford	Anne Duffield (Lab) Dave Morgan (Cons)	Trafford	Barry Brotherton (Lab)	Trafford	Kevin Procter (Lab) Amy Whyte (Lab)
Wigan	Joanne Marshall (Lab)	Wigan	Charles Rigby (Lab) Michael Winstanley (Con)	Wigan	Fred Walker (Lab)

4. That the appointment of members to the GMCA Overview & Scrutiny Committee Pool of substitute member, for the period up to 20 April 2020, be approved as follows:

	LABOUR	CONSERVATIVE	LIBERAL DEMOCRAT
Bolton	Linda Thomas	Diane Parkinson	n/a
Bury	TBC	Roy Walker	n/a
Manchester	Jade Doswel		John Leech
Oldham	TBC		Hazel Gloster
Rochdale	Ray Dutton	Pat Sullivan	
Salford		Ali Leitner	

Stockport	n/a	n/a	n/a
Tameside	Adrian Pearce	Ruth Welsh	
Trafford	n/a	Sean Anstee	n/a
Wigan	TBC	Adam Marsh	n/a

5. That the appointment of the GM Mayor to the Transport for the North Board be noted.
6. That it be noted that 1 GMCA member will be appointed as a substitute member to the Transport for the North Board for the period up to 20 April 2020 at the GMCA Annual meeting in June.
7. That Councillor Mark Aldred (Wigan) be appointed from the nominations received from the GM Local Authorities, to the Transport for the North Board Scrutiny Committee and that Councillor Roger Jones (Salford) be appointed as the substitute Member.

GMCA 118/19 EXCLUSION OF PRESS AND PUBLIC

That, under section 100 (A)(4) of the Local Government Act 1972 the press and public should be excluded from the meeting for the following items on business on the grounds that this involves the likely disclosure of exempt information, as set out in paragraph 3, Part 1, Schedule 12A of the Local Government Act 1972 and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

PART B

**GMCA 119/19 GREATER MANCHESTER SKILLS CAPITAL 2017 – 2020 PROGRAMME
UPDATE: OLDHAM COLLEGE & BURY COLLEGE**

CLERK’S NOTE: This item was considered in support of the report considered in Part A of the agenda (Minute 107/19 above refers).

RESOLVED/-

That the report be noted.

GMCA 120/19 GREATER MANCHESTER INVESTMENT FRAMEWORK APPROVALS

CLERK’S NOTE: This item was considered in support of the report considered in Part A of the agenda (Minute 115/19 above refers).

RESOLVED/-

That the report be noted.

**GMCA 121/19 GREATER MANCHESTER HOUSING INVESTMENT LOANS FUND –
INVESTMENT APPROVAL RECOMMENDATIONS**

CLERK'S NOTE: This item was considered in support of the report considered in Part A of the agenda (Minute 116/19 above refers).

RESOLVED/-

That the report be noted.

**ANNUAL GENERAL MEETING OF THE GREATER MANCHESTER COMBINED
AUTHORITY (GMCA) ECONOMY, BUSINESS GROWTH AND
SKILLS OVERVIEW AND SCRUTINY COMMITTEE
14 JUNE AT 2.00 PM AT GMCA OFFICES, CHURCHGATE HOUSE**

Present: Councillor Michael Holly (in the Chair)

Bolton: Councillor Susan Haworth
Bury: Councillor Mary Whitby
Manchester: Councillor Luke Raikes
Councillor June Hitchen
Stockport: Councillor Kerry Waters
Tameside: Councillor Stephen Homer
Trafford: Councillor Barry Brotherton
Wigan: Councillor Charles Rigby
Councillor Michael Winstanley

In attendance

GMCA Councillor Richard Leese, Portfolio Lead for Economy
Simon Nokes, Executive Director Policy & Strategy
Gemma Marsh, Assistant Director Skills
Matthew Ainsworth, Assistant Director Employment
Joanne Heron, Statutory Scrutiny Officer, GMCA
Emma Stonier, Governance and Scrutiny Officer

E49/19 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Mudasir Dean (Bolton) and Councillor George Hulme (Oldham).

E50/19 APPOINTMENT OF CHAIR

Nominations were invited for the position of Chair of the GMCA Economy, Business Growth and Skills Overview and Scrutiny Committee for the 2019/20 Municipal Year. Councillor Michael Winstanley proposed Councillor Michael Holly and Councillor Barry Brotherton seconded the proposal. The Committee agreed that Councillor Michael Holly be appointed.

RESOLVED:

It was unanimously agreed that Councillor Michael Holly be appointed as Chair of the GMCA Economy, Business Growth and Skills Overview and Scrutiny Committee for the 2019/20 Municipal Year.

E51/19 APPOINTMENT OF VICE CHAIR

The Chair invited nominations for the position of Vice Chair of the GMCA Economy, Business Growth and Skills Overview and Scrutiny Committee for the 2019/20 Municipal Year. Councillor Michael Holly proposed Councillor Michael Winstanley and Councillor Susan Haworth seconded the proposal. The Committee agreed that Councillor Michael Winstanley be appointed.

RESOLVED:

It was unanimously agreed that Councillor Michael Winstanley be appointed as Vice Chair of the GMCA Overview and Scrutiny Committee for the 2019/20 Municipal Year.

E52/19 MEMBERSHIP FOR 2018/20

The Committee was asked to note its Membership for the 2019/20 Municipal Year.

Members
Councillor Mudasir Dean, Bolton, CON
Councillor Susan Haworth, Bolton, LAB
Councillor Mary Whitby, Bury, LAB
Councillor Luke Raikes, Manchester, LAB
Councillor June Hitchen, Manchester, LAB
Councillor George Hulme, Oldham, LAB
Councillor Daniel Meredith, Rochdale, LAB
Councillor Michael Holly, Rochdale, CON
TBC, Salford, LAB
Councillor Kerry Waters, Stockport, LAB
Councillor Colin MacAlister, Stockport, LIB DEM
Councillor Stephen Homer, Tameside, LAB
Councillor Barry Brotherton, Trafford, LAB
Councillor Charles Rigby, Wigan, LAB
Councillor Michael Winstanley, Wigan, CON

Salford had now nominated Councillor Jim King who would be formally appointed at the June meeting of the GMCA.

RESOLVED:

That the Membership for the 2019/20 Municipal Year be noted.

E53/19 MEMBERS' CODE OF CONDUCT AND ANNUAL DECLARATION OF INTEREST FORM

Consideration was given to a report that reminded Members that the GMCA's Member Code of Conduct (Appendix 1 of the report) set out high expectations with regard to Members' conduct. As Members of the GMCA's overview and scrutiny committees are co-opted onto a GMCA Committee the GMCA's code applied to them when they were acting in this capacity. Members were also reminded that they were required to complete an annual declaration of interest form, which would be published on the GMCA's website.

RESOLVED:

Members noted the report and the GMCA's Code of Conduct (Appendix 1 of the report) and agreed to complete an annual register of interest form (Appendix B of the report).

E54/19 TERMS OF REFERENCE

Members were provided with the Economy, Business Growth and Skills Overview and Scrutiny Committee's terms of reference.

RESOLVED:

That the Committee's terms of reference be noted.

E55/19 DECLARATIONS OF INTEREST

There were no declarations of interest received.

E56/19 MINUTES OF THE MEETING HELD ON 12 APRIL 2019

The minutes of the meeting held on 12 April 2019 were submitted for approval.

RESOLVED:

That the minutes of the last meeting held on 12 April 2019 be approved as a correct record.

E57/19 WORK PROGRAMME

Joanne Heron, Statutory Scrutiny Officer, introduced the 2019/20 work programme, provided for Members to develop, review and agree. The Committee agreed that further discussion in relation to the work programme would be undertaken in the induction session following this meeting.

RESOLVED:

That the work programme be noted and discussed further in the Scrutiny induction sessions.

E58/19 GREATER MANCHESTER STRATEGY IMPLEMENTATION PLAN AND PERFORMANCE UPDATE

Simon Nokes, Executive Director Policy and Strategy, GMCA introduced a report which provided Members with the latest six monthly update of the Greater Manchester Strategy (GMS) implementation plan and performance dashboards. It was explained that the update provided progress against the agreed delivery milestones and ambitions, and updated the outcome measures for each of the priorities within the GMS priorities. The updated plan also provided new delivery milestones at 6 and 12 months.

Key areas highlighted included:

- That GM had greater control over progress in some areas than others which were impacted more by national Government. GM would focus on those areas of slow progress within each priority and where they were able to have an impact on this.
- The following areas were highlighted as particular areas of focus: young people Not in Education, Employment or Training (NEETs); apprenticeships; welfare benefit and the number of people claiming unemployment benefits and economic indicators within priority 4 and the potential impact of Brexit on these.

Member's comments and questions included the following:

- The reduction in apprenticeships numbers was highlighted and Members noted that it would be useful to receive further information on the GM Apprenticeship Action Plan. Officers noted that national policy had impacted on apprenticeships numbers and statistics in GM broadly aligned with the national picture. However, work was being undertaken at a GM level to monitor the situation and understand further the reasons for reductions.

The levy had impacted on numbers, although there had been an increase in higher level apprenticeships. The cost of apprenticeships had changed and the number of young people undertaking level 2/3 had decreased. Some of the work underway to improve numbers included; encouraging apprenticeship take up in SMEs; providing each Local Authority with a package of support and improving the quality and provision of apprenticeships. Public sector organisations were also pooling together resources to achieve economies of scale from the levy. Officers would share the action plan with the Committee following the meeting.

- The GM approach to managing Welfare Reform was raised and clarification was sought about whether GM intended to request further devolution from Government under the comprehensive spending review. GM already had employment support devolution and the working well programmes were highlighted in relation to this. Initial devolution of employment support and health had been extended to other groups including early help for people at significant risk of falling out of work. In addition, a programme of employment support for people with learning disabilities and autism would be launched later this year.

GM was also working on two new Working Well Programmes focusing on in work progression and support for the self-employed. It was noted that universal support and claimant advice was currently being reviewed which aimed to develop proposals for Government around future funding, following the end of the current Citizen's Advice Bureau funding arrangements in March 2020.

A more localised approach to the managed migration of people on employment support to universal credit would also be discussed with Government. Councillor Richard Leese stated that the GM Independent Prosperity Review had looked at health and productivity and this would be picked up further in the Local Industrial Strategy (LIS) Implementation Plan. The GMCA had also recently launched their Public Service Reform (PSR) White Paper around the integration of public services which included the ability to get people back into work.

- What were the differences between the GM, West Midlands and Oxford/Cambridge Local Industrial Strategies and why was it felt that the GM LIS was the best roadmap for GM? The Committee were informed that the Oxford/Cambridge LIS had not been published and that there was currently no timeline for publication of this. It was felt the GM LIS was distinctive in its approach due to the undertaking of the Independent Prosperity Review and the proposals/recommendations which had come out of this. This also meant there had been an emphasis on the evidence base and innovative/challenging ideas.

The West Midlands LIS reviewed all sectors of the economy, whereas the GM LIS focused on four sectors where GM had recognisable global strengths. Additionally, it looked at where GM could contribute to UK economy growth and identified issues/challenges to unlocking growth. It was also emphasised that the fact it had been developed jointly with Government was a crucial strength.

- Internet connectivity across GM was discussed. It was stated that within some areas of GM residents still struggled to access a basic internet connection. The Committee were informed that a programme for upgrading to fibre broadband had taken place in 8 of 10 local authorities within GM (Manchester and Salford had been excluded as they were classed as urban areas). Furthermore, the £23m fibre connectivity programme of funding, from the Department of Culture, Media and Sport, was due to be rolled out soon. This would connect public sector premises across GM and covered all 10 local authorities.

A GM Prospectus outlining a common approach to the way fibre was to be laid across the whole of GM was also under development. It was expected that this would encourage commercial companies to invest in fibre more rapidly, as some of the barriers to laying infrastructure would be removed. The Committee were also informed that rules around state aid needed consideration.

- The indicator for the proportion of KS2 children expected to meet national standards around reading and maths was green, however by KS4 21.2% secondary school pupils had fallen below the national standard. Members asked whether the reasons behind this drop between primary and secondary school were understood and if so was any action being implemented to encourage a reversal of this trend? GM did not have control over schools as this was a national policy area. It was also a very complex issue and it was difficult to identify the underlying causes of this drop off. School improvement was also an area which sat with the Regional Schools Commissioner.

The GMCA Bridge GM programme was designed to raise ambitions in schools by linking businesses with schools. However, GM recognised that the way in which it engaged with schools needed further work, to identify if there was any wrap around support which could be offered to secondary schools and to ensure that pupils progressed and attained national standards.

Work was needed with Local Authorities and the Department for Education (DfE) to understand the reasons behind this and what could be done to help schools achieve national standards. Education was not under the CAs remit but work was taking place across the 10 authorities through the Children's Board.

The Independent Prosperity Review had found a significant variation in educational provision in GM and a focus would be to drive consistency in provision within and between local authorities. The LIS also provided GM with a 9-month engagement opportunity with the DfE and consistency in educational standards could form part of these conversations. The Committee requested that an item around schools and progression between KS2 and KS3 be added to the work programme for 2019/20.

- Members asked if more detailed data around school performance within individual local authorities was available. All the dashboard data was included in online in the interactive package tableau. This included datasets which drilled down to borough/ward level. The Committee were informed that if required additional data could be accessed.
- Members queried whether variations in standards between schools could be impacted by teaching staff/school leadership. Overall it was felt well led schools performed better, however there were currently no systems in place which enabled effective interventions to be assessed and translated to other schools.
- Members asked how many schools/colleges in GM had the Bridge GM programme engaged with? It was reported that 174 out of 234 secondary schools/sixth form colleges had been engaged in GM. A plan was in place to reach full coverage by December 2019.
- Questions around NEET data (pg. 47) were raised as it appeared that the data presented did not add up. Officers confirmed that these figures would be clarified and provided to the Committee.
- Members asked what the proposed lane rental scheme referred to within actions around improving performance of the transport network? It was confirmed this was related to passing on costs associated with roadworks to companies.

RESOLVED:

1. That overall progress towards the achievement of the GMS 2020 ambitions and targets be noted.
2. That the updated GMS implementation plan and performance dashboard detailed at Annex A of the report be noted.
3. That the GM Apprenticeship Action Plan be circulated to the Committee.
4. That an item around school standards and transition between KS2 and KS3 be scheduled into the work programme for 2019/20.
5. That clarity be provided to the Committee around the NEET figures provided on pg.47 of the report.

E59/19

DATES OF FUTURE MEETINGS

Members were provided with a proposed schedule of dates and times for 2019/20 meetings of the Committee. The majority of meetings will be held on the second Friday of the month from 2.00 – 4.00pm. Currently there are no meetings scheduled for August or April.

RESOLVED:

That the following dates/times of future meetings be agreed:

- Friday 12th July 2.00 - 4.00pm
- Friday 13th September 2.00 – 4.00pm
- Friday 11th October 2.00 - 4.00pm
- Friday 8th November 2.00 – 4.00pm
- Friday 6th December 2.00 – 4.00pm
- Friday 10th January 2.00 - 4.00pm
- Friday 7th February 2.00 – 4.00pm
- Friday 13th March 2.00 – 4.00pm

E60/19 GM WORK & SKILLS PROGRAMME UPDATE

Members noted the report of Councillor Sean Fielding, Portfolio Lead for Education, Skills, Work & Apprenticeships that provided Members with an update on the progress of key work and skills priorities in GM and development work underway to refresh the skills and work plan, in light of the Independent Prosperity Review findings and the emerging Local Industrial Strategy.

RESOLVED:

That the report be noted.

E61/19 BREXIT MONITOR

RESOLVED:

That the Brexit Monitor be noted.

E62/19 DATE AND TIME OF NEXT MEETING

Friday 12 July 2019, 2.00 – 4.00pm, Boardroom, GMCA Offices, Churchgate House, Oxford Road, Manchester, M1 6EU

**GREATER MANCHESTER COMBINED AUTHORITY (GMCA)
CORPORATE ISSUES AND REFORM OVERVIEW AND SCRUTINY COMMITTEE
18 JUNE 2019 AT 6.00PM AT GMCA OFFICES
ANNUAL MEETING**

Present:	Councillor Time Pickstone (Bury) (in the Chair)
Bolton:	Councillor Bob Allen
Bury:	Councillor Stella Smith
Manchester:	Councillor Ben Clay
Rochdale:	Councillor Raymond Dutton (Substitute)
Salford:	Councillor David Jolley
Salford:	Councillor Tanya Burch
Stockport:	Councillor Dena Ryness
Tameside:	Councillor Teresa Smith
Trafford:	Councillor Anne Duffield
Trafford:	Councillor Dave Morgan
Wigan:	Councillor Joanne Marshall

In attendance

GMFRS	Jim Wallace, Chief Fire Officer Dawn Docx, Deputy Chief Fire Officer Tony Hunter, Assistant Chief Fire Officer
GMCA	Andrew Lightfoot, Deputy Chief Executive Richard Paver, Treasurer Liz Treacy, GMCA Solicitor Joanne Heron, Statutory Scrutiny Officer Jamie Fallon, Governance and Scrutiny Officer

CI01/19 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Colin McLaren (Oldham) and Cllr Kallum Nolan (Rochdale).

CI02/19 APPOINTMENT OF CHAIR 2019/20

Nominations were invited for the position of Chair of the GMCA Corporate Issues and Reform Overview and Scrutiny Committee for the 2019/20 Municipal Year. Councillor Stella Smith proposed Councillor Tim Pickstone and Councillor John McGahan proposed that he be appointed as temporary Chair until the Housing, Planning and Environment Overview and Scrutiny Committee had appointed a Chair to ensure political balance. The Committee agreed that Councillor Tim Pickstone be appointed as Chair for the duration of the this meeting.

RESOLVED:

1. It was unanimously agreed that Councillor Tim Pickstone be appointed as Chair for the Annual General Meeting of the GMCA Corporate Issues and Reform Overview and Scrutiny Committee.
2. That the Appointment of the Chair of the GMCA Corporate Issues and Reform Overview and Scrutiny Committee for the 2019/20 Municipal Year be agreed at the July meeting.

CI03/19

APPOINTMENT OF VICE CHAIR 2019/20

The Chair invited nominations for the position of Vice Chair of the GMCA Corporate Issues and Reform Overview and Scrutiny Committee for the 2019/20 Municipal Year. Councillor Bob Allen proposed Councillor John McGahan and Councillor Dave Morgan seconded the proposal. The Committee agreed that Councillor John McGahan be appointed.

RESOLVED:

It was unanimously agreed that Councillor John McGahan be appointed as Vice Chair of the GMCA Corporate Issues and Reform Overview and Scrutiny Committee for the 2019/20 Municipal Year.

CI04/19

MEMBERSHIP FOR THE 2019/20 MUNICIPAL YEAR

The Committee were asked to note its Membership for the 2019/20 Municipal Year.

Members
Councillor Bob Allen, Bolton, CON
Councillor Stella Smith, Bury, LAB
Councillor Tim Pickstone, Bury, LIB DEM
Councillor Ben Clay, Manchester, LAB
Councillor Colin McLaren, Oldham, LAB
Councillor Kallum Nolan, Rochdale, LAB
Councillor David Jolley, Salford, LAB
Councillor Tanya Burch, Salford, LAB
Councillor Dena Reyness, Stockport, LAB
Councillor John McGahan, Stockport, CON
Councillor Teresa Smith, Tameside, LAB
Councillor Anne Duffield, Trafford, LAB
Councillor Dave Morgan, Trafford, CON
Councillor Joanne Marshall, Wigan, LAB

Oldham had now nominated Councillor Chris Goodwin who would be formally appointed at the June meeting of the GMCA.

RESOLVED:

That the membership for the 2019/20 municipal year be noted.

CI05/19

MEMBERS CODE OF CONDUCT AND ANNUAL DECLARATION FORM

Consideration was given to a report that reminded Members that the GMCA's Member Code of Conduct (Appendix 1 of the report) set out high expectations with regard to Members' conduct. As Members of the GMCA's overview and scrutiny committees are co-opted onto a GMCA Committee the GMCA's code applied to them when they were acting in this capacity. Members were also reminded that they were required to complete an annual declaration of interest form, which would be published on the GMCA's website.

RESOLVED:

1. That Members note the report regarding Member Code of Conduct (Appendix 1 of the report).
2. That Member's complete an annual register of interest form (Appendix B of the report) and return it to the Governance & Scrutiny Officer.
3. That an electronic version of the register of interest form be circulated to the Committee.

CI06/19

TERMS OF REFERENCE

Members were provided with the Corporate Issues and Reform Overview and Scrutiny Committee's terms of reference.

RESOLVED:

That the Committee's Terms of Reference be noted.

CI06/19

DECLARATIONS OF INTEREST

There were no declarations of interest received.

CI07/19

MINUTES OF THE MEETING HELD ON 19 MARCH 2019

The minutes of the meeting held on 19 March 2019 were submitted for approval.

A Member requested that the GMFRS Outline Business Case, which had been due to be discussed at the cancelled April 2019 meeting, be included within the work programme for 2019/20.

RESOLVED:

1. That the minutes of the meeting held on 19th March 2019 be approved as a correct record.
2. That the GMFRS Outline Business Case be prioritised within the work programme.

CI08/19

**GREATER MANCHESTER STRATEGY IMPLEMENTATION PLAN
PERFORMANCE UPDATE**

Andrew Lightfoot, Deputy Chief Executive, introduced a report which provided Members with the latest six monthly update of the Greater Manchester Strategy (GMS) implementation plan and performance dashboards. It was explained that the update provided progress against the agreed delivery milestones and ambitions, and updated the outcome measures for each of the GMS priorities. The updated plan also provided new delivery milestones at 6 and 12 months.

Key areas highlighted included:

- It was recognised that GM had greater control over progress in some areas, compared with those impacted by national Government. GM would concentrate its focus on its areas of slow progress within each priority.
- Priority 1: children starting school ready to learn, and Priority 10: an age-friendly Greater Manchester, and enabling actions and ways of working were identified as areas of particular focus.
- There was a vast amount of work being undertaken across Greater Manchester in relation to priority 1 – children starting school ready to learn. This has seen steady improvement over recent years. However, whilst the gap within the national average has narrowed over recent years, it still remains significant, therefore achievement of the 2020 target would be challenging.
- Improved early years outcomes were a fundamental to achievement of our ambitions across the GMS priorities, and work was underway with schools to support them to become leaders in early years. A GM Early Years Workforce Academy had been agreed in principle with the aim of rolling out a consistent, high quality workforce development approach to place-based team and early years settings.
- A pilot had been delivered with partners including the BBC to develop parental online support for early language development.
- Good progress was being made on priority 10 – An Age-Friendly Greater Manchester, noting that a study was currently underway to identify a new suite of indicators for the Age-Friendly Strategy, with support from the Centre for Ageing Better (CfAB). Once concluded, the current set of priority 10 measures would be refreshed for future reporting.

Member's comments and questions included the following:

- A Member of the School Readiness Task and Finish Group highlighted that they had produced a report on their findings which they would like to present to the Committee. It was confirmed that the report would be considered at the July meeting.
- The Member questioned why the dashboard indicated that there had been improvement whilst the gap between GM and the national average remained the same? Andrew Lightfoot advised that the Cabinet Secretary had attended a recent Reform Board where the challenges and opportunities had been discussed. There was recognition that a significant part of the gap related to the proportion of children with the most complex needs, and a strong correlation between lower levels of school readiness and deprivation.

However, it was anticipated that next years intake of reception children would demonstrate further improvement against the national average.

- A Member asked whether the number of ‘hospital admissions due to falls amongst GM residents aged over 65’ included figures relating to the number who had fallen whilst a patient in hospital? It was confirmed that that this would be explored and the answer circulated to the Committee.

RESOLVED:

1. That the update be noted.
2. That the School Readiness Task and Finish Group report be considered by the Committee at the July meeting.
3. That further information regarding the data included within the ‘hospital admissions’ metric be circulated to the Committee.

CI09/19 WORK PROGRAMME

Joanne Heron, Statutory Scrutiny Officer, introduced the 2019/20 work programme, provided for Members to develop, review and agree. The Committee agreed that further discussion in relation to the work programme would be undertaken in the induction session following the meeting.

RESOLVED:

That the work programme be noted and discussed further in the Scrutiny induction sessions.

CI10/19 DATES OF FUTURE MEETINGS

Members were provided with a proposed schedule of dates and times for 2019/20 meetings of the Committee. It was agreed that the majority of meetings would be held on the second Tuesday of the month from 6.00 – 8.00pm. There are no meetings scheduled for April 2020.

RESOLVED:

That the following dates/times of future meetings be agreed:

Date	Time	Venue	Notes
Tuesday 18 th June 2019	6pm	GMCA Offices	
Tuesday 16 th July 2019	6pm	Bury Training Centre	
Tuesday 13 th August 2019	6pm	GMCA Offices	Budget Training Session
Tuesday 17 th September	6pm	GMCA Offices	
Tuesday 15 th October 2019	6pm	GMCA Offices	
Tuesday 19 th November	6pm	GMCA Offices	

Tuesday 10 th December	6pm	GMCA Offices	
Tuesday 21 st January 2020	6pm	GMCA Offices	
Tuesday 11 th February 2020	6pm	GMCA Offices	
Tuesday 17 th March 2020	6pm	GMCA Offices	

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**MINUTES OF THE ANNUAL MEETING OF THE GREATER MANCHESTER COMBINED
AUTHORITY AUDIT COMMITTEE, HELD ON TUESDAY 18 JUNE 2019 AT THE FRIENDS'
MEETING HOUSE, MOUNT STREET, MANCHESTER**

PRESENT:

Gwyn Griffiths (Chair)	Independent Member
Catherine Scivier	Independent Member
*Councillor Peter Malcolm	Rochdale Council
Councillor Colin McLaren	Oldham Council
Councillor Mary Whitby	Bury Council

*denotes substitute Member.

ALSO PRESENT:

Daniel Watson	Mazars External Auditor (2018/19)
Mark Kirkham	Mazars External Auditor (2018/19)

OFFICERS:

Richard Paver	GMCA Treasurer
Sarah Horseman	GMCA Audit and Assurance
Tom Powell	GMCA Internal Audit
Damian Jarvis	GMCA Internal Audit
Amanda Fox	GMCA Finance
Helen Fountain	GMCA Finance
Paul Harris	GMCA Governance and Scrutiny

AC 19/37

APOLOGIES

An apology for absence was received and noted from Councillor Chris Boyes (Trafford Council).

The GMCA Treasurer informed Members that a resignation from Councillor Joanne Marshall (Wigan Council) had been received. Members noted that the appointment of a replacement Member was to be considered at the upcoming GMCA meeting on 28 June 2019.

AC 19/38 APPOINTMENT OF CHAIR FOR 2019/2020

The GMCA Treasurer sought nominations for the appointment of Chair to the GMCA Audit committee for 2019/20.

A nomination for Gwyn Griffiths (Independent Member) to be re-appointed as Chair was moved and seconded. No other nominations were received.

RESOLVED/-

That Gwyn Griffiths (Independent Member) be appointed as Chair of the GMCA Audit Committee for the 2019/2020 municipal year.

GWYN GRIFFITHS IN THE CHAIR

AC 19/39 MEMBERSHIP OF THE GMCA AUDIT COMMITTEE FOR 2019/2020

The Committee was asked to note the following Membership for the 2019/20 Municipal Year, as agreed by the GMCA, at its meeting on 31 May 2019 :

Member	District	Party
Councillor Chris Boyes	Trafford Council	Con
Gwyn Griffiths	Independent Member	n/a
Councillor Colin McLaren	Oldham Council	Lab
Catherine Scivier	Independent Member	n/a
Councillor Mary Whitby	Bury Council	Lab
Vacancy		Lab
Substitutes		
Councillor James Grundy	Wigan Council	Con
Councillor Peter Malcolm	Rochdale Council	Lab

RESOLVED/-

- 1) That the Membership of the GMCA Audit Committee, for the 2019/20 Municipal Year as set out above, be noted.

- 2) That it be noted that following the resignation of Councillor Marshall, as reported above, the GMCA will consider the appointment of a replacement Audit Committee member at its meeting on 28 June 2019.

AC 19/40 MEMBERS' CODE OF CONDUCT

Members were reminded of their obligations under the GMCA Members' Code of Conduct.

RESOLVED/-

That the obligations be noted by those Members present.

AC 19/41 ANNUAL DECLARATION OF INTEREST FORM

Members were reminded of their requirement, in accordance with Sections 30 and 31 of the Localism Act 2011 and the GMCA Code of Conduct for Members, to complete and return their Annual Declaration of Interests form. Members also noted that their completed declarations will appear on the GMCA website.

RESOLVED/-

That the requirement of Members complete their Annual Declaration of Interests form, be noted.

AC 19/42 DECLARATIONS OF INTEREST

Members were asked to declare any personal or prejudicial interests in relation to any of the items appearing on the agenda for the meeting.

Councillor Peter Malcolm declared a personal interest in any matters relating to Greater Manchester Fire and Rescue Services and the Fire Pension fund.

RESOLVED/-

That Councillor Malcolm's personal interest above, be noted.

AC 19/43 MINUTES OF THE GMCA AUDIT COMMITTEE MEETING HELD ON 16 APRIL 2019

The minutes of the meeting of the GMCA Audit Committee held on 16 April 2019 were submitted.

The Chair suggested that in light of the upcoming changes in personnel, an update on GMCA Internal Audit arrangements be provided to the next Audit Committee meeting.

RESOLVED/-

- 1) That the minutes of the meeting of the GMCA Audit Committee held on 16 April 2019, be approved as a correct record.
- 2) That an update on GMCA Internal Audit arrangements be provided to the next meeting of the Committee.

AC 19/44 MINUTES OF THE GMCA/GMP JOINT AUDIT PANEL HELD ON 4 APRIL 2019

The minutes of the meeting of the GMCA/GMP Joint Audit Panel, held on 4 April 2019 were submitted for information.

In response to an enquiry from a Member, officers noted that the Joint Audit Panel considers matters associated to the Police Fund and the minutes of the meetings are submitted to the GMCA Audit Committee for information.

Members noted that the Chair was to meet with the Chair of the GMCA/GMP Joint Audit Panel in the upcoming weeks.

A Member suggested that it would be helpful for Members to receive an overview of the expenditure associated with the functions of Fire, Police, Waste, Transport and other GMCA matters.

RESOLVED/-

- 1) That the minutes of the meeting of the GMCA/GMP Joint Audit Panel held on 4 April 2019, be noted.
- 2) That it be noted that the Chair will meet with the Chair of the GMCA/GMP Joint Audit Panel in the upcoming weeks.
- 3) That an overview of the expenditure associated with the functions of Fire, Police, Waste, Transport and other GMCA matters will be provided to the next meeting of the Committee, be noted.

AC 19/45 CORPORATE RISK REGISTER UPDATE

Richard Paver, GMCA Treasurer, introduced a report that provided Members with the first quarterly update of the Corporate Risk Register (CRR) for 2019/20. Members noted that the CRR identifies 18 risks recorded in the register, which remained unchanged from those reported to the Committee in April 2019. A copy of the Corporate Risk Register was set out at Appendix A to the report.

Members noted that there were not any material changes to the GMCA risk landscape and that there were only minor changes to the previously reported risk scores. The number of high risks recorded had reduced from five to four, with no new risks added to the register and no risks were removed during this quarter. It was also noted that a Governance and Risk Group review concluded and the Senior Management Team had subsequently recommended the following key changes be made to the CRR:-

- Risk 1 Brexit; risk status remained high to reflect the continued uncertainty and impact of a potential 'No Deal' Brexit. This risk is being monitored separately as part of the GMCA and GM Brexit Readiness Group and captured on a Brexit readiness action plan.
- Risk 7 Capital Programme and Programme Governance; The likelihood of reputational risk arising from delays or failure to deliver a number of high profile capital infrastructure was reduced from high to medium, but will be kept under review in light of capital programme delivery. There are proposals to strengthen governance arrangements in these areas across GMCA and TfGM this year for transport and non-transport projects. Controls have been strengthened with the updated single pot assurance framework in light of new national guidance and review of GMCA current practices. An officer has also been appointed to manage the non-transport element of the local growth fund programme.
- Risk 10 Information Security risk remained high and reflected the risk level on the national cyber security register. There are several planned actions in this area which are shown in the activity update.
- Risk 12 Procurement, Commissioning and Contract Management risk remained high across the three elements and reflected the effectiveness of policies, procedures, processes and resourcing to support consistent practice across the organisation. The SIP Contracts and Procurement review is underway, which takes into account grant management for programmes and projects. Controls have been strengthened with the introduction of a new bid management process.
- Risk 18 Government Support for Housing Delivery was still deemed high risk, with the Housing deal unlikely to proceed and alternative arrangements being discussed with Homes England.

In response to an enquiry from a Member regarding Risk 14, Adult Education Budget, Members noted that a procurement process was nearing completion.

Members noted that in relation to Risk 4, Bus Reform, a report on this matter was to be submitted to the upcoming meeting of the GMCA on 28 June 2019.

With regard to the Risk Continuum Risk Scoring Guidelines, as set out at Appendix B to the report, a Member requested the inclusion of descriptors for scores 2 and 4 are included in future reports.

RESOLVED/-

- 1) That the update on the GMCA Corporate Risk Register, be noted.

- 2) That the Committee records its thanks to Tom Powell and his team for their work in maintaining the Corporate Risk Register.
- 3) That a further update was to be considered at the July meeting of the Committee, be noted, and to also note that the report will include updated score and impact information for scores 2 and 4.

AC 19/46 GMCA DRAFT 2019/2020 ANNUAL GOVERNANCE STATEMENT

The GMCA Monitoring Officer and GMCA Treasurer introduced the latest version of the GMCA draft 2019/2020 Annual Governance Statement.

In welcoming the draft document, a Member highlighted that it did contain a number of acronyms and suggested that a glossary of terms would be a helpful addition.

A Member suggested that in relation to the on-going GMCA Governance Review, details of such should be considered by the Audit Committee considers, the GMCA Treasurer undertook to explore this request further.

It was noted that the final version of the Annual Governance Statement was to be considered at the July meeting of the Committee. Members were invited to provide any comments to the draft 2019/2020 Annual Governance Statement to the GMCA Treasurer, via the GMCA Governance Team, in advance of the next Audit Committee meeting on 30 July.

RESOLVED/-

- 1) That the GMCA draft 2019/2020 Annual Governance Statement be noted.
- 2) That the request for the committee to consider the on-going GMCA Governance Review at an appropriate time, be explored and noted.
- 3) That it be noted that the final version of the Annual Governance Statement was to be considered at the July meeting of the Committee and that Members be invited to provide any additional comments to the current draft 2019/2020 Annual Governance Statement to the GMCA Treasurer, in advance of the 30 July GMCA Audit Committee meeting.

AC 19/47 GMCA DRAFT 2018/2019 UNAUDITED STATEMENT OF ACCOUNTS

The GMCA Treasurer introduced the report which presented Members with a copy of the unaudited GMCA draft 2018/2019 Statement of Accounts and set out the process for approval of the audited statements once finalised. The report also sought comments from Members on the appended letters from the External Auditor, Mazars, in respect to the 2018/19 Audit and the understanding of those charged with governance and processes and arrangements.

In response to an enquiry from a Member, the External Auditor commented that they were not aware of any concerns in relation to the GMCA draft 2018/2019 Statement of Accounts. It was also noted that work was taking place with the National Audit Office in respect of requirement

relating to pensions and that a Letter of Representation will be provided at the next meeting of this Committee.

Following an enquiry from a Member, it was noted that the issues which had an impact on the draft accounts included PFI credits, the moorland fires, Housing Investment Fund matters and the movement of reserves.

RESOLVED/-

- 1) That the Audit Committee noted the GMCA unaudited draft statement of accounts for 2018/19, which had been signed by the GMCA Treasurer.
- 2) Members considered and commented on the letters from Mazar's in respect to the 2018/19 Audit – understanding those charged with governance and processes and arrangements.

AC 19/48 GMCA TREASURY MANAGEMENT ANNUAL REPORT

The GMCA Treasurer introduced a report which set out details of the Treasury Management activities of the Greater Manchester Combined Authority (GMCA) for the 2018/19 financial year.

RESOLVED/-

That the Treasury Management report for the 2018/19 financial year be noted.

AC 19/49 INTERNAL AUDIT 2018/2019 ANNUAL OPINION REPORT

The Head of Audit and Risk Management presented a report, which provided Members with an update on the interim annual assurance opinion report and set out the overall adequacy and effectiveness of Greater Manchester Combined Authority's (GMCA) internal control arrangements for 2018/19.

Members noted that the moderate assurance opinion provided in April 2019 on the systems of governance, risk management and internal control remained unchanged and took into account the latest position following audit work to review arrangements for the HMICFRS inspection of Greater Manchester Fire and Rescue Service and the development of GMFRS Programme for Change.

The report summarised that, whilst the outcome of the Inspection remained to be received there was clear evidence of robust arrangements for self-assessment and evaluation and of governance, oversight and risk management arrangements. Members noted that inspection preparation outcomes are one of the sources of intelligence that have been integrated into the Programme for Change (PfC) which is supported by a clear methodology and programme management approach with evident, comprehensive engagement of stakeholders and public consultation as well as key decision makers. It was also noted that based on the review undertaken by Internal Audit as detailed in the report, as well as other audit work completed since April, no material changes to the assessment of governance, risk

management and internal control that impact on the “Moderate” assurance opinion previously provided.

A Member highlighted the potential risks associated with the expenditure commitments to build and relocate fire stations as part of the Programme for Change. A Member also highlighted the potential reputational risks for GMCA in relation to the roll out of Programme for Change. In response, officers noted that those risks described by Members will be picked up in the CRR.

RESOLVED/-

- 1) That the update on the interim annual assurance opinion be noted.
- 2) That a Moderate assurance opinion provided by the Head of Audit and Risk Management, be noted.
- 3) That a further report on 2019/2020 activity was to be submitted to the meeting of the GMCA Audit Committee on 30 July 2019.

AC 19/50 AUDIT RECOMMENDATIONS MONITORING

The GMCA Treasurer introduced a report which provided an update to Members on the progress to date in implementing the agreed actions from recent internal audit assignments covering Purchase Cards and ICT Security. The report also provided assurance that a robust process is in place for follow up of recommendations.

RESOLVED/-

That the audit Recommendations monitoring report be noted.

AC 19/51 DATES OF FUTURE MEETINGS

Members considered dates for future meetings. It was noted that the next meeting had previously been set as Tuesday 30 July 2019 at 2.00 pm.

Officers undertook to canvas Members for their availability to attend additional meetings throughout the 2019/2020 municipal year.

Members suggested that a work programme of potential items be provided at future meetings.

RESOLVED/-

- 1) That the next meeting of the GMCA Audit Committee was to be held on Tuesday 30 July 2019, be noted and to also note that officers will undertake to develop a GMCA Audit Committee meetings programme for the 2019/2020 municipal year.
- 2) That a Committee work programme of future items will be provided to future meetings of the Committee, be noted.

Date: 28 June 2019

Subject: Bus Reform

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

PURPOSE OF REPORT

This report sets out a summary of the work on bus reform to date and makes a recommendation to proceed with the consideration of a proposed franchising scheme. The proposed recommendations and associated next steps in accordance with the Transport Act 2000 (as amended by Bus Services Act 2017) (“the Act”) are set out in this report.

RECOMMENDATIONS:

Members are recommended to:

- i. Note the completion of the assessment of a proposed bus franchising scheme
- ii. Delegate authority to TfGM to carry out final minor amendments to the assessment, which has been shared with members in the accompanying Part B report; and
- iii. Agree to proceed to instruct an independent auditor to provide a report in accordance with section 123D of the Act and to instruct TfGM to carry out all tasks necessary to obtain that report on its behalf.

CONTACT OFFICERS:

Eamonn Boylan 0161 244 1020 Eamonn.Boylan@tfgm.com

Richard Paver 0161 778 7004 Richard.Paver@Greatermanchester-ca.gov.uk

RISK/ FINANCIAL/ LEGAL CONSEQUENCES/DETAILS

Risk Management – n/a

Legal Considerations – as set out in the Part B report

Financial Consequences – Revenue – as set out in the Part B report

Financial Consequences – Capital - as set out in the Part B report

BACKGROUND PAPERS:

- Report titled Bus Services Act 2017 dated 30 June 2017.
- Bus Reform Objectives Report 25 May 2018
- Report titled Bus Reform dated 27 July 2018.

1. INTRODUCTION

- 1.1 On 27 June 2017 the Bus Services Act 2017 came into effect and amended the Transport Act. This gave mayoral combined authorities, such as the Greater Manchester Combined Authority (“GMCA”) new powers to reform their local bus market.
- 1.2 On the 30 June 2017, the GMCA agreed to use these new powers to prepare an assessment of a proposed franchising scheme and delegated authority to the Chief Executive of TfGM for the assessment to be prepared on the GMCA’s behalf.
- 1.3 This report confirms that the assessment has now been completed and recommends proceeding with the proposed scheme by obtaining a report from an independent auditor as required by section 123D of the Act.

2. CONTEXT

- 2.1 Members will recall endorsing the bus reform objectives as set out in a report to the GMCA in May 2018. In brief that report confirmed the long term objectives for the bus network in GM within the GMCA’s vision of a stronger, better integrated transport system which aligns with the GMCA’s social and economic policies of a thriving and productive economy; world class connectivity that keeps Greater Manchester (“GM”) moving; creating a green city region with a high quality culture and leisure offer for all.
- 2.2 In addition that report set out the updated and overarching objectives of improving the network to achieve integration with a simplified and integrated ticketing system covering all buses and journeys using more than one mode of transport within GM; confirming that the bus network should be as easy to use as possible for passengers and potential passengers, be easy to navigate and deliver optimal value for money for the inputs available including fares and national and local subsidies. It is within the context of these endorsed objectives that the assessment has been completed.

3. BACKGROUND

- 3.1 The Act sets out a number of legislative steps that must be undertaken by an authority before a decision can be made as to whether or not to introduce any proposed bus franchising scheme. This first substantive step is to prepare an assessment of the proposed franchising scheme.
- 3.2 On 30 June 2017, the GMCA agreed to use the new powers set out in the Act to:
 - Prepare an assessment of a proposed franchising scheme in accordance with section 123B of the Act;

- Publish a notice confirming the GMCA's intention to prepare an assessment of a proposed bus franchising scheme in accordance with section 123C(4) of the Act; and
- Delegate authority to the Chief Executive of TfGM for the assessment of a proposed franchising scheme to be prepared.

4. TFGM'S ASSESSMENT OF A PROPOSED FRANCHISING SCHEME

4.1 The Act and the relevant statutory guidance set out the matters that must be considered and included in the assessment. In particular, sections 123B(2) and (3) of the Act states that the assessment must:

- describe the effects that the proposed scheme is likely to produce;
- compare making the proposed scheme to one or more other courses of action;
- consider whether the proposed scheme would contribute to the local transport plans and other policies of both the GMCA and other neighbouring relevant local authorities;
- describe how the GMCA would make and operate the proposed scheme;
- consider whether the GMCA would be able to afford to make and operate the proposed scheme and whether the proposed scheme would represent value for money; and
- consider how the GMCA would be likely to secure the provision of bus services under local service contracts with bus operators.

4.2 In addition to the above TfGM has engaged with operators, including discussions on the other courses of action proposed by operators. This has led to the consideration within the assessment of various options, including the development of a voluntary partnership agreement. This work is ongoing.

4.3 Following on from this work, the outputs and conclusion of the assessment proposes the introduction of a proposed franchising scheme and recommends the implementation of that franchising scheme for the entire area of Greater Manchester. This conclusion is reached after having prepared a detailed assessment based upon the HMT five case model, which includes comparing franchising against both the objectives of the GMCA and other realistic alternative options.

4.4 Subject to undertaking a final review of the assessment and carrying out any minor amendments that may be needed, TfGM has now completed its assessment of a proposed franchising scheme.

5. NEXT STEPS

- 5.1 The Act sets out the other legislative steps that must be undertaken by an authority once an assessment has been prepared. Should the GMCA wish to proceed with the proposed scheme, the next step would be for the GMCA to have the assessment independently audited in accordance with section 123D of the Act. This assurance report would be undertaken by an independent third party auditor and result in a report which would outline whether:
- the information relied on in the assessment in producing the economic (value for money) and financial (affordability) cases is of sufficient quality;
 - the analysis of that information is of sufficient quality; and
 - the GMCA has had due regard to any guidance issued by the Secretary of State when preparing its assessment.
- 5.2 Whilst the Act specifically calls this report an “audit” report, the purpose of the report is not to undertake what may be considered to be a traditional financial audit but instead to provide - using the terminology of the statutory guidance - an "assurance report" of the assessment by considering whether the correct processes have been followed, as well as the accuracy and robustness of the information relied upon.
- 5.3 On 27 July 2018 the GMCA instructed TfGM to secure the conditional availability and preliminary briefing of a suitably qualified independent audit organisation so that subject to the assessment being completed, that organisation may then be instructed to prepare an audit report. Having undertaken a competitive procurement exercise and subject to the recommendations set out at the front of this report, TfGM has secured the conditional availability and preliminary briefing of an audit organisation to prepare the report.
- 5.4 Members are requested to confirm that they wish to proceed with the proposed scheme by instructing that audit organisation to prepare a report on the assessment.
- 5.5 Subject to the outcome of the audit, the next step would be for the GMCA to consider undertaking a public consultation in accordance with section 123E of the Act, for which the assessment of a proposed bus franchising scheme and the completed audit report will be made publicly available for consultation purposes.

6. RECOMMENDATIONS

Members are recommended to endorse the recommendations set out in this report.

Eamonn Boylan

Chief Executive, TfGM and GMCA

Date: 28 June 2019

Subject: Our Pass Update

Report of: Andy Burnham, Mayor of Greater Manchester, Portfolio Lead for Transport and Eamonn Boylan, Chief Executive, TfGM / GMCA

PURPOSE OF REPORT

This report provides an update to the GMCA on the development of the Opportunity Pass that will provide free bus travel and a range of complementary opportunities to eligible 16-18 year olds in Greater Manchester.

RECOMMENDATIONS:

Members are recommended to:

- (i) note the contents of the update, including, in particular, the key milestones for delivery and development of Opportunities to date;
- (ii) note the name and design of the scheme that have been selected by the Greater Manchester Youth Combined Authority after a period of consultation with a range of stakeholder groups;
- (iii) note the ongoing engagement with bus operators to agree the details of reimbursement under the discretionary concessionary scheme that will provide free bus travel to eligible 16-18 year olds in Greater Manchester;
- (iv) note that, subject to the ongoing engagement with bus operators TfGM is seeking to publish a draft of an updated Local Concessionary Scheme for 'formal' consultation by the end of June 2019;
- (v) note the ongoing work to identify and secure new funding to offset the cost of the scheme to the public sector, including commercial sponsorship of the opportunity pass;
- (vi) note the primary and secondary objectives of the scheme and development of a supporting monitoring and evaluation framework which will reported on as part of the 2020/21 and 2021/22 budget setting process; and
- (vii) note and agree the budget of £1million, required to deliver and operate the two year Opportunity Pass Pilot, that will be funded from Reserves held in the Mayoral General Budget, as noted in Section 6.

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RISK/ FINANCIAL/ LEGAL CONSEQUENCES/DETAILS

Risk Management – N/A

Legal Considerations – N/A

Financial Consequences – Revenue – Section 6

Financial Consequences – Capital - N/A

BACKGROUND PAPERS:

- The Mayor’s ‘Future of Greater Manchester’ full speech transcript;
- Reports to Greater Manchester Combined Authority, 15 February 2019:
 - 7a – Mayoral General Budget Overview;
 - 7b – Mayoral General Budget and Precept;
 - 7c – GMCA Transport Revenue Budget; and
- Report to Greater Manchester Combined Authority, 29 March 2019:
 - Opportunity Pass including 16-18 Free Bus Travel.

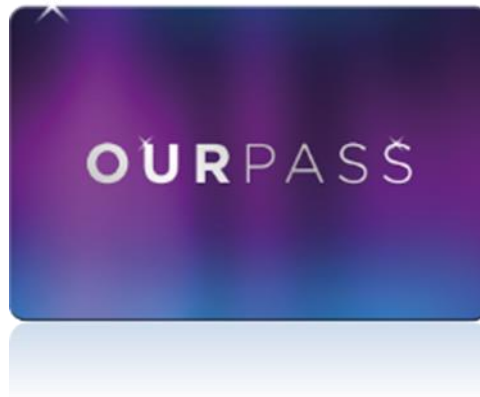
TRACKING/PROCESS	
Does this report relate to a major strategic decision, as set out in the GMCA Constitution (paragraph 14.2) or in the process (paragraph 13.1 AGMA Constitution) agreed by the AGMA Executive Board:	Yes
EXEMPTION FROM CALL IN	
Are there any aspects in this report which means it should be considered to be exempt from call in by the AGMA Scrutiny Pool on the grounds of urgency?	No

1. INTRODUCTION

- 1.1 This report provides an update to the GMCA on the development of the Opportunity Pass pilot, including, in particular, the work that is ongoing to develop the range of complementary benefits and opportunities that will be available to young people as part of the scheme.
- 1.2 The report also recommends that members note and agree the budget to deliver and operate the pilot, in addition to the costs of providing free bus travel. These costs will be partly offset by commercial sponsorship and the outcome of discussions regarding pooled funding opportunities with FE Colleges and Sixth Forms.
- 1.3 As noted in the report to the GMCA in March, there is strategic rationale for introducing the scheme, investing in our young people and our bus market, but there is a limited amount of data to baseline bus travel for this age cohort. The two year pilot will allow more information to be captured and monitored, and this will be used to measure its success.
- 1.4 A number of primary and secondary objectives have been defined, as set out in Section 5. These objectives will be subject to a monitoring and evaluation framework and regular reporting.

2. UPDATE ON THE DEVELOPMENT OF THE OPPORTUNITY PASS

- 2.1 Following approval of the Opportunity Pass pilot by the GMCA in March, the Greater Manchester Youth Combined Authority (GMYCA) has been engaged in developing the scope and brand of the Pass.
- 2.2 The GMYCA have worked with experts from the city-region's creative and design industries to develop the identity of the scheme. A diverse group of young people from across Greater Manchester have been engaged in the development of a name and design for the Pass. The glossy purple card, shown below, will be called 'Our Pass'.



- 2.3 The Our Pass brand and design was launched to the public on Thursday 9 May. The soft launch, supported by a branded landing page (www.ourpass.co.uk) and promotion on social media channels, included a survey asking young people what they want from the pass. The survey was live until June 23, and the results will be used to inform the type of opportunities that are made available.
- 2.4 As well as allowing eligible 16-18 year olds to travel for free on buses across Greater Manchester, Our Pass will provide access to a range of opportunities provided by companies, charities and other organisations in Greater Manchester. It is anticipated that these opportunities will include:
- free or discounted access to venues (e.g. theatre or sporting events);
 - free 'experience days', with a focus on providing exposure to different career paths; and
 - free or discounted products and / or rewards.
- 2.5 The soft launch activity was followed by the first of several stakeholder events on Friday 10 May. The event, held at Leigh Sports Village, brought together sports and leisure organisations from across Greater Manchester and gave them the chance to learn more about the Our Pass pilot and discuss how they can participate in the pilot and support young people in Greater Manchester.
- 2.6 Further stakeholder events have been held / are planned to engage with a wide range of companies, charities and other organisations in Greater Manchester, while also raising awareness of the Our Pass pilot. These events are being held in partnership with a number of organisations who have volunteered to host them. A full list of the stakeholder events are listed below:
- Sports and Leisure Event, Leigh Sports Village, 10 May 2019
 - Business and Leisure Event, The Lowry Theatre, 3 June 2019
 - Cultural Sector Event, Oldham Coliseum, 21 June 2019
 - Schools and Colleges Event, Manchester Airport, 3 July 2019

- 2.7 The application process for Our Pass cards will be opened as part of the official launch on 1 July 2019.
- 2.8 Eligible 16-18 year olds will be able to begin using their cards to travel for free on buses and to access opportunities through www.ourpass.co.uk from 1 September 2019.

3. UPDATE ON CONCESSIONARY TRAVEL SCHEME / DISCUSSIONS WITH BUS OPERATORS

- 3.1 TfGM has an established process of engaging with bus operators on a formal and informal basis through administering its existing mandatory and discretionary schemes.
- 3.2 The concessionary scheme that will be delivered as part of the Our Pass pilot will follow existing scheme principles, designed to leave operators 'no better no worse' off as a result of the scheme.
- 3.3 TfGM has been engaging directly with a number of bus operators to discuss the implications for reimbursement and this process is ongoing.
- 3.4 A draft of the updated Local Concessionary Scheme has been shared with operators prior to the formal publication of the scheme that is scheduled for early August. Operators would then have 56 days post-publication to 'appeal' its contents. The ongoing discussions with operators, and the publication of and discussions on a draft of the scheme are designed to mitigate that risk.
- 3.5 The scheme will set out the basis for reimbursement which contains two key elements:
- Revenue foregone: Compensation for the revenue that the operators are receiving from current 16-18 bus users, which will cease under the pilot. This will be reimbursed on the basis of a calculation reflecting the fare structures in place for each operator, including any discounts currently available to this age group, and a 'reimbursement factor' which calculates how many 16-18 journeys will be 'generated' as a result of the scheme; and
 - Additional costs: This relates to the costs of carrying the additional journeys 'generated' by the scheme, including any additional vehicle capacity required to meet that demand. The published scheme will include a 'flat rate' reimbursement basis, consistent with TfGM's currently published concessionary scheme, however TfGM will consider additional data or claims from operators who consider this as not being appropriate to their circumstances, hence the discussions referred to below.

4. UPDATE ON FUNDING DISCUSSIONS

Sponsorship and Value in Kind

- 4.1 As noted in the report to the GMCA in March, Rose Marley, CEO of Sharp Futures has been appointed by the Mayor as 'Opportunities Lead' to lead the development of the Opportunity Pass and "to work with brands and businesses to empower young people across Greater Manchester with a rich variety of opportunity."
- 4.2 Working with Greater Manchester-based businesses, the Opportunities Lead has secured a number of services to support the development and delivery of Our Pass on a reduced rate or pro bono basis. This has allowed TfGM and the GMCA to benefit from specific expertise and advice that will help to ensure that the scheme is designed particularly for young people.
- 4.3 As part of this collaborative approach, the social media agency Social Chain has provided TfGM and the GMCA with audience insight on a pro bono basis. This analysis has been used to identify relevant Greater Manchester based brands to approach regarding potential sponsorship.
- 4.4 Any sponsorship raised will be used to reduce the cost to the public sector of delivering and operating the Our Pass pilot. The decision to proceed with any sponsorship arrangements will be undertaken in accordance with GMCA's decision making arrangements.

Discussions with Further Education (FE) Colleges, Sixth Form Colleges and Schools with Sixth Forms

- 4.5 Following discussions last year, FE colleges took a paper to their respective boards proposing the use of 16-19 Bursary funding to support the introduction of the Our Pass pilot. College boards were supportive in principle of the proposal outlined in the paper, subject to further detail being provided.
- 4.6 TfGM is currently working with the Education & Skills Funding Agency (ESFA) and FE colleges to ensure that the proposal meets all necessary audit requirements. TfGM will continue to work with the FE colleges to ensure that supporting systems are in place prior to any agreement being reached.
- 4.7 An initial meeting has been held between the Mayor and representatives from Sixth Form Colleges and Schools with Sixth Forms in Greater Manchester. Subsequently, a small working group has been established to work through the principle of using bursary funds that are currently used to subsidise the cost of bus travel to support the Our Pass pilot.

4.8 An update will be provided on these discussions as part of the GMCA Transport Revenue budget setting process, for the 2020/21 financial year, in autumn 2019.

5. UPDATE ON OUR PASS AIMS & OBJECTIVES

5.1 As noted in the introduction, a number of primary and secondary objectives have been defined for the pilot. These objectives were selected based on a review of desired pilot outcomes and will be subject to a monitoring and evaluation framework and regular reporting. A full monitoring and evaluation plan has been drawn up by TfGM and the GMCA, setting out how the objectives will be measured and used to evaluate the pilot scheme.

5.2 It is important to note that whilst the Our Pass pilot will launch in September 2019, it is likely that some of the benefits of the pilot may not be fully realised until its second year of operation. This is partly due to the timing of decisions made in respect of the academic or work-based training courses that 16-18 year olds choose to attend and partly due to the time required for a sustained change in travel behaviour to occur (i.e. the shift of journeys currently made on other modes to bus).

5.3 Discussions are underway with universities in Greater Manchester to assess the social impact of the pilot. This will allow a more in depth academic analysis than will be provided by the reporting metrics and cost information captured and analysed by GMCA and TfGM.

Primary and Secondary Objectives

5.4 The primary objectives for the pilot are:

- Increased bus usage amongst the 16-18 cohort, as well as a greater number of overall trips on the bus network; and
- More young people travelling by bus to access their educational courses or apprenticeship of choice without travel costs being a barrier or factor into those decisions.

5.5 A number of secondary, more strategic objectives were also identified during the short-listing process. These objectives will be more difficult to measure but are nonetheless important indicators of the success of the Our Pass pilot. They include:

- Increased aspiration and hope amongst young people in the target group;
- Equal access to 'opportunities' across the city region for 16-18 year olds; and

- Contributions made towards the GMCA's wider strategic transport objectives, including reduced congestion, improved air quality and supporting young people to choose public transport over cars in the future.

5.6 The decision as to whether to extend the pilot will be informed by an evaluation of the scheme against these objectives and an assessment of the costs and value for money. A full suite of evaluation metrics will be produced as part of the budget setting process for GMCA. Any decision will be required by December 2020, so that it aligns with the finalisation of budgets for the 2021/22 financial year.

6. BUDGET UPDATE

6.1 In March 2019, GMCA delegated decisions required to develop the budget and identify funding to delivery and operate the Opportunity Pass pilot to the Chief Executive and Treasurer, in consultation with the Mayor. Since then, significant work has been undertaken on scheme design for both the free bus and Opportunities elements of the pilot; and the model has evolved considerably for launch on 1 July. Work has also been ongoing to develop the budget required to deliver and operate the Our Pass pilot.

6.2 The project team has been working with partners to deliver and operate the pilot at the lowest possible cost to the public sector, and to identify additional sources of funding for the pilot, including commercial sponsorship.

6.3 The total cost of delivering free bus travel for the two year pilot, including the estimated pro rata cost of £9.3 million for the 2019/20 financial year, was approved by the GMCA on 15 February 2019.

6.4 The estimated cost of delivering and operating the Our Pass pilot (including particularly the Opportunities elements of the pilot) includes c£400,000 to deliver the pilot by 1 September 2019 and an annual cost of c£300,000 to operate the pilot.

6.5 The budget, of c£1 million in total, required to deliver and operate the pilot includes the costs of: developing and maintaining the website (www.ourpass.co.uk) that will be used to promote opportunities; securing the opportunities that will be promoted as part of the pilot; incremental resources to manage the pilot; additional capacity within TfGM's customer contact centre to manage customer contact generated by the pilot; marketing and stakeholder communications; and the costs of managing the pilot.

6.6 It is proposed that the costs of delivering and operating the pilot are funded from Reserves held in the Mayoral General Budget. The Reserves have accumulated as a result of an under-spend of £1.6 million against the Bus Services Operators Grant (BSOG) received from the Department for Transport

in 2018/19 (£13 million). BSOG is paid by the GMCA to operators of eligible bus services and community transport organisations to help them recover some fuel costs. The under-spend has arisen as the BSOG received by the GMCA is fixed while the amounts paid to operators are based on annual mileage.

7. RECOMMENDATIONS

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

Eamonn Boylan

Chief Executive, TfGM / GMCA

Date: 28 June 2019

Subject: The Mayor's Cycling and Walking Challenge Fund

Report of: Andy Burnham, Mayor of Greater Manchester, Portfolio Lead for Transport and Eamonn Boylan, Chief Executive Officer, TfGM.

PURPOSE OF REPORT

To provide an update on progress of the Mayor's Cycling and Walking Challenge Fund (MCF) and on the Bee Network Plan in preparation for publication of the second edition of the plan at the end of June 2019.

RECOMMENDATIONS:

Members are recommended to:

- (i) note the work undertaken to update the Bee Network Plan;
- (ii) note that an updated Bee Network Plan is scheduled to be published at the end of June 2019, following approval by each of the GM Local Authority;
- (iii) note that, following the publication of the second version of the plan, work will be progressed to inform future prioritisation of the delivery of the network;
- (iv) note the progress on the first four tranches previously granted Programme Entry for inclusion in the MCF;
- (v) approve the fifth tranche of cycling and walking schemes to be granted Programme Entry for inclusion in the MCF;
- (vi) note the current MCF over-programming position;
- (vii) approve the commitment to fund all development costs for all schemes that have been approved for Programme Entry; and
- (viii) note the development and application of an assessment matrix to prioritise MCF schemes for delivery.

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Risk Management – see paragraph 2.9

Legal Considerations – N/A

Financial Consequences – Revenue – N/A

Financial Consequences – Capital – see paragraph 2.9 – 2.11

BACKGROUND PAPERS:

- 29 March 2018 - Transforming Cities Fund report to GMCA;
- 25 May 2018- Cycling & Walking Update;
- 29 June 2018 - Transforming Cities Fund report to GMCA;
- 27 July 2018 - Transforming Cities Fund report to GMCA;
- 28 September 2018 - Mayor’s Cycling & Walking Challenge Fund; and
- 29 March 2019 - Mayor’s Cycling & Walking Challenge Fund.
- Department for Transport technical guidance on Local Cycling & Walking Infrastructure Plans (LCWIPs): <https://www.gov.uk/government/publications/local-cycling-and-walking-infrastructure-plans-technical-guidance-and-tools>
- Department for Transport’s Propensity to Cycle Tool:<http://pct.bike/m/?r=greater-manchester>
- Made to Move report: <https://tfgm.com/made-to-move/publications>

TRACKING/PROCESS		
Does this report relate to a major strategic decision, as set out in the GMCA Constitution		No
EXEMPTION FROM CALL IN		
Are there any aspects in this report which means it should be considered to be exempt from call in by the AGMA Scrutiny Pool on the grounds of urgency?		No
TfGMC	Overview & Scrutiny Committee	

MAYOR'S CYCLING AND WALKING CHALLENGE FUND

1. Introduction and Background

- 1.1 On 29 March 2018, GMCA agreed to allocate £160 million of Greater Manchester's £243 million Transforming Cities Fund to develop a Mayor's Cycling and Walking Challenge Fund (MCF).
- 1.2 The fund will be used to kick-start the delivery of "Greater Manchester's cycling and walking infrastructure proposal" (adopted by GMCA in June 2018), as part of a GM "Streets for All" highways improvement programme.
- 1.3 The governance of the £160 million MCF was approved by GMCA on 25 May 2018.
- 1.4 On 27 July, 28 September, 14 December 2018 and 29 March 2019 GMCA approved Tranches 1 to 4 of the MCF fund for Programme Entry, comprising a total of 42 cycling and walking schemes. These first four tranches have a forecast total cost of £204.5 million and a forecast total funding requirement from the MCF for £115.8 million.

2. Tranche 5

- 2.1 The application process required the completion of a proforma covering strategic fit, costs, level of service, scheme design, procurement, maintenance and value for money.
- 2.2 25 applications were received and scored by a team of assessors from the Cycling and Walking Team with each criteria independently evaluated against an agreed scoring framework.
- 2.3 The evaluation panel recommended to the Greater Manchester Cycling and Walking Board that 15 of the 25 schemes be approved for Programme Entry. The resultant recommendation from the Greater Manchester Cycling and Walking Board to GMCA is that all 15 schemes should be approved for Programme Entry by GMCA.
- 2.4 By securing Programme Entry, scheme promoters are given the confidence to proceed with the development of their schemes, including progressing the necessary powers and consents, prior to securing either Conditional Approval and/or Full Approval, and are able to claim back the scheme development and design costs that they incur up to the relevant subsequent approval stage.
- 2.5 The ten schemes that were not successful in being recommended for Programme Entry status at this stage are likely to be suitable for further consideration for Programme Entry once further development work has been undertaken.

2.6 The Cycling and Walking Team will be working closely with scheme promoters over the coming months to work up the schemes that were submitted but not recommended for Programme Entry at this stage; and to develop an ongoing pipeline of schemes, with the intention that further tranches of schemes be brought forward to GMCA for Programme Entry approval on a regular basis.

2.7 The table below summarises the prioritised Tranche 5 schemes that are recommended to be given Programme Entry for funding through the MCF.

Promoting Authority	Scheme name
Bolton	Bolton Town Centre Phase 1 (East)
Bury	Bury Fishpool
Manchester	Manchester Northern and Eastern Gateway
Salford	Salford City Centre Package
Salford	Salford RHS Links
Stockport	Stockport Heaton Norris Park Bridge
Stockport	Stockport Hempshaw Lane
Tameside	Tameside Ashton West Retail Centre Link Bridge
Tameside	Tameside Ashton Streetscape Scheme
Tameside	Tameside Ashton South
TfGM	TfGM Safety Camera Digitisation and Upgrade
TfGM	TfGM Active Neighbourhoods Support
Trafford	Trafford Sale - Sale Moor - Sale Water Park
Trafford	Trafford Urmston Area Active Neighbourhood
Wigan	Wigan Standish to Ashton

2.8 Based on information provided by scheme promoters, the current forecast total cost of these 15 schemes is approximately £134 million, including allowances for scheme development, design and associated activity and risk and contingency. The current forecast total funding requirement from the MCF for these schemes is £102 million.

2.9 Appendix 1 provides the current forecast total cost, the current forecast local contribution and the current resultant forecast funding requirement from the MCF for Tranches 1 to 5 schemes.

2.10 Approval of the recommended Tranche 5 schemes would result in an programming position, such that there would be schemes in development with a total forecast cost of approximately £338 million, seeking MCF funding of approximately £234 million; £74 million over the £160 million MCF available currently.

2.11 These cost estimates will be reviewed and refined in the coming months to form an agreed budget with promoters, and schemes will have a defined implementation budget following the Full Approval gateway stage.

3. Scheme Business Case

- 3.1 Following Programme Entry, Local Authority partners can proceed with the development of their schemes, including progressing the necessary powers and consents, prior to obtaining either Conditional Approval and/or Full Approval of their Business Cases.
- 3.2 Programme Entry also represents the point at which development costs incurred to-date can be claimed by Local Authority and other partners.
- 3.3 It is proposed that TfGM develop an assessment matrix to determine which schemes to prioritise at Full and/or Outline Business Case stage, within the current funding envelope, with consideration given to:
- Timescales, linked to funding and delivery timescales;
 - Level of match funding-the Mayor’s Cycling and Walking Board is requesting greater levels of local match-funding in support of MCF bids; and
 - Network delivery and Strategic fit with Bee Network.
- 3.4 Application of a matrix assessment across all 5 tranches would enable the opportunity to revisit earlier scheme Programme Entry approvals to ensure continued relevance, strategic fit and deliverability.

4. Tranche 1 to 4 Progress

- 4.1 TfGM has been working closely with scheme promoters to set up the projects, in line with the agreed governance arrangements; and continues to utilise the established Cycling & Walking Infrastructure Support Team to provide collaborative support to Local Authority partners to ensure that there is a consistent pipeline of high quality cycling and walking schemes that are developed and delivered in accordance with the agreed governance. TfGM has also offered to assist in supporting providing Local Authority partners with resources.
- 4.2 Of the 42 schemes approved for Programme Entry 12 (including Bike Hire) are classed as “major” i.e. they have a forecast cost of over £5million. The remainder are classed as “minor” having a forecast cost under £5 million.
- 4.3 An overview of the current position in relation to both the Major and Minor Tranches 1 – 4 schemes is provided below.

Majors

- 4.4 Manchester to Chorlton: Following the recently completed consultation which generated over 1500 responses designs are being revised and remodelled in the light of these responses.
- 4.5 SBNI – Swinton and Walkden: Salford City Council is progressing designs for the Swinton element of the scheme with a focus on reducing the impact of vehicular traffic and enhancing cycling and walking measures. With regards to the Walkden element, design options are being refined to incorporate high quality pedestrian and cycle facilities to fulfil the objectives of both SBNI and MCF funding. A business case is anticipated to be received from Salford City Council in autumn 2019.
- 4.6 Chapel Street East Phase 1 Demonstrator Project: Salford City Council plan to undertake public consultation in summer 2019, and a business case is currently anticipated to be submitted to TfGM in late summer.
- 4.7 Trafford Road: Salford City Council is continuing to refine the design of the cycling and walking aspects of this scheme in partnership with TfGM
- 4.8 Mancunian Way / Princess Parkway Junction: Manchester City Council is leading on the delivery of this scheme, which is currently in procurement for a design and build contract.
- 4.9 Route 86 Northern Quarter: Manchester City Council is undertaking additional traffic counts and modelling to develop further detailed design.
- 4.10 Castleton Town Centre Phase 2: Rochdale Council is progressing detailed design and a business case is expected by the end of 2019.
- 4.11 Barton Aqueduct: Salford City Council is progressing designs for a scheme with a view to completing all development activities this year.
- 4.12 Liverpool Street Corridor: Salford City Council is progressing detailed design, which is expected to be completed in autumn 2019.
- 4.13 Stockport Interchange: Planning approval for the cycling and walking components of the overall Stockport Interchange Mixed Use Development was granted in March 2019.
- 4.14 Leigh Atherton Tyldesley: Wigan Council has submitted a further major bid to Tranche 5 of MCF for a similar scheme in another part of Wigan Borough, which is currently proposed for programme entry approval. Development of the two schemes will be brought forward in tandem subject to Programme Entry approval for the Tranche 5 scheme.
- 4.15 Bike Hire: Work continues to develop a Greater Manchester wide scheme, with commencing a procurement exercise in autumn 2019.

5. Minors

- 5.1 Local Authority partners are currently progressing design and development activities for the 30 minor schemes that have previously been approved for Programme Entry.
- 5.2 Local Authority partners advise that one scheme has started on site with completion in summer 2019; a further 7 minor schemes will be starting on site before the end of summer 2019; and 7 more anticipated starting construction before the end of 2019.

6. Tranche 6

- 6.1 It is proposed to continue with Tranche 6 submissions which are due on 26 July 2019 to further add to the pipeline. TfGM is aware that a number of Local Authority partners are already developing Tranche 6 bids.
- 6.2 It is also proposed to revise the MCF Programme Entry bid assessment process through the use of weightings to further draw out quality and strategic criteria.

THE BEE NETWORK PLAN

7. Introduction

- 7.1 The Bee Network is Greater Manchester's proposed new cycling and walking network which will connect neighbourhoods in Greater Manchester across all ten Local Authority areas. The Bee Network Plan shows what is required to deliver such a network. The Plan shows Greater Manchester's ambition for cycling and walking and will guide GM's approach to securing funding for, and the delivery of, cycling and walking infrastructure over the coming years.
- 7.2 The plan is a "live" document, and will continue to evolve as projects are brought forward through the Mayor's Cycling and Walking Challenge Fund (MCF), and other funding streams, to deliver the network.
- 7.3 Evaluation of schemes promoted by Local Authorities for Programme Entry to MCF will include consideration of their strategic fit and contribution to the Bee Network. The Plan will be updated in light of any schemes granted Programme Entry which are not already recorded on it.

8. Development of the Bee Network Plan

- 8.1 The first version of the Bee Network was published in June 2018. The plan was derived from a series of network planning workshops held in spring 2018 involving the people with greatest knowledge of the local network: local Councillors, residents, cycling campaigners and Council Officers.
- 8.2 The first version was available for public comment for a period of 4 months, during which over 4,000 online comments were received from the public, plus a large number of offline comments received via a number of public meetings and other fora.
- 8.3 The second edition of the network is scheduled to be published one year on from the first, in June 2019. It takes account of all the above feedback, and of joint work to further develop the network over the past year by TfGM and the ten Local Authorities. The draft second edition of the Bee Network Plan is attached at Appendix 2.
- 8.4 The update to the plan has seen the Bee Network increase from approximately 1,500km to 3,000km in length, with every district in Greater Manchester seeing additional routes added. The update has also resulted in an increase in the total number of crossings from approximately 2,000 to 2,400.
- 8.5 The methodology used to create the plan seeks to make best use of large parts of the existing highway network which are already of a suitable standard. By deploying new or improved crossings at key locations to overcome severance, quiet streets which are already used to cycle and walk on can be joined into a coherent network. By combining with a comprehensive network signage package, a network can be delivered which is cost effective, relatively quick to deliver and which maximises geographical coverage giving access to it to more people.

9. The Greater Manchester Local Cycling and Walking Infrastructure Plan

- 9.1 Alongside the evolution of the Bee Network and in consultation with Local Authority partners, TfGM has also been undertaking work guided by the Department for Transport's (DfT) Guidance on Local Cycling and Walking Infrastructure Plans (LCWIPs).
- 9.2 LCWIPs are a DfT-endorsed, evidence-based approach to planning for walking and cycling infrastructure. As a strategic plan for Greater Manchester, the development of the GM LCWIP is led by TfGM in close partnership with the 10 Local Authorities.

9.3 Further to the publication of the Bee Network Plan, the concluding stages of the LCWIP work will be progressed to inform future prioritisation of the delivery of the network.

9.4 Taken together, the two approaches will contribute to an overall network that:

- Incorporates “quick-wins” for faster roll out giving greater geographical coverage more quickly; and
- Includes suggestions for longer-term, major strategic cycle routes largely on main road corridors that are supported by a clear, evidence-based rationale.

9.5 The final Greater Manchester LCWIP will consist of three outputs, in line with DfT guidance:

- A future network plan for cycling and walking. This will be the latest version of the Bee Network Plan;
- A prioritised list of infrastructure schemes required to deliver the plan; and
- A report setting out the methodology and evidence behind the plan.

10. Recommendations

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

Appendix 1

Scheme name	Current Forecast MCF contribution	Current Forecast Local Contribution	Current Forecast Total Scheme Cost
Tranche 1- Previously Approved for Programme Entry			
B6226 Chorley New Road	1.6	-	1.6
Metrolink Bury Line - Cycle Parking	1.2	-	1.2
New and Upgraded Crossing Points and Junctions	2.6	-	2.6
Manchester to Chorlton	9.5	4.3	13.8
King Street foot/cycle bridge	0.6	0.1	0.7
Union Street West foot/cycle Bridge	0.2	-	0.2
Castleton Local Centre Corridor	1.2	-	1.2
SBNI – Swinton and Walkden	1.3	3.8	5.1
SBNI - A6 Broad Street / B6186 Frederick Road	0.7	2.6	3.3
Chapel Street East Phase 1: Demonstrator Project	4.5	0.5	5.0
Gillbent Road - Crossing Upgrade	0.1	-	0.1
Welkin Road - Town Centre Severance Package	0.4	-	0.4
Tameside Active Neighbourhoods	0.5	-	0.5
A5014 Trafford Road	0.2	-	0.2
Victoria Street/Warrington Road Junction Improvements	0.7	-	0.7
Tranche 1 Total	25.3	11.3	36.6
Tranche 2 – Previously Approved for Programme Entry			
Trinity Way/Springfield Lane Crossing	0.9	0.0	0.9
Swinton Greenway	3.4	1.2	4.6
Monton Town Centre	1.5	0.1	1.6
Hazel Grove Access Upgrades	0.7	0.2	0.9
Talbot Road A56 Chester Road	1.1	0.0	1.1
Standish Mineral Line	0.7	0.0	0.7
Tranche 2 Total	8.3	1.5	9.8
Tranche 3 – Previously Approved for Programme Entry			
Trafford Road	4.8	15.0	19.8
Bridgewater Canal Towpath	0.2	0.1	0.3
Toucan Crossings – Wigan Central	0.7	-	0.7
Tranche 3 Total	5.7	15.1	20.8
Running Total	39.3	27.9	67.2

Appendix 1 - Continued

Scheme name	Current Forecast MCF contribution	Current Forecast Local Contribution	Current Forecast Total Scheme Cost
Tranche 4 - Previously Approved for Programme Entry			
Manchester: Levenshulme Mini Holland	2.4	0.1	2.5
Manchester: Mancunian Way/Princess Parkway Junction	2.9	7.7	10.6
Manchester: Rochdale Canal Bridge 88-80a	1.3	0.0	1.3
Manchester: Route 86 (Northern Quarter)	10.6	1.0	11.6
Rochdale: Castleton Town Centre Phase 2	10.7	0.0	10.7
Salford: Barton Aqueduct	4.8	0.5	5.3
Salford: Liverpool Street Corridor	3.9	2.5	6.4
Salford: Ordsall Filtered Neighbourhood	2.6	0.2	2.8
Stockport: A6 MARRR Links	1.4	0.0	1.4
Stockport: Bramhall Park to A6	4.1	0.0	4.1
Stockport: Crossings package	0.7	0.0	0.7
Stockport: Heatons Cycle Link	2.2	0.0	2.2
Stockport: Ladybrook Valley	0.8	0.0	0.8
Stockport: Interchange	9.0	48.0	57.0
Tameside: Crown Point	2.5	0.0	2.5
GM Bike Hire*	TBC	TBC	TBC
Trafford: Wharfedale Way	2.7	0.1	2.8
Wigan: Leigh Atherton Tyldesley	13.9	0.7	14.6
Tranche 4 Total	76.5	60.8	137.3
Sub Total	115.8	88.8	204.5

* no confirmed costs at this stage.

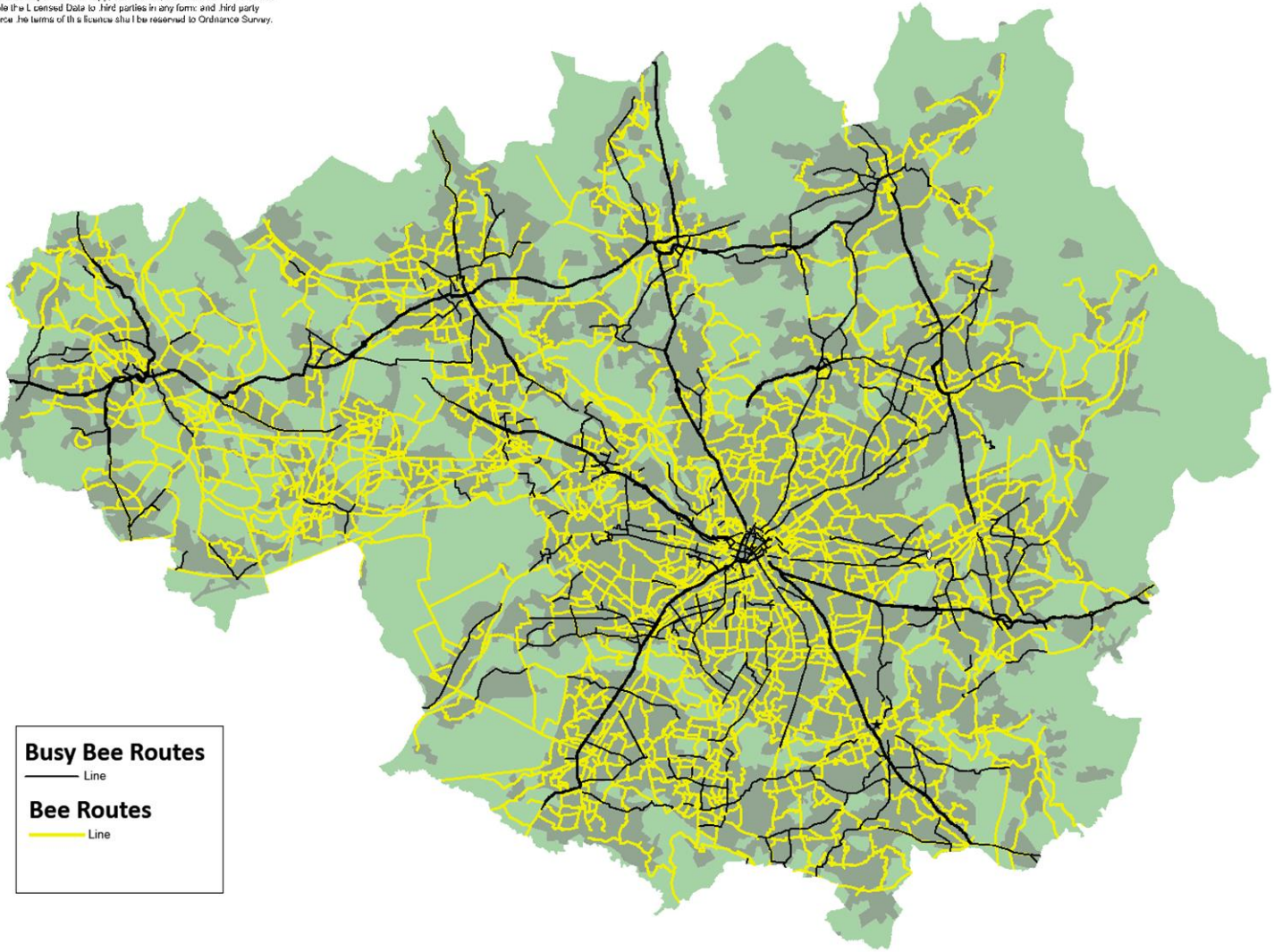
Appendix 1 - Continued

Scheme name	Current Forecast MCF contribution	Current Forecast Local Contribution	Current Forecast Total Scheme Cost
Tranche 5 –Recommended for Programme Entry			
Bolton: Town Centre Phase 1 (East)	3.5	0.6	4.1
Bury: Fishpool	3.4	0.2	3.6
Manchester: Northern and Eastern Gateway	4.2	9.0	13.2
Salford :City Centre Package	23.1	5.1	28.2
Salford: RHS Links	1.3	0.7	2.0
Stockport: Heaton Norris Park Bridge	5.8	1.0	6.8
Stockport: Hempshaw Lane	0.7	0.5	1.2
Tameside: Ashton South	1.2	0.0	1.2
Tameside: Ashton Streetscape Scheme	3.5	2.6	6.1
Tameside: Ashton West Retail Centre Link Bridge	1.2	0.0	1.2
Trafford: Sale - Sale Moor - Sale Water Park	8.4	2.0	10.4
Trafford: Urmston Area Active Neighbourhood	11.4	0.1	11.5
Wigan: Standish to Ashton	22.2	10.0	32.2
TfGM: Active Neighbourhoods Support	2.8	0.4	3.2
TfGM: Safety Camera Digitisation and Upgrade	9.2	0.0	9.2
Tranche 5 Total	101.9	32.2	134.1
Tranche 1-5 Total	217.7	121.0	338.7

Appendix 2 Bee Network Plan

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Busy Bee Routes
— Line

Bee Routes
— Line



-+

16

Date: 28 JUNE 2019

Subject: **GREATER MANCHESTER HOUSING STRATEGY**

Report of: PAUL DENNETT, CITY MAYOR OF SALFORD AND PORTFOLIO LEADER FOR HOUSING, HOMELESSNESS AND INFRASTRUCTURE, AND STEVE RUMBELOW, PORTFOLIO LEAD CHIEF EXECUTIVE

PURPOSE OF REPORT

- 1.1 The Greater Manchester Strategy identifies safe, decent and affordable housing as one of our headline priorities – homes to fit the needs and aspirations of current and future citizens. The housing crisis takes many forms, and the challenges we face in Greater Manchester need solutions that work for our communities and residents. Our focus in drafting a Greater Manchester Housing Strategy is on where we can make a real difference by working together across the city region.
- 1.2 Work on the development of a Greater Manchester Housing Strategy has followed co-production principles. We have benefitted from a series of ‘writing groups’ drawing on the knowledge and ambitions of a range of stakeholders and experts, and from ‘listening events’ run in each of the ten districts with a broad range of participants including relevant lead members. We are hugely grateful for the new perspectives and ideas that were added to the Strategy as a result.
- 1.3 This wider base of thinking also helped inform the drafting of the GM Housing Vision, considered alongside the Greater Manchester Plan for Homes, Jobs & the Environment putting (GM Spatial Framework) consultation draft as part of the ‘Future of GM’ package approved by the joint GM Combined Authority & AGMA Executive Board meeting in January. The Vision has in turn provided a foundation for this Strategy. We have shared and sought comments on drafts of this Strategy from local authority Leaders, the Planning, Housing & Environment Overview & Scrutiny Committee, Planning & Housing Commission and from district and GM colleagues.
- 1.4 An Implementation Plan will be developed to set out the detail of the actions flowing from this Strategy and help drive the delivery of the changes the Strategy seeks to promote. Chapter 6 of the Strategy sets out issues where we will be making the case to Government

for new approaches or flexibilities, together with the framework of our priority actions, as follows:

A: A safe, healthy, accessible home for all

- A1: Tackling homelessness and rough sleeping: ensuring no one is forced to spend a night on the streets through A Bed Every Night; continued pioneering work on Social Impact Bond for Entrenched Rough Sleepers, Homelessness Prevention Trailblazer and the Housing First Programme; continued embedding of the Homelessness Reduction Act in GM; developing a ten-year GM homelessness strategy.
- A2: Making a positive difference to the lives of private tenants: developing a GM Good Landlord Scheme; empowering tenants through better information about their rights and obligations; consistent, coordinated enforcement of standards and targeted interventions on rogue landlords; expand the ethical lettings agency model across GM; develop place-based programmes of intervention in the private rented sector at neighbourhood level.
- A3: Developing Healthy Homes Services to support vulnerable households: extend and adapt the Home Improvement Agency model to help households in poor quality homes live safely and independently; work with districts to deliver a strategic approach to supported housing provision across GM, working with Homes England and NHS England.
- A4: Improving access to social housing for those who need it: explore the benefits of a consistent GM housing allocations framework; better meet the needs of vulnerable households with health and care needs exacerbated by their housing situation.
- A5: Identifying pathways to volume domestic retrofit and reducing fuel poverty: design cost-effective ways for property owners to retrofit their homes in support of achieving a carbon neutral city region by 2038.

B: Delivering the new homes we need

- B1: New models of delivery: ensure land supply to deliver the new homes needed by 2037; establish a community-led housing hub for GM; work with partners to develop new sources of housing delivery to complement 'business as usual' delivery; support the shift to modern methods of construction and the reskilling of the construction sector.
- B2: Investing in truly affordable housing: consult and agree on a GM approach to defining housing affordability; develop clearer, systematic approaches to capturing and recycling

value from development for the community; find ways to reduce reliance on temporary accommodation by delivering additional affordable homes.

B3: Increase choices in the housing market for GM households: develop alternative models to help key groups find secure, high quality homes; develop strategies to ensure market and commissioned provision of homes suitable for specific groups including older households.

1.5 Specific work is already underway on many of the issues raised in the Strategy, including homelessness and rough sleeping, the private rented sector, work to accelerate housing delivery, detailed work on the definition of affordability and affordable housing in a GM context, and work toward meeting the commitment to deliver at least 50,000 additional affordable homes by 2037, with at least 30,000 being for social rent or affordable rent.

RECOMMENDATIONS:

2.1 GMCA is asked to:

- (a) approve the draft Greater Manchester Housing Strategy attached to this report; and
- (b) commission the development of an Implementation Plan for the Strategy.

CONTACT OFFICERS:

Steve Fyfe, GMCA, Head of Housing Strategy - steve.fyfe@greatermanchester-ca.gov.uk
Aisling McCourt, GMCA, Principal – Housing Strategy - aisling.mccourt@greatermanchester-ca.gov.uk

Risk Management – N/A

Legal Considerations – N/A

Financial Consequences – Revenue – N/A

Financial Consequences – Capital – N/A

A draft of this Strategy was considered by the Planning, Housing & Environment Overview & Scrutiny Committee at their meeting on 11 April 2019, and a number of comments reflected in the attached updated draft Strategy, on issues including town and district centres, social infrastructure provision and delivery of affordable housing.

BACKGROUND PAPERS:

Housing Vision for Greater Manchester

https://www.gmcameetings.co.uk/download/meetings/id/4044/5_gm_housing_vision

Greater Manchester Strategic Housing Market Assessment

<https://www.greatermanchester-ca.gov.uk/media/1733/gm-shma-jan-19.pdf>

TRACKING/PROCESS		
Does this report relate to a major strategic decision, as set out in the GMCA Constitution?		Yes
EXEMPTION FROM CALL IN		
Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?		No
TfGMC	Overview & Scrutiny Committee	
NA	11 April 2019	

Greater Manchester Housing Strategy

**GREATER MANCHESTER:
DOING HOUSING DIFFERENTLY**

2019 - 2024

Foreword

Britain's housing system is not delivering the homes that the country needs or that people can afford. Government's own 2017 White Paper starts from the point that they are faced with the task of 'Fixing our broken housing market' at a national level. Sadly, as the evidence we set out in this Strategy makes clear, that broken housing market is having a direct impact on the lives of many of us here in Greater Manchester.

The housing crisis takes many forms, and the challenges we face in Greater Manchester need solutions that fit our own local circumstances. Rough sleeping and homelessness are the most visible and damning indication of this crisis. But there are many other challenges, including the barriers facing young people trying to set up their first home, older people looking for better choices to help them stay living independently, families wanting somewhere stable to put down roots but living on short term tenancies in the private rented sector as well as the bad landlords and agents operating in the sector. We urgently need to reduce the energy demands of our homes and all other buildings to meet our ambitious plans for delivering a net zero carbon neutral city region no later than 2038, and to have supporting infrastructure in place as our city region grows.

Our Greater Manchester Strategy identifies safe, decent and affordable housing as our priority – homes to fit the needs and aspirations of current and future citizens.

We want to take a new approach to housing to tackle the housing crisis, to ensure our housing solutions address the needs of all our residents: from those who are homeless or one step away from being homeless; to those who are living in Victorian-era housing which needs to be brought up to the twenty first century; through to homes that meet the aspirations of the highly skilled people who will help drive our economy forward. We need to embrace new models for delivering the homes and communities we need, maximising the potential of modern methods of construction and assistive technologies in our homes, as well as championing community-led housing. At the same time we're committed to campaign for freedoms and funding tools to help us find a better balance between the interests of developers, landowners and communities, to fit with the brownfield-preferred approach central to our Greater Manchester Spatial Framework.

We launched our Housing Vision in January which set out what Greater Manchester needs from its current and future housing and the challenges and issues with today's housing. Our Greater Manchester Housing Strategy – the first since the election of the Greater Manchester Mayor – explains how we will achieve this vision, where every resident can have a safe, decent and affordable home.

We want to do housing differently, and putting together the strategy we've pioneered a model of co-production involving wide consultation with local authorities, housing associations, academics, architects, builders and housing activists. Through an extensive process of 'Writing Groups', 'Listening Sessions' and regular debate with

lead politicians and officers from the ten Greater Manchester districts we have worked through key issues to see where a Greater Manchester approach adds value. It is only with the combined voices and efforts of these stakeholders that a comprehensive, holistic and detailed framework could be put together reflecting the complex nature of housing need across our city region.

Part of our Strategy is the development of a Greater Manchester definition of affordable housing and the Greater Manchester Spatial Framework includes a new policy commitment to deliver at least 50,000 affordable homes by 2037, and a major drive to ensure at least 30,000 of these are social homes.

We're already on with this, and are investing some of the surpluses from our £300m Housing Investment Loan Fund to support the delivery of truly affordable housing and issues in the private rented sector including rogue landlords and tackling empty properties. We want to build on the strength of the city centre residential market to help make a positive impact on the lives of private tenants through a new drive to raise standards in the private rented sector and through this help to spread prosperity to all parts of our city region.

We want to work with Government to implement these plans. But we need to acknowledge that the current state of local government finances are precarious and have a direct effect on our ability to deliver the change and impact we, and Government, aspire to achieve. To implement some of these plans we will need to have a different, stronger partnership with Government, and more co-design and control over areas, and a place based approach to housing, health and welfare, if we are to drive forward with our vision for Greater Manchester.

Some of these issues could need decades of sustained effort to really resolve. As Greater Manchester's Mayor and Portfolio Lead for Housing, Homelessness and Infrastructure we pledge to do all we can working with the Combined Authority, and our ten local Councils. But we know we will only succeed with the help, support and commitment of local communities, landlords, housing associations, developers, investors, landowners, the construction sector, utilities, central Government and many more. We look forward to working with you to deliver our dynamic, community-led housing plan for Greater Manchester, taking an integrated, place-based approach to driving growth and addressing social and economic inequalities.

And in everything we do through devolution, we seek to involve the people of Greater Manchester fully. That is why we'll be setting out an Implementation Plan to accompany the strategy in the coming months, to show how we will achieve our ambitious plans to tackle the housing crisis for the many and not the few, and make us accountable for our work.

Andy Burnham
Mayor of Greater Manchester

Paul Dennett
Salford City Mayor and Greater
Manchester Portfolio Lead for Housing,
Homelessness and Infrastructure

Chapter 1 - People and Place: Greater Manchester's vision and approach

- 1.1 This is the first Greater Manchester Housing Strategy since the Combined Authority was established and our first Greater Manchester Mayor elected. Through more than thirty years of co-operation and partnership working between the public, private and voluntary, community and social enterprise sectors, Greater Manchester has developed a unique approach to identifying, and tackling, the issues that matter to our people and our businesses. Because of that, we can bring together local solutions in a way that other places can't.
- 1.2 The strategy laid out in this document is the product of a pioneering model of co-production, involving extensive consultation with local authorities, housing associations, academics, architects, builders and housing activists. Content for this document has been collected through an extensive process of 'Writing Groups', 'Listening Sessions' and regular debate with lead politicians and officers from the ten Greater Manchester districts, chaired by the GMCA Portfolio Leader. It is only with the combined voices of these stakeholders that a comprehensive, holistic and detailed framework could be put together reflecting the complex nature of housing need across the conurbation.
- 1.3 In the Greater Manchester Strategy 'Our People, Our Place'¹ we set ourselves the vision of making Greater Manchester one of the best places in the world to grow up, get on and grow old. One of the ten priorities in Our People, Our Place is to provide 'safe, decent and affordable housing' for our residents. At the heart of this new Housing Strategy is a recognition that housing is at the heart of many of the broader issues that Greater Manchester needs to tackle, including health, carbon reduction, tackling homelessness, providing skills and training to our residents, and growing our economy. The Housing Vision² agreed by GMCA in January 2019, sketched out our collective ambitions for the future of housing in Greater Manchester, as a pre-cursor for the more detailed picture drawn in this Strategy. It will be complemented by an Implementation Plan, giving a transparent view of progress to the public, to the Mayor and political leaders, and to our stakeholders and partners alike.
- 1.4 For our neighbourhoods to be attractive places to live, work and invest, an integrated and connected approach is essential. Greater Manchester is currently driving huge changes in the way our public services are delivered. Skills services, work programmes, health and social care provision, criminal justice services and education are being redesigned and integrated at place level, ensuring that they deliver better outcomes for our residents. Housing providers are a key part of that service transformation, but more broadly a safe, decent, affordable home is an essential foundation for all our work to help residents.
- 1.5 We are investing in our infrastructure and assets, both new and existing, to create the conditions for future growth. Good local transport connections and

resilient social infrastructure are fundamental to improving access for all to the opportunities that growth will bring, and to the redesigned public services that we are working to provide. People want to live in places with great schools, good jobs, excellent transport connections, sport and culture underpinned by good housing choice.

- 1.6 We are accelerating the pace of housing development and improving the quality and choice of our housing offer. New homes are an important part of ensuring we can meet the housing demands of existing and prospective residents, and enable reductions in dependency on expensive, reactive public services by better matching our residents' changing housing needs. Greater Manchester's Plan for Homes, Jobs, and the Environment (Greater Manchester Spatial Framework)³ will help to ensure we can provide the right homes in the right places, and that they will be part of sustainable, coherent communities for the future. But we should also remember that more than 80% of the homes we will live in by 2050 are already built. Ensuring our existing housing stock is suitable, accessible and fit for the future is integral to improving and maintaining our population's health and happiness.
- 1.7 It is essential that we recognise questions of community engagement, heritage and local identity, public realm and cultural space. Community empowerment is central to the aims of our city region's growth agenda. Within this context, this Housing Strategy aspires to present a vision for a dynamic, community-led housing plan for Greater Manchester, juggling the competing questions of growth and development with respect for existing communities and demand for particular forms of accommodation. We should be seeking to actively empower people to play their part in the housing market, rather than seeing it as something they have no stake in or influence over.
- 1.8 This allows us to take an integrated, place-based approach to driving growth and productivity, addressing social and economic inequalities to ensure that the economy works for everyone. We will use this approach to build a strong deal with Government and our partners to create the right housing markets for Greater Manchester's future. This Strategy sets out in more detail the housing-focused elements of that approach, and the accompanying Implementation Plan will provide a more detailed, and regularly updated, set of actions underway across Greater Manchester to help make that vision a reality.
- 1.9 While we cannot fix everything at Greater Manchester level, we will do as much as we can to make it work better for the people of Greater Manchester. This strategy will only be delivered through agreement and collaboration, not by a top down imposed programme. There is potential to adopt a common approach to more of the issues that we face - not for its own sake, but where there are practical advantages that could be unlocked by closer collaboration or consistency. We know that many residents and stakeholders don't live their lives within the boundaries of a single Greater Manchester district, and we need to make sure our evidence, analysis, policies and priorities reflect that reality, without undermining the need for local approaches to local challenges.

A comprehensive Strategic Housing Market Assessment⁴ has been prepared in part to inform the Greater Manchester Spatial Framework, but also as a consistent foundation for this Strategy. The next chapter of this Strategy briefly summarises where we are now in terms of housing, people and place in Greater Manchester. The strategy also flags up where we will need to influence and encourage national Government to amend legislation or regulation, invest differently, or devolve power and flexibility if we are to make better progress.

Box 1: Greater Manchester Strategic Housing Market Assessment

In January 2019, GMCA published their Strategic Housing Market Assessment providing a comprehensive assessment of housing market dynamics in Greater Manchester and the future needs for both market and affordable housing and the housing needs of different groups within the population over the next twenty years. The full document is available at:
<https://www.greatermanchester-ca.gov.uk/media/1733/gm-shma-jan-19.pdf>

Chapter 2 – Where are we now

- 2.1 With 2.8 million people living in 1.2 million homes across ten districts, Greater Manchester and our residents are of course hugely diverse. We are a large city region covering almost 500 square miles and account for one-fifth of the population and jobs in the North of England. Greater Manchester sits at the heart of the Northern Powerhouse and generates an estimated £59.6 billion Gross Value Added, making our economy bigger than that of Northern Ireland (£34.4 billion) or Wales (£55.8 billion), and the main driver of the Northern economy.
- 2.2 Greater Manchester's economy has grown in real terms by 33% since the turn of the century, outpacing UK growth of 25% over the same period. However, despite this growth, our productivity remains below the level expected for a region of its size. Growth-oriented policy has successfully reversed the population fall from a high point of 2.7 million in 1971 which was followed by three decades of decline. Greater Manchester is now home to 2.8 million people, and has seen an increase of over 200,000 residents in the last decade alone. The population is forecast to grow by another quarter of a million people by 2035, and this will contribute to an increase of around 200,000 households due to the changing dynamics of household formation.
- 2.3 With a working age population of almost 1.8 million and approximately 1.3 million residents in employment, Greater Manchester has a talented supply of labour. There has been significant improvements in workforce skills over the last decade with the proportion of residents with no qualifications falling from 17% in 2006 to 10% in 2016 and the proportion with a Level 4 (degree or equivalent) qualification rising from 26% to 35%. However, there are some significant disparities between different parts of the conurbation, with some wards as high as 40% for no qualifications and as low as 10% for a Level 4 qualification, and with employment rates as low as 39%. Some groups in Greater Manchester are not able to fully contribute to or benefit from the overall growth of the economy, and geographically growth has not been universal across the conurbation, with some districts and neighbourhoods seeing lower growth, reflected in lower land values.
- 2.4 Despite the relatively strong performance of the Greater Manchester economy, the city region has not been immune to the economic restructuring that has accompanied globalisation and technological change. Significant gaps for skills and employment rates exist between Greater Manchester and the national average and parts of the economy remain entrenched within lower skill, lower productivity and lower wage activity. 'In-work poverty' is increasingly prevalent and over a quarter of residents rely on tax credits to support their incomes. The nature of employment is also changing, with an increase in precarious work: 3% (40,000) of jobs are zero-hour contracts; 5% (66,000) are temporary; and over half of the jobs created in Greater Manchester in the past five years were temporary or self-employed. Wages

have fallen by 6.6% in real terms between 2006 and 2016 and the gap in wages between Greater Manchester and the national average has widened over the decade.

- 2.5 Greater Manchester has a significant student population, reflecting its strong university base largely situated in the regional centre. The five higher education institutions in Greater Manchester together have a student body of almost 100,000 and around 13,000 student households live in mainstream housing stock in Salford, Bolton and Manchester (which houses around 85% of total students).
- 2.6 In line with trends nationally, levels of all forms of homelessness have increased in Greater Manchester over the last five years, with the ending of an assured shorthold tenancy in the private rented sector identified as the leading cause in England⁵. There were 3,428 households accepted as homeless and in priority need in Greater Manchester in 2017/18, a 57% increase since 2011/12. The number of people sleeping rough has increased by 487%, from 41 in 2010 to 241 in 2018. We have over 2,000 households in temporary accommodation waiting for a permanent home, generating significant costs for local authorities.
- 2.7 We have not been delivering enough new homes since the 2008 financial crisis, although this is steadily recovering. Around 9,000 net additional homes were delivered in 2017/18, the highest since 2007/08, driven by new developments in the central areas of Salford and Manchester. We need to continue and increase the pace of delivery if we are to meet local needs, support economic growth, and help to reduce the pressures which contribute to overcrowding, rough sleeping and homelessness. Only 2.5% of all dwellings in Greater Manchester are empty, the lowest level recorded since data began in 2004, and reflecting strong demand for additional homes across the city region. At the same time less than 1% of all dwellings have been empty for six or more months. This is a significant reduction in recent years, from a peak of 2.8% of all dwellings in 2008.
- 2.8 Since 1971 owner occupation has been the majority tenure across Greater Manchester, growing in popularity over time. Around 27% of homes are owned outright and 33% owned with a mortgage or loan in the city region. Levels of owner occupation are particularly low in the regional centre, towards south Manchester and in the town centres in Greater Manchester (notably Bolton, Oldham and Rochdale). In contrast, the outer areas of the conurbation see higher levels of owner occupation, in particular the outer suburban and semi-rural areas of Wigan, Trafford, Oldham, Rochdale and Stockport. Black and minority ethnic (BME) groups are less likely to own their home in Greater Manchester, with around 53% identified as owner occupiers at the last Census compared with 66% of white groups.
- 2.9 The proportion of social housing has been decreasing since 1981 and stands at 22%, with around 95% of those rented at social rents (generally substantially below private sector rents). The relative decline of the sector is a

consequence of growth in other tenures combined with Right to Buy, with over 92,000 social homes lost to the policy in Greater Manchester since 1980. Conversions of social rented homes to 'affordable rent' have also contributed, meaning that in 2018 we had 5% less social rented stock in Greater Manchester than in 2012/13, a decrease of around 13,000. We now have more than 97,000 households in Greater Manchester waiting for a social home and over 26,000 of these households are identified in priority need for a social rented home.

- 2.10 Private renting has been the fastest growing tenure in Greater Manchester. Between 2001 and 2011 the share of households living in the private rented sector (PRS) in Greater Manchester rose from 11% to 17%, with the majority of those households in Manchester and Salford. The rise was across all household types, but particularly young people and families with children. Black and minority ethnic groups are also likely to be living in private rented accommodation with almost a quarter of BME households living in the PRS compared with 15% of white groups. A total of 96% of household growth in Greater Manchester between the 2001 and 2011 censuses was focused in the PRS and by 2011 the number of households in the PRS in Greater Manchester totalled 196,000.
- 2.11 Growth in the private rented sector in Greater Manchester has outpaced that of the North West and England and Wales and it is anticipated that the PRS is likely to continue to grow in size, to evolve in terms of the investors and management of rented homes and in the types of households living in the sector. National policy, regulation and taxation regimes may have a significant impact on changes in the sector, but on current trends more families with children and older households will rent privately.
- 2.12 Our aspirations for inclusive growth need to be matched with homes Greater Manchester residents can afford. Our analysis of the housing market shows house prices in Greater Manchester as a whole have remained substantially below national averages. Between 2007 and 2017, our average price paid rose by 12% to £164,000, compared to a 24% increase to £239,000 in England and Wales as a whole. Our private rents are also lower than national averages – our average monthly rent in 2016/17 was £628, compared to £852 in England as a whole. But, given our relatively low average household incomes, that still means that many of us find meeting housing costs a challenge.
- 2.13 Our modelling suggests that around a third of Greater Manchester households would have to spend more than 35% of their household income to meet the median private rent of £540 per month. In general, those on lower incomes spend a larger proportion of their earnings on housing costs than those earning more money.
- 2.14 At least 70% of households in the social rented sector in Greater Manchester are in receipt of Housing Benefit or the housing element of Universal Credit. It is likely also that some low income households will be owner occupiers who

own their homes outright which may raise questions about their financial ability to maintain their property.

- 2.15 It is important to note that average figures for Greater Manchester mask patterns within the city region. For both buying and renting Trafford and Stockport averages are significantly higher than Greater Manchester as a whole, while rents in Manchester are also higher, reflecting the city centre market. And in all districts, the variations between neighbourhoods can be substantial.
- 2.16 We have limited data to track and monitor housing conditions in Greater Manchester across all tenures. We do know however that across the city region around 95% of our domestic dwellings are at or above the Government's minimum advised Energy Performance Certificate (EPC) rating of E, and just 7% of properties had a rating of B or above. Modelling for our *5-Year Environment Plan for Greater Manchester*⁶ shows the scale of the challenge, with a need to retrofit 61,000 of our existing homes each year from now to 2040.
- 2.17 It is not possible to say with certainty how many homes in the PRS in Greater Manchester are not meeting Government's Decent Homes Standard. The English Housing Survey suggests that nationally 27% of PRS homes do not meet this, 20% of homes have 'serious disrepair' and 15% of homes have at least one hazard that is a serious and immediate risk to a person's health and safety. Given the age profile of Greater Manchester's housing stock and the substantial proportion of the PRS stock which is in older, terraced properties, it is reasonable to assume that conditions may be worse in Greater Manchester than nationally.
- 2.18 Finding the right home is an essential for all of us and the diverse needs of different parts of the population should be reflected in the housing choices available in Greater Manchester. We know that in future years Greater Manchester will be home to a much larger, more diverse, group of older people. By 2035 nearly three in twenty residents will be aged 75 years or older – and one in twenty will be 85 or older – though our population profile will still be younger than the national average. The scale and pace of the projected demographic changes are not unique to Greater Manchester, but brings its own challenges for the city region.
- 2.19 Our average life expectancy is almost two years lower than the average for England and the gap is even bigger (nearly three years for men, almost four for women) in the number of years of good or very good health we can expect to enjoy. There is a significantly higher proportion of people with a long-term health problem or disability which limits their day to day activities living in the social rented sector than in either owner occupation or private renting. By 2035, almost one in three Greater Manchester residents aged 65 or over will have a limiting long term illness that limits our day to day activities 'a lot' and just under 8% will have dementia.

2.20 Our recent Supported Housing Census shows that we have over 33,000 units of accommodation for those who need support as well as housing in Greater Manchester. We expect to see an increasing demand for specialist and supported homes, including an estimated need of 15,000 extra supported accommodation units for older people by 2035.

Chapter 3 – A different vision: housing, people and place

3.1 Our Housing Vision² briefly sets out the ambitions that we want to achieve for Greater Manchester. We should all be able to live in safe, decent and affordable homes that give us a stable foundation for all that we want to achieve for ourselves and our families, and we know that warm, safe and secure homes help us ensure our population is healthier and supported to make the right life choices from early years to the end of life. At the most fundamental level, our vision for Greater Manchester is:

- that those of us in need, homeless or at risk of becoming homeless can quickly access social housing or other affordable housing options so we can retain our place in the community; and
- that no-one will need to sleep rough in Greater Manchester.

3.2 For the 1.2 million existing homes that form our existing stock, our vision is:

- for our existing homes to receive the investment they need to meet and exceed modern requirements for their safety, security, warmth and physical accessibility. This includes retrofitting our existing homes to help meet our ambitions to be a carbon neutral city region by 2038;
- those homes will be part of neighbourhoods of choice, connected to economic opportunities and strategic infrastructure, and offering an excellent natural environment and quality of life for all parts of the community; and
- when we rent in either the social or private sector we can be confident that our homes will be well managed and safe, decent and affordable.

3.3 For the new homes we need, our vision is that:

- we consistently deliver the right homes in the right places, providing the number and mix of new homes for the future needs of Greater Manchester;
- the new homes we build enhance the choice, affordability, quality and variety of housing available in their neighbourhoods, and are accompanied by the transport, social and other infrastructure they need for their residents and the existing community to thrive, including schools, health facilities and green spaces;
- the quality and design of new homes means we can better match the housing supply to the future housing needs and incomes of all of Greater Manchester's residents; and
- the construction industry in Greater Manchester is a centre of excellence and innovation, and an attractive employer for a new generation of skilled workers.

- 3.4 The right home helps us to live happier, healthier, more independent lives for longer than would otherwise be possible. The health and quality of life of too many Greater Manchester residents is undermined by poor quality housing. We need to address this head on if we are to achieve our ambitions to deliver a radical upgrade in the health and wellbeing of Greater Manchester's residents. For some of us, specialist or supported housing could be the answer, but for the great majority well-designed, good quality non-specialist homes will be able to meet people's needs, and have to be at the heart of our approach. The aim should be to give all our residents positive and affordable housing choices that enable them to find a home that suits their requirements.
- 3.5 This intimate connection between housing and our wider quality of life means we have to see housing as part of our broader work to provide integrated public services, centred around the individual, that effectively respond to and reduce demand at the neighbourhood level. The development of a new model of service delivery is a key ambition for Greater Manchester⁷, and is central to achieving the ambitions set out in the Greater Manchester Strategy through focusing on early intervention and prevention and a holistic view of the needs of people and place. We know that the issues facing our diverse population are complex and changing. Different black and minority ethnic communities face distinct housing challenges across the city region, illustrated by the lower rate of home ownership for our black and minority ethnic households. Young people are especially impacted by welfare reform, notably the restriction for single people under 35 reliant on benefits to shared accommodation rates, and many of those coming through our homelessness and rough sleeping services are young adults. People who are lesbian, gay, bisexual, or transgender are more likely to become homeless or can face discrimination in accessing housing. Families, especially with younger children, can be at risk from overcrowding and we know children living in a healthy home are more likely to come to school ready to learn. Our solutions and services need to fit with and respond to the incredible diversity of Greater Manchester's people.

Health and social care

- 3.6 The health sector in particular has a key interest in many housing issues. The health of older people, children, disabled people and people with long-term illnesses is at a greater risk from poor housing conditions. Variable quality of homes is a driver of health inequalities, with those living in poverty more likely to live in poorer housing, unstable housing circumstances or lack accommodation altogether. Unsanitary and unhealthy living conditions are a major long-term contributor to chronic health conditions, and lack of suitable supported or temporary accommodation prevents timely discharge of people otherwise ready to leave hospital. Unsuitable homes can be dangerous for residents in need of support, poor heating can lead to illness in winter, and vulnerable or older residents in need of support are prone to injury and preventable hospital admission.
- 3.7 In 2017 Greater Manchester established a Housing & Health work programme in recognition of the impact good housing can have on our health and

wellbeing, to exploit the unique opportunity to work with our devolved Health and Social Care system to truly embed the role of housing in joined up action on improving health. Furthering Greater Manchester's pioneering work on health and social care integration, we will commit to working to promote investment in housing from pooled budgets between local authorities and Clinical Commissioning Groups.

- 3.8 We will use these opportunities to influence development of new housing and communities with the right physical, social and green infrastructure that promote healthy lifestyles and more specialist accommodation for those who require it, and to use the housing sector's workforce as key agents of behaviour change. Ensuring our existing housing stock is suitable, accessible and fit for the future is integral to improving and maintaining our population's health.
- 3.9 We see the potential for 'Healthy Housing Services', a reimagined version of the familiar home improvement agency or care & repair model, as being the potential key mechanism to bring together and develop the services and support available to vulnerable households across all tenures. This should form part of the responsive, integrated delivery of services for households whose home is adding to the day to day challenges they face, but where often relatively minor interventions can make a major difference to their wellbeing and independence.

Age-friendly Greater Manchester

- 3.10 We know that in future years Greater Manchester will be home to a much larger and diverse group of older people, where nearly three in twenty residents will be aged 75 years or older, and one in twenty will be 85 or older by 2035. This brings a renewed emphasis on ensuring that a diverse range of housing is available to meet the needs of older people and households, recognising that issues like affordability and insecure rental markets impact on people in all age groups.
- 3.11 In 2018 Greater Manchester became the UK's first age-friendly city region as recognised by the World Health Organization. Marking the achievement, the Mayor of Greater Manchester launched the Greater Manchester Age-Friendly Strategy⁸ to embed ageing as a priority within Greater Manchester policy and to forge new strategic collaborations.
- 3.12 The way we plan, build and organise our city region can help or hinder social connections. An age-friendly place will be a crucial resource for improving the lives of older people. We know that homes can be supportive of active and healthy living on multiple levels, and their design and layout can help people continue to carry out activities of daily living. The local environment can also provide opportunities for social contact, expand social networks, and enhance feelings of safety and support as well as provide access to green space and other opportunities for activity and recreation. Inside the home, research evidence suggests that falls can be prevented through adaptation and modification (preferably before a crisis has occurred), through tailored

physical activity, improving levels of strength and balance, and adoption of assistive technology.

- 3.13 Homes will need to be more adaptable, and designed with potential care needs in mind, so that older people can remain in their homes if they wish as their circumstances change. Through the Greater Manchester Spatial Framework, we've set out specifications that all new dwellings must be built to the 'accessible and adaptable' standardⁱ in Greater Manchester to allow homes to be able to respond to the changing needs of residents.
- 3.14 In Greater Manchester, much of our existing housing does not meet the changing needs or aspirations of our older residents. We need to find ways to ensure that new housing is both attractive and within reach of those who wish to move, and that programmes are in place to support those who want to remain in their current homes. The need to explore diverse housing options for our ageing population requires us to move beyond limited discussions about 'downsizing' and towards a model of 'rightsizing' in which improving older people's quality of life is the critical focus⁹. Our existing stock is also important. Research tells us that older households living in non-decent homes with at least one member with a long-term illness or disability are found in greatest numbers in owner occupation¹⁰. We need to find ways to ensure more of our homes across all tenures are energy efficient and comfortable to occupy if we are to maintain independence and to improve the quality of life for older households.

Rough sleeping and homelessness

- 3.15 Greater Manchester has witnessed some of the fastest economic growth nationally over the past decade, but alongside this we have seen growing inequalities, none as acute as the rise in rough sleeping and homelessness. According to official estimates 241ⁱⁱ people habitually sleep rough in Greater Manchester and over 3,400 households were accepted as homeless and in priority need last year.
- 3.16 In Greater Manchester we have a strong track record of innovation and collective working to prevent and tackle homelessness and rough sleeping, backed by the personal commitment from the Mayor of Greater Manchester to end the need for rough sleeping across the city region by 2020. We have a duty to ensure no one is forced to spend a night on the streets and we are developing a ten-year strategy to ensure every resident has a safe and stable place to call home.
- 3.17 In 2018 the Greater Manchester Homelessness Action Network, a coalition of over 200 public, voluntary and private sector partners championed by the Mayor, published their strategy¹¹ to end rough sleeping and lay the

ⁱ As set out in Part M4(2) of the Building Regulations

ⁱⁱ Local work suggests there are almost twice as many entrenched rough sleepers in Greater Manchester than recorded in official count. See <https://www.theguardian.com/society/2018/aug/20/manchester-has-twice-as-many-rough-sleepers-than-official-data-suggests>

foundations of a ten-year homelessness reduction strategy across the city region. This builds on the Mayor's Homelessness Fund to enable businesses and individuals to donate towards supporting local services. Government's first national rough sleeping strategy set targets of a 50% reduction in rough sleeping by 2022 and the end of rough sleeping by 2027, but we are aiming to make faster progress.

- 3.18 Our A Bed Every Night¹² programme marks a significant escalation of our efforts to tackle the humanitarian crisis on our streets and aims to ensure that there will be a bed every night for every single person sleeping rough in Greater Manchester initially during the winter months. This is accompanied by a range of support to help people begin a journey away from the streets.
- 3.19 However we need to promote prevention as the first response to homelessness and support the implementation of the Homelessness Reduction Act. Research shows the leading cause of homelessness is the ending of an assured shorthold tenancyⁱⁱⁱ and there are increasing concerns about the impact of benefit restrictions on the ability of households to access stable tenancies in the private rented sector. Households who are unable to sustain tenancies are becoming homeless which is creating considerable costs to our local authorities in temporary accommodation in the private rented sector. Traditionally, many of those households would have found a home with a social landlord, but the under-supply of new social rented homes and loss of existing properties to the sector through Right to Buy contribute to a shortage of available homes. Given systemic challenges such as high personal and household debt and insecure low paid employment, we need to invest in reversing the decline in our social housing stock, to increase the supply of stable, well-managed homes at the right quality - and where long-term costs are less than providing subsidy to private landlords for an often lower quality product.
- 3.20 We are leading the practical development of programmes to support local authorities' work in tackling homelessness and to support the Mayor in his commitments on rough sleeping through pioneering work on the Social Impact Bond for Entrenched Rough Sleepers, Homelessness Prevention Trailblazer and the Housing First Programme.
- 3.21 We are clear that, from a homelessness prevention viewpoint, structural changes are needed to provide more affordable homes, greater security of private renting and more support to those who need it, to help tackle the long-term causes of homelessness.

ⁱⁱⁱ In April 2019, Government indicated the potential ending of Section 21 of the Housing Act (1988) to ban 'no-fault' evictions and improve the security of tenants. Further details are awaited.

Supported housing

- 3.22 We know that supported housing has an important contribution to make to many of the issues we have just outlined. Move on accommodation for those who have experienced homelessness or rough sleeping is one example, taking them further along the pathway back to a settled and stable future, while reducing demand on public services. A recent census of the supported housing available around Greater Manchester has given us a much clearer understanding of that provision, and of the gaps, both in terms of key client groups and geography. We currently have over 32,000 units of supported accommodation, catering for a range of people, including older people, people with learning disabilities, people with mental health needs, and people experiencing homelessness and rough sleeping. Some of that existing stock will need investment to ensure it matches future requirements.
- 3.23 Given demographic trends, modelling suggests a substantial programme of additional provision for older people will be needed, not least to help address social care pressures and shift demand away from institutional care for those who are able to live more independently with the right support available. Analysis is underway into the future requirements of other client groups. We have an opportunity to build a business case to drive integrated commissioning strategies, using devolved structures to bring together revenue and capital funding streams to develop an effective and sustainable supported housing market.

Chapter 4 – What to do with the homes we have

- 4.1 Over 80% of the homes we will have in 2050 are already built. Any conversation on the future of our housing supply has to take our existing stock as a starting point. Having an attractive and well-balanced mix of housing is a central component in meeting our aim of ensuring that every part of the city region plays a strong role in delivering inclusive growth to benefit our residents. Our housing offer must better match the demands and aspirations of a diverse population, with the numbers of older households increasing substantially, and with a growing labour market to support.
- 4.2 So the importance of prioritising and finding new ways to optimise the quality, use and value of our existing homes and neighbourhoods is clear. Across Greater Manchester, we need to think across tenures at neighbourhood, district and city region levels to consider the entire housing stock as a system, understanding its interconnections.

Safe and decent homes

- 4.3 The disaster at Grenfell Tower in 2017 put a sharp and unblinking spotlight on the safety of high rise blocks, and the Hackitt Review and ongoing investigations are uncovering a series of lessons which we will need to ensure are learned and applied in Greater Manchester. The High Rise Task Force, headed up by the GMCA Portfolio Leader for Housing, Homelessness and Infrastructure, will continue to lead and coordinate much of that work, though there are already lessons which apply more broadly, both for social housing as a sector and cross-tenure around construction materials and techniques, building control and other health and safety processes, which we must ensure are properly addressed.
- 4.4 The Hackitt Review provides a starting point for work to ensure that Greater Manchester leads the way in ensuring the safety of existing and new homes. While Government's announcement of a Future Homes Standard for new homes to be in place by 2025 is welcome in principle, there are significant concerns around the current requirements and enforcement of Building Regulations, and the position of leaseholders living in potentially unsafe blocks, which justify more urgent attention.
- 4.5 The 2018 social housing green paper proposed a review of the Decent Homes Standard, potentially a welcome development in respect of a tenure which is - in general - already maintained to a consistent, decent standard by housing providers. But it does highlight the lack of tools, capacity and - particularly - sources of funding to directly intervene in raising the standards of homes in the other 78% of Greater Manchester's housing stock. While it is a natural starting point to expect the owners of those privately-held assets to invest in maintaining them to modern standards, it is also clear that not all are able or (in some cases) willing to do that. The broader, long term costs to society and the quality of places as a whole, and to public services including

the NHS, that result from people living in poor quality, unsafe homes are substantial^{iv}, and historically were the subject of significant policy interventions by governments of all parties. We need new thinking, new tools, new partnerships.

- 4.6 A welcome focus in the green paper was rebalancing the relationship between residents and landlords to ensure residents understand their rights and ensuring their voices are heard. This of course is an issue which spans across tenures, and we will continue to work to improve the lives of tenants, whether renting from a social or private landlord, to ensure the rights and responsibilities of tenants and landlords are protected.

Fuel poverty, carbon reduction and retrofit

- 4.7 On fuel poverty and carbon reduction, we need a clear multi-tenure approach to retrofit and improving the energy performance of our existing homes. The Decent Homes Standard and longstanding investment by housing providers has raised the bar in the social housing sector. We would expect the proposed review of Decent Homes Standard to incorporate stronger commitment to reducing fuel poverty and carbon emissions. But we know our biggest issues remain in the private sector, and particularly the private rented sector. Our strategy will prioritise developing this approach across the Combined Authority, working with the Greater Manchester Low Carbon Hub to explore and exploit any levers at our disposal to raise the standards in private homes, and integrating fuel poverty into our wider work with private landlords and owner occupiers.
- 4.8 In the landmark Greater Manchester Green Summit¹³ in March 2018, the Mayor of Greater Manchester brought together environmental experts, partners and local people to accelerate our green ambitions for a carbon neutral, climate resilient city region with a thriving natural environment and circular, zero-waste economy.
- 4.9 We subsequently published *Greater Manchester's Springboard to a Green City Region*¹⁴ setting out the foundations to reach our environmental ambitions. This includes reducing the energy demands of our homes and all other buildings through insulation, management of energy use and investment in energy efficient equipment and also increasing the resilience of our homes to the challenges of climate change. We published a *5-Year Environment Plan for Greater Manchester*⁶ at the second Green Summit in March 2019. This sets out our aim for a carbon neutral city region by 2038 and a set of urgent actions over the next five years – for residents, businesses and other organisations (including the public sector) – to put us on a pathway to achieving that longer term aim. A key part of this plan is a step-change in

^{iv} A 2016 study by BRE estimated the cost of poor housing in England at £1.4bn per annum to the NHS, and £18.6bn per year to wider society. See: <https://www.bre.co.uk/filelibrary/pdf/87741-Cost-of-Poor-Housing-Briefing-Paper-v3.pdf>

improving the energy efficiency of Greater Manchester's homes and commercial and public buildings.

- 4.10 We're clear that our challenging targets can only happen through a combination of sustained proactive national policy and aligned priorities and resources from Greater Manchester. New mechanisms to generate investments in energy efficiency are needed in both new build and existing homes if the health, poverty and productivity impacts of inefficient stock are to be addressed.
- 4.11 Through the Greater Manchester Spatial Framework we are planning a sustainable and resilient Greater Manchester, with the commitment that all new homes and buildings built within Greater Manchester will be net zero carbon by 2028 with the aim of delivering a carbon neutral city region no later than 2038, with a dramatic reduction in greenhouse gas emissions.
- 4.12 However, our existing building stock will remain our most significant challenge. Identifying cost effective pathways for the domestic retrofit of energy efficiency and low carbon heating systems to our existing homes as part of a coherent whole systems approach is essential to support Greater Manchester's long term decarbonisation targets. Modelling for our *5-Year Environment Plan*, shows the scale of the challenge, with on average 61,000 of our existing residential properties needing to be retrofitted each year between now and 2040 if we are to achieve our aims for carbon neutrality. Local energy generation will also be an important part of that approach. We're developing innovative finance and delivery mechanisms to retrofit homes, making them more energy efficient and reducing carbon emissions and fuel bills for residents in Greater Manchester. This includes exploring different models of retrofit including modular retrofit of existing stock.

Owner occupation

- 4.13 Owner occupation remains the biggest single sector of Greater Manchester's housing mix. Home-owners are an ageing demographic as house prices increase and mortgage finance is harder to access amongst younger generations. We tend not to consider home-owners as a 'high-need' group, however this assumption conceals growing issues regarding older owner occupiers in low value, poor condition property, as outlined by the Smith Institute's findings on *The hidden costs of poor housing in the North*¹⁰.
- 4.14 Many pre-1919 terraces are in need of substantial investment to bring them up to modern standards - providing affordable warmth and removing trip and fall hazards. We will work to further understand the needs of this demographic, how best to help them improve their properties and - where possible - give them options to relocate to more suitable properties. As noted above, the potential for 'Healthy Housing Services', a development of the care & repair model, could provide an effective element of our service offer to vulnerable owner occupiers.

Private rented sector

- 4.15 The private rented sector has grown substantially in Greater Manchester over the last fifteen years or so, and caters for a number of different types of housing need and demand, from traditional segments like student living, temporary accommodation to meet urgent housing need, to an alternative for those unable to access social housing. It also provides mid-market family housing and city centre apartments across a range of price levels. This growth is driven in part by trends in other tenures, including households unable to secure mortgage finance to move into owner occupation, and declining supply of social housing. Most new households find their first home in the private rented sector. Whilst recognising that experiences in the private rented sector are often very positive, we must also acknowledge that this sector also contains the worst conditions in our housing market, with issues of instability, poor quality, bad management and poor maintenance all too common, as highlighted by researchers at The University of Salford in a recent report *Precarious lives: Exploring lived experiences of the private rented sector in Salford*¹⁵.
- 4.16 Collectively, we need to work together to drive up standards at the bottom end of the private rented sector, encouraging local authorities to use their enforcement and licensing powers up to their legal limits, not least to ensure safety of residents in the sector. Where tenants are in receipt of Local Housing Allowance, the private rented sector is arguably operating in effect as social housing, but without most of the access to additional support and regulatory safeguards and security of tenure a social tenant can expect to enjoy. With 54,000 households in 2018 in that situation, this is a substantial cohort, and there is evidence to suggest that families with children often find it easier to access private rented accommodation than social housing.
- 4.17 Resources available to tackle enforcement work in local authorities are stretched, and a recent independent review¹⁶ found the national regulatory framework 'confused and contradictory'. We need to find ways to address the lack of capacity available to enforce and raise standards in the private sector as it grows, especially in light of the extended definition of houses in multiple occupation (HMO) expands local authorities' role. Experience in Manchester, Bolton and elsewhere has shown that housing providers can make a significant contribution, working with local authorities on a neighbourhood basis, and we are working with Greater Manchester Housing Providers to explore potential to apply those models more broadly.
- 4.18 Given the scale of the sector, it is important that we do all we can to encourage greater and more effective self-regulation for the remainder of the market. We will work with the national and regional professional landlord and lettings agency bodies to help them deliver high quality market lettings, and bring forward plans for a Greater Manchester good landlord scheme. But we will also adopt more collaborative approaches to actively deal with rogue

landlords and agents who are seriously or persistently failing in their responsibilities to tenants.

- 4.19 The Homes (Fitness for Human Habitation) Act 2018 empowers residents to take action themselves if their landlord is not meeting their obligations. We need to help tenants have the confidence and knowledge to do that, and to make their individual and collective voices heard without the threat of retaliatory eviction. There are opportunities arising from the work of Shelter and the Nationwide Foundation¹⁷ to explore new models and interventions in the sector to transform tenants' experience, and the proposed expansion in the coverage of the 'ethical lettings agency' model on a more structured basis across the city region.
- 4.20 These varying approaches reflect the diversity of the private rented sector, and we will explore the benefits of establishing a partnership body to bring key stakeholders together at a Greater Manchester level to ensure progress is made and good practice shared across the city region.

Social housing

- 4.21 The social housing sector in Greater Manchester has been reducing in size for decades – falling from over 330,000 at the 1981 Census to around 245,000 now. 92,000 social rented homes have been purchased through Right to Buy, many subsequently finding their way into the private rented sector. The previous domination of council housing has also changed, with 185,000 social rented homes in Greater Manchester now in the hands of independent (but regulated) housing associations. As the sector has become less dominant, the role it has played in the overall housing market has evolved, for example in terms of the age profile of social housing residents.
- 4.22 Combined with the well documented growth in older households over the next few decades, there are powerful practical drivers for a greater level of integration between social housing providers and the health and social care system. In a Greater Manchester context, with devolution around health and social care already a reality, that could form the basis for a more strategic approach to the commissioning of new social housing, particularly an appropriate mix of supported housing, with that client group in mind.
- 4.23 But as social housing has become an increasingly scarce resource, the systems used to allocate those homes that become available require additional scrutiny to ensure they are fair and effective. Research into the allocation policies and processes operating around Greater Manchester will help to inform that debate, particularly as Universal Credit rolls out and adds to the impact of other welfare changes (including benefit caps, under-occupancy penalty (bedroom tax), lower housing benefit payments for under-35 year olds, and the four year freeze on most working age benefits and tax credits). Building and managing allocations processes to deal fairly with a complex mix of people with varied needs including (for example) members of the Armed Forces community, victims of domestic abuse, care leavers and

ex-offenders is a huge challenge for local authorities and housing providers alike. We will explore the benefits of a coordinated Greater Manchester housing allocations framework as one way to improve the accessibility and availability of social housing. The reintroduction of a CPI+1% rent formula announced by Government as applying from 2020 potentially allows housing providers greater financial scope. But welfare reforms mean that tenants on Housing Benefit/Universal Credit will increasingly be expected to find a proportion of rent from the rest of their household budget, while those in work will find rent an increasing burden.

- 4.24 In Greater Manchester, the development of the Greater Manchester Housing Providers group, combined with a range of devolved powers in areas such as health and social care and city region wide approaches to homelessness prevention and rough sleeping, offers the potential for a more strategic and collaborative response. The increasing consensus around the central importance of social housing within the broader housing system will continue to drive innovation and good practice, including work to overcome the barriers to delivery of new social housing.

One housing market

- 4.25 The above discussion of the homes we already have should be considered starting with the understanding that successful neighbourhoods are almost always a mix of different house types, tenures, values and styles. Those homes are built in and around the other features of a place that anyone would want to live in - good public transport facilities, green space, excellent schools and health provision, and a thriving local high street. In housing terms, we need to be careful not to consider and act on each tenure in isolation. It is clear on the ground that 'social housing estates' are now a mix of social tenants, private renters and owner occupiers. Private renters are found on almost every street in Greater Manchester. People move from one tenure to another every day, and individual homes too can change tenures in a paper transaction. It is the complex interaction of those decisions we need to consider as we create, implement and monitor the impacts of our strategies and interventions as we endeavour to meet the housing need of Greater Manchester's residents.

Box 2: Affordability

Affordability is one of the central drivers for Government's recent interventions in the housing market nationally - for example the financial barriers facing potential first time buyers are behind the creation of Help to Buy, an £19.7 billion programme since 2013. But there is no single agreed definition of affordability¹⁸, no single agreed point at which housing is 'unaffordable', and an ever wider official definition of 'affordable housing'¹⁹.

There are several different elements that need to be considered. Household income is clearly an important element, and there is a rule of thumb among commentators that housing costs start to become unaffordable once they go beyond 30% of household income. But one common response to housing costs is for households to reshape themselves - adult children staying with or moving back to the parental home, or groups of individuals and couples sharing a single property and dividing an otherwise unaffordable rent into affordable chunks.

A simpler and more common approach is to compare house prices to incomes or earnings. This can be varied by looking at median or mean figures, or lower or higher quartile if a particular segment of the market is being examined. This is often used to compare and map more or less affordable areas. Clearly, this only relates to owner occupation, which in Greater Manchester comprises only 61% of the market, and variations in interest rates will greatly alter the actual affordability of a particular price-income ratio (high ratios in 2018 being achievable in part due to a long period of historically low interest rates).

It also ignores the real costs of house purchase - for most potential buyers, the biggest financial hurdle is the need to save a deposit (hence the design of Help to Buy). The monthly cost of paying a mortgage is often less than first time buyers have previously paid in the private rented sector. That deposit hurdle is increasingly being cleared with the help of the 'Bank of Mum and Dad', for those lucky enough to have suitably wealthy/generous family connections. This illustrates another complicating factor in judging affordability - measuring only household income, without including savings or wealth (especially for those who already have some equity in an existing property) can lead to misleading conclusions.

In the rental market, another set of benchmarks exist, with 'Affordable Rent' properties being defined as costing a maximum of 80% of market rent in an area. Local Housing Allowance rates are used to calculate Housing Benefit for those renting privately, with the Rent Officer setting a benchmark based on the 30th percentile of actual rents being paid in an area²⁰.

Another approach is to look at 'residual income' - calculating a benchmark for the income needed by a typical household for the non-housing costs of a minimum standard of living, with the income remaining then considered available to meet housing costs.

As shown here, determining affordability is a complex task and justifies further work and analysis to truly understand the affordability pressures in Greater Manchester. We know the cost of housing can be a challenge to different cohorts within the housing system across Greater Manchester - including those needing access to social rent or trying to maintain a tenancy as welfare rules are squeezed, private renters sharing and saving as prospective first time buyers looking for routes into home ownership, people in unstable employment in any tenure, older owner occupiers without the resources to maintain a decaying property, or people living in overcrowded properties because they cannot afford or access a home large enough to meet their needs.

We need to embrace the complexity of the issue to help better inform decisions about the new homes needed which our residents can afford. We will shortly be setting out our definition for affordability and affordable housing in Greater Manchester which will help us in our work to deliver homes and a housing market that is truly affordable to all our residents.

Chapter 5 –The homes we need and how to build them

A spatial context

- 5.1 The Greater Manchester Spatial Framework will establish the strategic context for the delivery of new housing as a key part of making Greater Manchester an inclusive city region, setting out the importance of achieving a mix of values and tenures, of the delivery of affordable homes, the right balance of different types and sizes of homes, the importance of quality design of new homes and their context in the surrounding neighbourhoods, and the supply of land to achieve those objectives.
- 5.2 The Spatial Framework sets targets to build at least 201,000 new homes over the period 2018 to 2037 in Greater Manchester^v. It will seek to connect that supply of new housing to wider strategies and policies including around the quality of place, town centres and other spatial priorities, infrastructure provision including schools, health facilities and other social infrastructure as well as power, water and transport, access to open space, economic growth, flood risk and sustainability. This provides Greater Manchester with a unique city region wide spatial approach to the delivery of the new homes we need, integrated into an agreed strategic framework and, once adopted, will give developers, landowners and investors a clearly articulated and consistent policy context to work within.

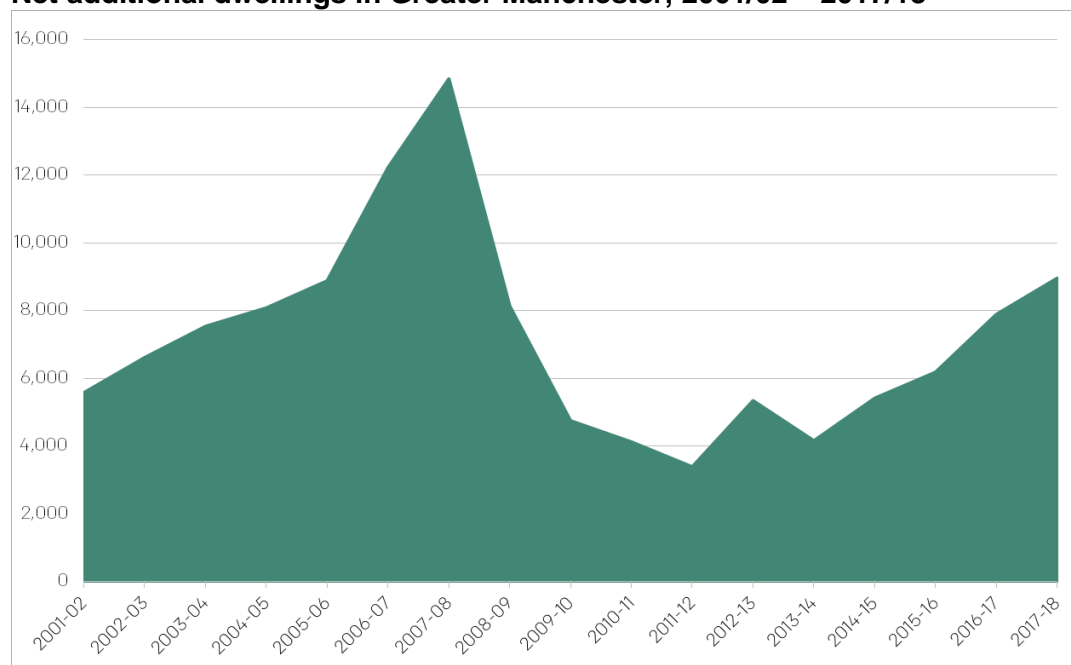
Delivering the homes we need

- 5.3 The challenge of turning that vision into reality is undoubtedly a significant one, but Greater Manchester has strengths, experience and opportunities which provide confidence that our ambitions are realistic and deliverable. In purely numerical terms, housing delivery has continued to recover from the post-2008 trough with a continuing upward trend from 2013 onwards, with recovery coming first in and around the regional centre, but since becoming apparent more broadly.
- 5.4 While traditional market delivery of new homes for sale naturally forms an important baseline supply, there is a growing diversity of supply, and a number of interventions in place or forthcoming to enhance and support the delivery of a variety of new homes in Greater Manchester. The Greater Manchester Housing Investment Loan Fund, managed by the Greater Manchester Combined Authority, provides a £300 million revolving pot to support the delivery of private sector-led development of new homes. As at April 2019, the Fund has committed to help finance the delivery of 5,800 new homes, and is intended to support up to 10,000 new homes over ten years.

^v Consultation draft, January 2019

The Fund is guaranteed jointly by the ten Greater Manchester districts, and represents a significant commitment to accelerating the delivery of new homes.

Net additional dwellings in Greater Manchester, 2001/02 – 2017/18



Source: MHCLG Live Table 122 Net additional dwellings by local authority district, England

- 5.5 One of the projects supported by the Fund is a joint venture between GMCA and 10 housing providers, to establish a new delivery vehicle bringing together investment from the housing providers and, once fully established, working to deliver 500 new homes per year, over and above their delivery of new affordable housing. This is part of Greater Manchester Housing Providers' collective commitment²¹ to double their delivery of new homes, to 16,000 over five years from 2018, which will in part be aided by Great Places' confirmed strategic partnership with Homes England, offering greater certainty about long-term Homes England programme funding.
- 5.6 Greater Manchester is also seeing significant delivery of new homes built specifically to be managed over the long term as private rented properties, and backed by financial institutional investment. While this is undoubtedly an important element of the new-build apartment market around the city centre of Manchester/Salford, there is also growing investment in new-build family houses in the rest of the city region. Matrix Homes, a joint venture between Manchester City Council and the Greater Manchester Pension Fund, brings Pension Fund investment and City Council land together to deliver a mix of rented and for sale homes on sites across the city.
- 5.7 We have already outlined the case for increasing the supply of social housing. Social housing reduces costs for temporary accommodation, allows local authorities flexibility when dealing with vulnerable individuals and provides a hugely beneficial impact on the rest of the housing market. Numerous

obstacles exist for local authorities and housing associations in the delivery of new social housing: notably Right to Buy, and its potential roll-out to housing association properties, compromises the asset security necessary to justify investment in new properties. As a Combined Authority, Greater Manchester is committed to finding ways through a problematic legislative and financial environment to maximise the delivery of social housing. We will work with housing providers, local authorities, Homes England and government to maximise investment in new social housing, including through the strategic partnership which Great Places and Homes England have established.

- 5.8 Our relationship with Government will naturally be crucial in our ability to deliver the homes we need. We have a strong record of delivery and joint working with Homes England who, then as the Homes and Communities Agency, have been formally linked to our devolved structures since the City Deal²² agreed in 2012. Subsequent investment includes the Greater Manchester Housing Investment Loan Fund noted above, and significant funds agreed and in negotiation through both elements of the Housing Infrastructure Fund, as well as substantial investment in affordable homes and supported and specialist accommodation.
- 5.9 Infrastructure enables prosperity, social inclusion and ensures that Greater Manchester is resilient to potential shocks and stresses. Greater Manchester has seen major changes over the past decades and this is expected to continue, if not accelerate further in the future. The Independent Prosperity Review²³ concluded that Greater Manchester's future growth, prosperity and sustainability will be restricted unless ambitious and long-term infrastructure solutions are found. To succeed we need effective infrastructure that is planned for and integrated with strategies for housing, economic development and the environment. In January 2019, we launched the Greater Manchester Infrastructure Framework 2040²⁴ which addresses the challenges the city region faces. We also established a new Strategic Infrastructure Board to take ownership of the framework and progress it into an action orientated plan.
- 5.10 We have already begun to bring extra delivery capacity and expertise together at Greater Manchester level to assist in the enabling work needed to make housing projects happen, working alongside districts' own teams, Homes England, developers, housing providers and landowners, and to bring forward schemes using GMCA's own assets. We will continue to explore options to aid the delivery of the homes we need, including through a closer and stronger relationship with Homes England as the key arm of Government charged with 'making homes happen'. This will include the use of devolved powers such as the ability to establish Mayoral Development Corporations, and the potential for a Greater Manchester direct delivery vehicle, and continuing and expanding our One Public Estate work to identify opportunities to deliver housing on public land. There is also potential for joint working to improve the effectiveness of work on issues such as compulsory purchase processes, or viability assessment and associated negotiations.

Town centres and brownfield sites

- 5.11 New homes can play an important role in the revitalisation of our town and district centres. A mix of new homes can help to maintain and increase activity in town centres as the challenges offered by the restructuring of the retail market continue to impact. A town centre's role as the heart of the community is not based solely on shopping, but includes being the place where public services can be accessed - libraries, advice and support services, health and leisure facilities - and where social and cultural life, coffee shops, restaurants, and pubs are found and people meet.
- 5.12 The Mayor's Town Centre Challenge has focused attention and brought different stakeholders and communities together to plot a new future for town centres across Greater Manchester. Town centre living is a common theme - and while there is rightly a focus on how more residents can increase activity and footfall for local businesses, we need to think about how we make town centres attractive places to live. In part, it is those facilities and the public transport connectivity that centres generally offer that form the basis for that appeal.
- 5.13 Beyond that, by improving the quality of urban design, reducing air pollution and congestion, opening up access to green spaces and rivers and canals, planting trees, restoring and enhancing the historic buildings that give towns their unique identity, town and district centres can become places where people of all ages will choose to live. This has been proved in the centre of Manchester and Salford over the last 25 years, where residential development was at the forefront of the transformational change that is still going on today. We can apply and adapt that experience to town centres around Greater Manchester.
- 5.14 Beyond town centres, Greater Manchester has a land supply dominated by previously developed land - 'brownfield sites'. These are hugely varied in terms of their back story - some are still occupied by historic mills with rich architectural - though not always financial - value, some are long vacant and in need of substantial remediation work to clean up the remnants of old industrial uses. A few have been disused for so long they have become green spaces.
- 5.15 Because brownfield sites are within the grain of existing communities, they are often ideal locations for new homes to meet the needs and aspirations of those communities. We need to find the right tools and funding models to make that happen including support for smaller, local developers who are often well placed to identify and deliver these opportunities. Some sites will pose significant challenges to make them financially viable and will need public sector intervention and investment, but it can be done. Our Strategic Housing Land Availability Assessment prepared as part of the Spatial

Framework^{vi} tells us this is deliverable, as 87% of land identified for housing covering the period up to 2037 is on brownfield land within the existing urban area.

What are we building?

- 5.16 As already discussed, through the Greater Manchester Spatial Framework we are setting plans for a sustainable and resilient Greater Manchester, with the commitment that all new homes and buildings built within Greater Manchester will be net zero carbon by 2028 with the aim of delivering a carbon neutral city region no later than 2038, with a dramatic reduction in our greenhouse gas emissions and net gain for biodiversity. The Spatial Framework will also establish the strategic picture in terms of the mix of homes to be delivered. We know from the discussions that have informed the development of this strategy that around Greater Manchester, and from one neighbourhood to the next, the homes that are needed to fill the gaps in the current supply vary considerably. In some areas where affordability is the biggest challenge, the key shortfall is in social housing; in others there is a need to add greater variety and quality to increase choice and value. New housing is one of the tools we have to try to weaken the relationship between tenure, place and poverty.
- 5.17 As highlighted in the box on affordability, there are several different groups of households under particular pressure to meet the cost of their homes. Through our supply of new homes we should be providing better choices to ease those pressures - whether that is adding to the stock of social rented housing to reverse the losses from Right to Buy, bringing forward new models that help households to access home ownership in a way they can afford and sustain, or providing homes of all tenures better matched to the need of older households who are currently living in homes which present a risk to their wellbeing and continued independence. There is a need to develop more supported housing to provide more effective routes away from homelessness, but also for a range of others whose needs are currently being inadequately met in mainstream housing, or in expensive and inflexible institutional settings. And many places in Greater Manchester need a better mix of properties for owner occupation to meet modern expectations and give choice to households to encourage them to stay in their neighbourhood as their family grows.

A modern construction sector

- 5.18 The UK construction industry and its labour model, particularly for housing development, is at a critical crossroads, as the Farmer Review²⁵ outlined. The construction sector in Greater Manchester currently employs around 90,000 people, and over 45% of the sector's output is accounted for by housing projects. Despite increasing numbers, the construction industry has significant

^{vi} Consultation draft, January 2019

levels of hard to fill vacancies and skill shortages. There is also a shortfall of training at higher levels, with the majority of in-house training at Level 2, and not enough apprentices climbing up through the skill levels, at a time when Level 4+ jobs are increasingly regarded as essential for construction sector innovation. The construction workforce in Greater Manchester is also ageing, with 32% aged 50 and over, up from 25% in 2007.

- 5.19 The baseline economic forecast for the city region suggests demand for an additional 19,000 jobs in the construction sector by 2035. Demand is currently exceeding employment estimates for many of the key construction occupations, suggesting a need for significant extra training, and reliance on migration from neighbouring areas and regions. Shortfalls are particularly high in professions including architecture, surveying and bricklaying, as well as for glaziers where the demand exceeds local supply by nearly 25%.
- 5.20 We need to work with the sector and education and skills providers to close these gaps, and with housing providers and other key partners to use the power of their supply chain to encourage a stronger commitment to skills development and retention within the industry in Greater Manchester, as well as issues of place-making, culture, build quality and architectural design. There is the potential to achieve more through closer collaboration between employers and educators, especially given the likely sustained longer term demand for these skills (both for new build and for maintenance and retrofit of existing properties). As recent research shows, the social housing sector has a long history of delivering support to their residents beyond housing, and plays an important role in providing employment related assistance outside of the mainstream welfare system, and will be an important partner in this work.²⁶
- 5.21 Off-site and precision manufacturing for construction could help the sector to meet housing demand. Precision manufacturing technologies can help to minimise wastage, inefficiencies and delays that affect on-site construction, whilst also raising the energy efficiency performance of buildings. This can make a significant contribution to our ambitions for all new dwellings and buildings to be net zero carbon by 2028 with the aim of delivering a carbon neutral city region no later than 2038.
- 5.22 The Greater Manchester Local Industrial Strategy²⁷ identifies the development of large scale modular construction facilities as key to deliver these clean growth ambitions Greater Manchester should aspire to be a centre of modern building practices and techniques. Modular build and other modern methods of construction may be in their infancy in the UK residential context, but we should be doing everything we can to pave the way for their use in the future, including learning from international examples where these techniques are an established part of the supply chain. This transformation can also help to change the perceptions of the sector as a potential career, and aid efforts to diversify the construction workforce.

- 5.23 Industries around modular build components should be encouraged to locate in Greater Manchester to capture economic benefit from our housing growth plans, and apprenticeships and training in modular build techniques should be encouraged to train our workforce in these innovative practices.

Box 3: Community-led housing development

We should also explore alternative models of community ownership to allow communities to retain influence and control over developments once complete. Community Land Trusts can be an effective method of preserving an area from gentrification and are often useful to preserve cultural and community spaces.

We are also creating pathways through which community organisations can set up and start their own community-led housing projects, including co-operatives, co-housing and social-housing models. Community-led housing can serve multiple roles in promoting community resilience, social cohesion, tackling loneliness, providing affordable accommodation and allowing residents of all ages real influence over their homes.

In partnership with Homes England, Irwell Valley Housing Association and the Greater Manchester Housing Investment Loan Fund, GMCA is signposting the way to seek funding in grant and loan from the Fund and Homes England, whilst providing administrative support and guidance for groups through North West Housing. Our goal is to institute a permanent Co-operative Housing Hub for Greater Manchester, helping to facilitate community-led initiatives for housing across the conurbation.

Capturing value for the community

- 5.24 When areas of Greater Manchester are developed and transformed, we should commit to ensuring that value we create is retained within communities and local authorities. New development should sit comfortably with the existing community, if trust and faith in the planning process is to be maintained. Communities should feel the benefits of development. We should maximise the social gains from new development, encouraging enhancement of public realm, public access and cultural and commercial use where possible.
- 5.25 For **communities**, the retention of value can mean several things not directly linked to financial gain:
- The restoration or protection of local heritage and local identity in a place
 - The provision of cultural space, venues or public realm
 - Innovative and artistic architectural design
 - A legacy for local employment: apprenticeships, local employees and commitment to training
- 5.26 Meaningful community consultation on developments should be the norm across Greater Manchester, helping to achieve the right balance between the pressures of household growth and our need for new housing with the protection and enhancement of the character, assets and environment of our communities.

- 5.27 Best practice shows proper community engagement can have a transformative effect, particularly in relation to the design of public realm. This is a model Greater Manchester should aspire towards, allowing every resident to feel they have a stake in the economic, social and cultural success of their community and the city region.
- 5.28 For **local authorities**, value capture covers a range of approaches to retaining generated wealth or influencing the shape of development to reinvest in future service delivery or deliver other positive outcomes. This philosophy can be applied in a number of ways.
- 5.29 Through the planning system, planning obligations, Community Infrastructure Levy and the Section 106 process offer the opportunity to secure contributions to the delivery of infrastructure, environmental and other enhancements and provision of affordable housing. The National Planning Policy Framework currently prioritises viability for developers (including a notional rate of expected profit), meaning local authorities must engage in extensive negotiations with developers to secure substantial contributions. The Community Infrastructure Levy route, intended to short-cut that negotiation process, has not proved appropriate in a Greater Manchester context. As part of this strategy, Greater Manchester districts will engage in joint work to assess and develop best practice and a consistent approach to the negotiation process, to enhance the contributions to local communities from future development, but potentially also offering greater certainty and pace to developers.
- 5.30 Where possible, there should be a commitment to examine the potential for retaining ownership of land and investing in projects which bring a sustainable return, or which generate a saving for other services such as the NHS or social care. The use of in-house development vehicles and joint ventures can also help to recycle investment back into the public purse to the benefit of the local community, and continued ownership or lease of assets once complete can return steady rental incomes.

Box 4: One Public Estate and Mayoral Development Corporations

Through work under the 'One Public Estate' programme, we have been working in recent years to better understand and map the land and buildings in the ownership of the whole range of the public sector - including local government, the health sector, central government bodies and the police and fire services. That has to be driven first by the needs of the public services and the local communities they serve, so that the schools, hospitals, fire stations etc. we all need are provided. But, in responding to and supporting the transformation of public services, there is the potential to unlock public land or buildings for other uses. It is important that we manage that strategically so that we can use those assets to deliver other priorities, including housing.

A Mayoral Development Corporation (MDC) has powers to acquire and develop land to deliver regeneration and economic development. The establishment of an MDC is a very clear statement of intent to the market of the public sector's long-term commitment to regeneration in a defined area. In January 2019, the Greater Manchester Combined Authority endorsed a set of general principles for the establishment of MDCs in Greater Manchester. In March, GMCA agreed to designate the first GM Mayoral Development Corporation to help drive the regeneration of Town Centre West in Stockport.

The focus on the regeneration of this part of Stockport is a key part of the Mayoral Town Centre Challenge which was launched in November 2017. The Challenge's aims include ensuring a stronger housing and employment offer is developed in Greater Manchester's Town Centres as their role as retail centres changes, and ensuring that we maximise the opportunity of developing brownfield land in sustainable locations. This integrated regeneration approach is vital to maximise the viability of such brownfield land sites for housing and employment. The Stockport MDC will be the first in the country to focus on a town centre and represents a completely new way in which devolved powers can help us deliver our ambitions for our town centres.

- 5.31 We will work with local authorities and other public sector bodies including the NHS in Greater Manchester to explore multiple options when developing sites in their control, based on assessments of their preferred land use and invest-to-save options rather than simply revenue from sale. This is most effective when considered across organisational boundaries, so that potential value for other partners is understood and factored into decision-making. Housing is only one of the potential outcomes of this approach, but one of the more promising areas of collaboration lies in the development of supported housing or extra care schemes to help ease the pressure on NHS and the social care system by promoting and extending independent living.

Chapter 6 – Delivering change - how we will get there

- 6.1 We have tried to build this strategy on a comprehensive and robust evidence base, and will continue to invest in developing, mapping, improving and extending our evidence to show what is working and to consider what changes are needed. This strong evidence base is complemented by the wealth of practical experience and knowledge of elected members, officers, providers, investors, developers, industry professionals, voluntary groups, campaigners and, most importantly, residents who contributed to the discussions which have informed this document.
- 6.2 We now need to move from strategising to delivery. We will produce a detailed Implementation Plan to complement this strategy. This will be a living document, regularly reviewed and updated as progress is made, new data emerges and the issues we are wrestling with evolve. But that level of detail must be based on an agreed, clear set of strategic priorities for action with the support of the broad range of partners, some local, some working across Greater Manchester and some further afield, who will be essential to making significant progress.

Strategic priorities for action

- 6.3 The analysis and objectives we have set out in this Strategy have been structured around three main elements:
- the connections between housing, people and place in Chapter 1;
 - the homes we already have in Chapter 2; and
 - the homes we need in Chapter 3.
- 6.4 But the actions which flow from that don't necessarily fit within that structure – in fact, we should actively seek actions which address more than one element of our strategy. So, we set out in the table over the next few pages a series of connected strategic priorities for action at a Greater Manchester level, designed to maximise the impact of our collective efforts across the city region, and to complement and support the huge amount of work and investment going on every day at district and neighbourhood level. Alongside these are issues where we will look to influence and engage with Government to seek flexibilities or changes in national policy, or the ability to pilot new approaches. We also suggest headline measures of success – how in broad terms we will know if we are making progress. All of these will be developed in more detail in the Implementation Plan.
- 6.5 Briefly, the actions fall under two strategic priorities:

Strategic Priority A: A safe, healthy, accessible home for all

A1: Tackling homelessness and rough sleeping

A2: Making a positive difference to the lives of private tenants

A3: Developing healthy homes services to support vulnerable households

A4: Improving access to social housing for those who need it

A5: Identifying pathways to volume domestic retrofit and reducing fuel poverty

Strategic Priority B: Delivering the new homes we need

B1: New models of delivery

B2: Investing in truly affordable housing

B3: Increasing choices in the housing market for Greater Manchester households

6.6 Alongside the strategic priorities set out in the table we identify three enablers, essential for the delivery of our ambitions – partnerships, evidence and lobbying. The diagram below illustrates the overall approach.



Strategic Priority A: A safe, healthy, accessible home for all		
A1: Tackling homelessness and rough sleeping		
What we'll do	Making the case to Government	Desired outcomes
<ul style="list-style-type: none"> • Ensure no one is forced to spend a night on the streets, continuing our Greater Manchester wide winter provision for rough sleepers through A Bed Every Night. • Continue pioneering work on the Social Impact Bond for Entrenched Rough Sleepers, Homelessness Prevention Trailblazer and the Housing First Programme. • Continue to embed and support implementation of the Homelessness Reduction Act into service delivery across Greater Manchester. • Develop a ten-year homelessness strategy to ensure every resident has a safe and stable place to call home. 	<ul style="list-style-type: none"> • <i>Structural changes are needed to provide more affordable homes, greater security of private renting and more support to those who need it, to help tackle the long-term causes of homelessness and ensuring the supply of move on options.</i> 	<p>Ending the need for rough sleeping</p> <p>Reducing homelessness</p>
A2: Making a positive difference to the lives of private tenants		
What we'll do	Making the case to Government	Desired outcomes
<ul style="list-style-type: none"> • Greater Manchester good landlord scheme to encourage and support landlords providing a safe, decent and secure home to their tenants, working with national and regional landlord and letting agencies networks. • Better information and support to tenants in the PRS to help them understand their rights and obligations, and to empower them to take action to ensure landlords meet their obligations. 	<ul style="list-style-type: none"> • <i>We will make the case for more ambitious controls in the private rented sector, moving away from piecemeal national changes to a more strategic approach which better protects tenants. We will seek devolved powers to designate areas for selective landlord licensing, arguing for Scottish models of security of tenure and lobbying for greater resources to enforce and raise standards in the private sector.</i> 	<p>Improving conditions and more secure tenancies in the private rented sector</p>

<ul style="list-style-type: none"> • Consistent, coordinated approach to enforcement of standards in the PRS across Greater Manchester by districts and key partner agencies, including targeted interventions against rogue landlords. • Expand existing ethical lettings agency models to grow their scale and impact on the PRS market across Greater Manchester • Develop place-based programmes of intervention and investment in the PRS at neighbourhood level, building on the learning from existing initiatives (e.g. One Manchester/Manchester City Council's work in Gorton) and linked to broader place-based strategies. 	<ul style="list-style-type: none"> • <i>We will argue for greater influence over the welfare system in Greater Manchester, including piloting the linking of payments of Housing Benefit/housing element of Universal Credit to the condition of properties. We would welcome the opportunity to pilot the Rugg Review proposal for 'property MOTs' for homes in the private rented sector, tied to a comprehensive register of PRS homes.</i> • <i>Make the case for additional powers for local authorities to intervene, especially where the safety and security of our residents is at risk from the effects of poor housing or rogue landlords, or where we can see ways to remove barriers to delivering the new homes we need.</i> 	
A3: Developing Healthy Homes Services to support vulnerable households		
What we'll do	Making the case to Government	Desired outcomes
<ul style="list-style-type: none"> • Extend and adapt the Home Improvement Agency/Care & Repair type model to provide an effective route to support households living in poor quality accommodation, particularly vulnerable households in the private sector, to improve their quality of life and reduce demand on public services by better enabling safe, independent living. • Deliver strategic approach to supported housing across the ten Greater Manchester districts, including by exploring opportunities for devolved capital from Homes England and NHS England, to help achieve an effective and sustainable supported housing market. 	<ul style="list-style-type: none"> • <i>Campaign for neighbourhood renewal investment on a business case based on the costs of poor housing in terms of health and social care, to provide the tools, capacity and sources of funding to directly intervene in raising standards of homes across all tenures.</i> • <i>Build a business case to drive integrated commissioning strategies, using devolved structures to bring together revenue and capital funding streams to develop an effective and sustainable supported housing market.</i> 	<p><i>Enable residents to live independently in their homes for longer</i></p>

A4: Improving access to social housing for those who need it		
What we'll do	Making the case to Government	Desired outcomes
<ul style="list-style-type: none"> • Ensure the processes for allocating social housing are fit for purpose, and explore benefits of a consistent Greater Manchester housing allocations framework • Achieve a better match between provision and allocation of social housing and the needs of vulnerable households whose existing housing situation exacerbates their health or other care needs. 	<ul style="list-style-type: none"> • <i>Lobbying for access to stable devolved funding to allow a strategic programme of investment and innovation in new supported housing, housing for older people and associated support services, building on the successes of Greater Manchester Housing Investment Loan Fund.</i> • <i>Continue to make the case for increasing the supply of social housing. As a Combined Authority, Greater Manchester is committed to finding ways through a problematic legislative and financial environment to maximise the delivery of social housing. We will work with housing providers, local authorities, Homes England and government to maximise investment in new social housing, including through the strategic partnership which Great Places and Homes England have established.</i> • <i>Continue to campaign to scrap the Government's Right to Buy policy in Greater Manchester. As a minimum seek to pilot a different model with control over discounts to guarantee one-for-one replacement of social rented homes, preventing former RTB properties being privately rented and protecting new build via Housing Revenue Account borrowing from future RTB.</i> 	<p>Deliver at least 50,000 additional affordable homes by 2037</p>

A5: Identifying pathways to volume domestic retrofit and reducing fuel poverty

What we'll do	Making the case to Government	Desired outcomes
<ul style="list-style-type: none"> Encourage property owners in all tenures to invest by designing cost-effective pathways for retrofit of homes to raise energy efficiency and reduce carbon emissions across all tenures in support of 2038 target for Greater Manchester to be a carbon neutral city region 	<ul style="list-style-type: none"> <i>Our challenging targets can only happen through a combination of sustained proactive national policy and aligned priorities and resources from Greater Manchester. New mechanisms to balance up-front investments in energy efficiency with the rewards of increasing comfort are needed in both new build and existing home and building refurbishment activities if the ill health, poverty and productivity impacts of inefficient stock are to be addressed</i> 	<p>Residential sector makes full contribution to Greater Manchester becoming a carbon neutral city region by 2038</p>

Strategic Priority B: Delivering the new homes we need		
B1: New models of delivery		
What we'll do	Making the case to Government	Desired outcomes
<ul style="list-style-type: none"> • Through the Greater Manchester Spatial Framework, One Public Estate and Greater Manchester Rail Station Alliance, Town Centre Challenge and other town centre regeneration initiatives, Mayoral Development Corporations, Housing Infrastructure Fund projects and continued joint work with Homes England, help to ensure supply of sufficient appropriate sites for the delivery of at least 201,000 new homes by 2037. • Establish a community-led housing hub for Greater Manchester, to provide support for the development of co-operative and other community-based housing projects to deliver new homes for residents. • To work with partners to develop additional sources of new and accelerated housing development and investment to complement 'business as usual' market delivery and affordable homes programmes, including the joint venture with Greater Manchester Housing Providers, better use of public sector assets, provision of finance from the Greater Manchester Housing Investment Loan Fund and supporting the contribution of smaller house builders. • Encourage and support the shift to modern methods of construction (including development of a sustainable model for modular construction in Greater Manchester), increased innovation, and the expansion and reskilling of the construction sector and supply chain to raise productivity and the quality and pace of delivery of new homes, and to assist in achieving our target that all new buildings in Greater Manchester will be net zero carbon by 2028. 	<ul style="list-style-type: none"> • <i>Seek flexible resources to bring forward new housing land and development to meet local needs and demand, tying together the Housing Infrastructure Fund, Shared Ownership and Affordable Homes Programme, and loan/investment funding at a Greater Manchester scale to ensure strategic approach to a pipeline of residential land and development, better tied to development of necessary infrastructure. Continuing to make the case for a devolved strategic partnership arrangement with Homes England to fairly allocate housing investment and give Greater Manchester local control of funding to accelerate the delivery of new homes to meet our housing needs.</i> • <i>Through the Local Industrial Strategy, make the case for a partnership with Government to achieve better alignment of education, training and employment activity in Greater Manchester, including for the construction sector.</i> 	<p>Delivery of at least 201,000 new homes by 2037, including up to 10,000 units from the Greater Manchester Housing Investment Loan Fund</p> <p>Greater Manchester to be a centre of modern building practices and techniques, and a pioneer of models of community-led housing</p>

B2: Investing in truly affordable housing		
What we'll do	Making the case to Government	Desired outcomes
<ul style="list-style-type: none"> • Consult and agree on a Greater Manchester approach to defining housing affordability, to drive better targeting of investment and interventions toward the groups of Greater Manchester households most challenged in accessing homes they can afford. • Develop a clearer, more consistent and systematic approach across Greater Manchester to capturing and recycling value generated by market development in the form of additional affordable housing and other community benefits. • Find routes to invest in the provision of additional affordable housing, including social rented housing, to reduce local authorities' reliance on expensive and often poor quality temporary accommodation, and to provide stable, high quality homes for Greater Manchester residents unable to afford decent housing through the market, meeting the Greater Manchester Spatial Framework commitment to deliver at least 50,000 additional affordable homes by 2037, with at least 30,000 being for social rent or affordable rent. 	<ul style="list-style-type: none"> • <i>Lobby for the freedom to develop a strategic approach to developer obligations and viability issues that fits within the Greater Manchester market.</i> 	<p>Set out a Greater Manchester definition for affordability</p> <p>Deliver at least 50,000 additional affordable homes by 2037</p>

B3: Increasing choices in the housing market for Greater Manchester households

What we'll do	Making the case to Government	Desired outcomes
<ul style="list-style-type: none"> Recognising the challenge many Greater Manchester households face in accessing the homes they aspire to in the current market, develop alternative models and pathways which will assist key groups to achieve secure, high quality homes. Develop a more strategic approach to market provision or public sector commissioning of housing suitable for specific groups, including older households looking for better 'rightsizing' choices in their own communities or families with children in the private rented sector. 	<ul style="list-style-type: none"> <i>Developing and piloting new models to meet Greater Manchester households aspirations in partnership with Homes England and Government</i> 	<p>Deliver at least 50,000 additional affordable homes by 2037</p>

Strategic Enablers

C: Partnerships

- 6.7 Much of the action and delivery associated with this strategy will happen through district and neighbourhood level partnerships, driven by local strategies and action plans. We hope that this Strategy will give districts and their partners a framework for their own housing strategies. Greater Manchester-wide partnerships can complement local work, multiplying and sharing the impact of local learning and successes, and providing an effective way to tap into Government and other national and city-regional resources and expertise. The Combined Authority itself is built on that partnership model, and our devolved structures give us a unique opportunity to bring together public sector partners including the Greater Manchester Health and Social Care Partnership, Greater Manchester Fire and Rescue Service, Greater Manchester Police and Transport for Greater Manchester. But a range of formal and informal relationships with other stakeholders will also be crucial if we are to maximise our ability to add value across Greater Manchester.
- 6.8 Our key partners include the **Greater Manchester Housing Providers (GMHP)**²⁸, 25 social housing providers who collectively manage more than 250,000 homes in Greater Manchester, and are committed to a wide programme of joint work on issues including health and social care, carbon reduction, homelessness, work and skills and ageing better, as well as developing new homes. GMHP and the Combined Authority signed a memorandum of understanding in 2016 setting out an agenda for collaborative working. A refresh of that memorandum of understanding will be an early objective, to include the Greater Manchester Health & Social Care Partnership, capturing the breadth of our ongoing co-operation, and setting a future direction in support of this Strategy and the latest Greater Manchester Strategy.
- 6.9 The **Homes England (HE)** Strategic Plan for 2018-2023²⁹ identifies Greater Manchester as a priority area, and our devolution deals have included a number of joint initiatives and investment tools with HE (and previously Homes & Communities Agency) which complement the significant funding provided to housing associations and other HE partners bringing forward housing development in Greater Manchester. We will continue to develop and strengthen our working relationship with Homes England, to maximise the impact of the capacity and expertise they are able to deploy to accelerate the delivery of new homes.
- 6.10 Beyond those, we hope this Strategy has made it abundantly clear throughout that our ambitions for Greater Manchester are achievable only in partnership with our residents, private landlords, developers and investors, voluntary sector, community groups and co-operatives, academic institutions and skills providers, NHS organisations, Government departments, infrastructure and energy providers and many others.

D: Evidence

6.11 The Greater Manchester Strategic Housing Market Assessment⁴ provides a comprehensive view of many of the key elements of the housing market in Greater Manchester which we address in this Strategy. The draft Greater Manchester Spatial Framework, our Age-Friendly Strategy, the *5-Year Environment Plan* and other Greater Manchester strategies are based on analysis and evidence of the circumstances and complexities around their respective agendas in a Greater Manchester context. But there are issues where we need a better understanding of the challenges and opportunities for positive change that we face. We will:

- Maintain, update and extend our evidence base to provide a sound basis for decisions about intervention and investment, and work to fill gaps in that evidence, including around the condition of homes in the private sector as a whole, and the nature and extent of the private rented sector.
- Monitor our collective impact as we implement this Strategy, and share and apply lessons being learned in Greater Manchester and beyond to maximise that impact.

E: Lobbying

6.12 The Greater Manchester model has evolved through a dialogue with national Government, over time and by agreement with Westminster and Whitehall establishing the unique governance model now in place. But there is still more to be done, more that can be achieved with greater leverage and control placed in the hands of Greater Manchester. We will continue to make an evidenced case for greater devolution where we see it will make a real difference to the lives of Greater Manchester's residents, and to influence and encourage national Government to amend legislation or regulation, invest differently, or devolve power and flexibility where it will allow us to make better progress.

Leading the change

- 6.13 We will be accountable to the Combined Authority and the ten Greater Manchester districts through our Portfolio Leader, and will regularly and publicly report to, and be challenged on our progress, by the Greater Manchester Planning and Housing Commission and Greater Manchester Housing, Planning and Environment Overview and Scrutiny Committee. We will ensure that there are effective means to continue the conversations, so that we retain the mix of grass-roots, professional and political views and experience that helped to create this strategy, and our Implementation Plan will give a visible and regular review of progress and future plans. We intend this Strategy to have a five year life, but through the Implementation Plan and our reporting arrangements, and our monitoring of the challenges facing Greater Manchester residents, we will regularly consider the need for a refresh of the Strategy.
- 6.14 We will work hand in hand with Government to make best use of the resources we have available. In return, we expect Government to ensure that those resources are fairly allocated, and that the formulas applied to their investment decisions offer a level playing field for projects in Greater Manchester that will enable us to meet everyone's housing needs.
- 6.15 As we stated in the Greater Manchester Housing Vision which preceded this Strategy, we know we can't do this alone, and some of these issues could need a long and sustained effort to really resolve. As Greater Manchester's Mayor, Combined Authority and ten Councils we pledge to do all we can. But we know we will only succeed with the help, support and commitment of local communities, landlords, housing associations, developers, investors, landowners, the construction sector, utilities, central Government and many more. We look forward to working with you.

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Acknowledgement

This strategy is the product of a pioneering model of co-production, involving extensive conversation, debate and input from local authority elected members and officers, housing associations, academics, architects, builders, landlords, tenants, activists and researchers living and working across Greater Manchester. We are grateful to the many individuals and organisations who gave their time, energy and ideas, including members and officers from the ten Greater Manchester Councils; their local tenant and resident representatives, public, private and voluntary sector partners who contributed to the listening events in each of the ten districts; the members of the Greater Manchester Housing Providers, including those who also helped to arrange those events; and arc4; Greater Manchester Ageing Hub; Greater Manchester Fire and Rescue Service, Greater Manchester Health and Social Care Partnership; Greater Manchester Housing Action; Greater Manchester Low Carbon Hub; Homes England; Housing Futures; Levitt Bernstein; North West Housing Services; Northern Housing Consortium; Rowlinson Constructions; Sheffield Hallam University; Shelter; Tenants Union UK; University of Leeds; and University of Salford.

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Date: June 2019

Subject: Update on Rough Sleeping in Greater Manchester

Report of: GM Mayor Andy Burnham; Housing & Planning Portfolio Chief Executive Steve Rumbelow

1.0 PURPOSE OF REPORT

1.1 To provide an update on progress in tackling rough sleeping in Greater Manchester through the main programmes being undertaken.

RECOMMENDATIONS:

Members are requested to

1. Note the continuing commitment and progress in tackling rough sleeping across Greater Manchester.
2. Request local authorities to agree to prioritise take-up into the Housing First programme and to encourage local engagement.
3. Note the funding commitment made by the GM Joint Commissioning Board.
4. Request local authorities to commit to the roll-out of Phase 2 of A Bed Every Night from 01 July 2019.
5. Note the establishment of the GM Homelessness Programme Board.
6. Note and welcome the progress in reducing rough sleeping as demonstrated by the A Bed Every Night and local street count data.

CONTACT OFFICERS:

Mike Wight, Strategic Lead on Homelessness

Number of attachments included in the report: None

BACKGROUND PAPERS:

GMCA Homelessness Update reports 2018-19
Housing First contract award report, January 2019

TRACKING/PROCESS	
Does this report relate to a major strategic decision, as set out in the GMCA Constitution	No
EXEMPTION FROM CALL IN	
Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?	N/A

2. INTRODUCTION

- 2.1 Tackling homelessness and rough sleeping are key priorities for the Mayor and the local authorities in Greater Manchester. Our commitment is to end the need for rough sleeping in GM by May 2020 and to develop a 10-year strategy to reduce homelessness.
- 2.2 Nationally, this issue has increased in prominence and coverage, with central government now committed to halving rough sleeping by 2022 and ending it by 2027 and publishing the first National Rough Sleeping Strategy in August 2018.
- 2.3 This report provides an update on the rough sleeping element looking at the three main programme areas that are the focus of Districts supported by GMCA. The report also provides a position statement on progress towards our shared commitment to ending the need for rough sleeping by May 2020. The three main programmes of work are as follows:
- Social Impact Bond for Entrenched Rough Sleepers
 - Housing First Programme
 - A Bed Every Night
- 2.4 A considerable programme of work is also under way outside of these main programmes.

3.0 Current Position – Programme Updates

3.1 Updates on the progress of GMCA-managed programmes are outlined below.

3.2 Social Impact Bond for Entrenched Rough Sleepers (SIB)

- 3.2.1 The Greater Manchester SIB was launched in December 2017 as one of eight in England. It is a payment-by-results programme targeted at the most entrenched rough sleepers and has a programme value of up to £1.8m. This was to secure outcomes for 200 entrenched rough sleepers over 3 years. Subsequently, the success of the programme and the significant number of referrals resulted in an additional £829k being secured from government, with the total value of investment in the SIB being £2.629m.
- 3.2.2 The provider chosen through competitive tendering was a GM-wide consortium led by GM Homes Partnership.
- 3.2.3 Referrals into the SIB cohort closed in late July 2018. The final number of referrals was 526, which was substantially higher than anticipated.
- 3.2.4 While accessing accommodation is not the only performance metric, it is clearly the most important in terms of the wider strategic objective of ending the need for rough sleeping and tackling chronic homelessness. To date, GM Homes Partnership has supported 309 individuals into accommodation. This already significantly outstrips the contract target of

200. Tenancy sustainment rates continue to be high. The performance of the Greater Manchester SIB far exceeds that of other programmes nationally.

3.2.5 A review of the second year has been independently commissioned and this will feed into discussions on potential options for any future replacement programme. These options will be brought back to the GMCA in early 2020.

3.3 Housing First Programme

3.3.1 In the budget of November 2017, central government announced the creation of three pilot areas for Housing First, of which Greater Manchester was one, together with the West Midlands and Liverpool City Region Combined Authorities. Greater Manchester was awarded £8m to deliver a Housing First programme for up to 400 people over a three-year period.

3.3.2 GMCA formally signed-off the award of this contract to a consortium led by Great Places Housing Group in February 2019.

3.3.3 Following staff recruitment and set-up arrangements, referrals into the programme began in April 2019. Local authorities have been grouped into delivery zones to ensure equity of scale and access to the programme and to enable more localised service delivery, utilising local providers.

3.3.4 Since the start-up of the programme, a total of 34 referrals have been made. These are routed through local authority panels to ensure fidelity to the model, consistency and appropriateness to the programme. It should be noted that there has been a staggered approach to the establishment of local authority-led panels, reflected in the difference in referral performance to date. This will become more even over time as referral panels become established. Referrals to date are outlined in the table below:

Zone	Local Authorities	Referrals to Date
A	Manchester	10
B	Bolton, Bury, Rochdale	1
C	Oldham, Tameside, Stockport	15
D	Salford, Trafford, Wigan	8
A-D	Total	34

3.3.5 The Housing First model can require some considerable pre-tenancy work with people with complex needs and multiple exclusions to engage them on the programme. So far, 2

individuals have been rehoused onto the programme. This figure will increase as the referral pathways become established and people move through the programme.

- 3.3.6 All Housing First programmes are being overseen by externally commissioned embedded researchers, with the Greater Manchester programme evaluated by Heriot-Watt University. Fidelity to the model is a key evaluation point and we are assessed in part on how we apply the programme to the established model of Housing First.
- 3.3.7 Creative Inclusion Ltd. have also been re-engaged to independently ensure that the voice of people with lived experience remains a central part of our programme for its duration.
- 3.3.8 It should be noted that in discussions with Ministry of Housing, Communities & Local Government (MHCLG), that concerns have been expressed with the pace of roll-out in all three pilot areas. This is in part a reflection of the tensions between delivering a programme which retains fidelity to the Housing First model and the desire to achieve high numbers of people rehoused through the programme. However, MHCLG are eager for a greater pace of roll-out to demonstrate the value of the programme and to secure funding from the Treasury in the next spending round to enable the development of a national programme.
- 3.3.9 We clearly need to achieve balance between delivering a model which ensures fidelity and increases the speed of people entering the programme and show that it can operate at scale in order to secure future funding. GMCA and local authorities are therefore requested to prioritise the engagement of the referral panels to maximise the available referrals to enable more people to be resettled onto the programme.

3.4 A Bed Every Night (ABEN)

- 3.4.1 The A Bed Every Night (ABEN) programme commenced across all areas of Greater Manchester on 01 November 2018. Originally intended to last until 31 March, it was extended due to its success and the significant levels of demand for the service.
- 3.4.2 Local areas established their own responses to ABEN, utilising a common specification and a commitment that there should be a bed available to anyone from Greater Manchester who would otherwise be rough sleeping.
- 3.4.3 The programme has exceeded expectations in terms of take-up and local demand. Over 1400 people have been assisted through the programme, with over 500 resettled into more appropriate accommodation.
- 3.4.4 As a result, the programme was extended until the end of May to facilitate discussions on future options to establish a more consistent offer across Greater Manchester all-year round. This offer would incorporate the recommendations made by Dame Louise Casey in her stock-take of the programme undertaken in February 2019.

- 3.4.5 A revised and streamlined specification has now been agreed between local authorities and partners and a funding package has been put together to enable this to take place. Most recently, the Greater Manchester Joint Commissioning Board approved 12-months' funding of £1m to support the second phase of ABEN. This builds on a previous investment of £1m from Health, funding committed by local authorities to cold weather provision, continued investment by GMCA and the Mayor and significant charitable funding pledged.
- 3.4.6 ABEN provision has been maintained in many boroughs as a standard element of provision, subject to continued funding through GMCA. Working with local authorities, we are now in a position to roll-out the second phase of ABEN. It is proposed that this be formally launched on 01 July 2019.
- 3.4.7 It should be noted that the continuing commitment to the ABEN programme builds on the considerable goodwill demonstrated by local authorities and their partners and the continued success and reputation of the programme relies on this continuing to be acknowledged, together with more consistent delivery and a recognition of the resource implications on local authorities themselves.

4.0 OTHER DEVELOPMENTS IN TACKLING ROUGH SLEEPING

- 4.1 GMCA are asked to note a number of other developments in the shared commitment to tackle rough sleeping in the city-region.
- 4.2 In order to provide better oversight and connectivity between the range of Greater Manchester programmes on homelessness, including rough sleeping, a Greater Manchester Homelessness Programme Board has been established. The inaugural meeting of the Board will take place on 04 July 2019.
- 4.3 GMCA have been successful in securing Rough Sleeping Initiative (RSI) funding from MHCLG. This ensures that every borough in the city-region will now receive funding from this programme. One element of the initial RSI-funded areas was the requirement to carry out regular street counts to monitor progress. While these counts do not mirror the extent of the November count and are therefore not like-for-like, they provide significant evidence of ongoing progress. RSI counts undertaken in the original areas have demonstrated major reductions in rough sleeping numbers of over 60% in total.

Date: 28 June 2019

Subject: GM Delivery Team and Utilisation of GMHLIF Surpluses

Report of: Paul Dennett, Portfolio Lead leader for Housing, Homelessness & Infrastructure and Steve Rumbelow, Portfolio Lead Chief Executive for Housing, Homelessness & Infrastructure

PURPOSE OF REPORT

This report sets out a proposal to establish a GM Delivery Team and seeks Combined Authority approval in principle to fund the proposal from the surpluses generated from the continued investment of the GM Housing Investment Loans Fund (GMHLIF).

RECOMMENDATIONS:

1. To approve in principle the establishment of the GM Delivery Team and the use of GM Housing Investment Fund surpluses to fund it at a level indicated in the report.
2. To agree that the formal establishment of the Team, relevant posts and final costs are referred to the Resources Committee.
3. To approve in principle the spending of £1.75m of GMHLIF surpluses over 3 years to fund the posts identified within the GM Delivery Team and the necessary work to develop proposals as set out in this report.

CONTACT OFFICERS:

Andrew McIntosh, Investment Director andrew.mcintosh@greatermanchester-ca.gov.uk

BACKGROUND PAPERS:

1. Continued City Centre Housing Developments and Use of Property Funds Surpluses (report to GMCA 14 December 2018).
2. Use of Planning Delivery Fund Resources (report to GMCA 28 September 2018).

TRACKING/PROCESS		
Does this report relate to a major strategic decision, as set out in the GMCA Constitution		Yes
EXEMPTION FROM CALL IN		
Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?		No PUBLIC DOMAIN RELEASE DATE: 28 JUNE 2034
TfGMC	Overview & Scrutiny Committee	

1. BACKGROUND

- 1.1 In order to successfully meet future housing need in Greater Manchester, GMCA recognises the need to increase and accelerate housing delivery across the city region. The GMCA has launched the Housing Vision which sets out Greater Manchester's vision for the type and mix of development it would like to see brought forward across GM. The GM Housing Strategy has been published and provides the policy context. These documents set out the preference to deliver brownfield sites across GM, the desire to deliver a greater number of social and affordable houses and to support SME house builders and Community Led Housing initiatives. The GMSF includes a GM target delivery of 50,000 new affordable houses across GM over the period of 2018-2037.
- 1.2 Critical to the delivery of GMs Housing objectives is the requirement for a strategic conversation and relationship with Homes England that can influence their investment strategy and establish support for ongoing discussions with government to amend their approach to evaluation criteria, e.g. Value for Money and BCR assessment that disadvantages Local Authorities in the North and specifically GM. This close working arrangement with Homes England should enable better access for GM partners to their investment programmes, increase investment across GM and accelerate housing delivery on priority sites. It will similarly enable GM to demonstrate its ability to deliver in the longer term and provide the evidence to support greater government commitment and investment into GM in the future.
- 1.3 To achieve the scale of housing required for GM, including affordable tenures, we need to ensure that we have a deliverable and viable land supply, including GM owned assets, brought forward in a coordinated way. GMCA already has a significant land and property estate (across functions such as Fire, Police and Waste) and through the One Public Estate programme there is opportunity to rationalise assets to allow surplus GM-owned sites to come forward for development and support the Housing Strategy. Opportunity also exists to work with TfGM to drive forward development on surplus sites that are owned by TfGM but not required for operational purposes and to work with TfGM to deliver transport infrastructure required for development sites. These opportunities sit alongside Local Authority owned sites where the authorities have identified opportunities but lack the resource capacity to bring them forward as developable propositions.

2. GM DELIVERY TEAM OVERVIEW

- 2.1 In 2018, proposals were progressed to establish a GM Delivery team to support and enable housing development on both GM owned land and in ownership of our Local Authority partners. A report was taken to the Combined Authority in September 2018, seeking approval to utilise Planning and Delivery Fund resources to make two interim (6 month) staff appointments for a GM Delivery Team.
- 2.2 In December 2018, the Combined Authority approved that the majority of GM Housing Investment Loans Fund (GMHILF) surpluses will be ring-fenced to support affordable housing priorities as identified in the GM Housing Strategy. This report seeks approval in principle to allocate £1.75m of GMHILF surpluses to fund the GM Delivery Team over the next three years. The team will have three critical objectives / workstreams:

- 2.2.1 to drive forward initiatives that support the GM Housing Strategy;
 - 2.2.2 to create a strategic relationship with Homes England to influence national approaches to assessing housing investment and enable better access to programmes for GM partners and enable delivery of joint objectives; and
 - 2.2.3 to manage the district support that will be provided from Evergreen surpluses.
- 2.3 There are many objectives outlined within the Housing Strategy that are shared with Homes England. Work undertaken by the team will be aligned where possible with Homes England to draw on their expertise and facilitate and enable better access for Local Authorities to Homes England programmes.
- 2.4 It is anticipated that Homes England would commit to provide resource support to GM where there is committed GM support and alignment of resource. The GM Delivery Team, alongside Local Authority resource would provide this necessary match funding alongside Homes England resource. There is an expectation that the team's involvement across a number of Local Authority schemes will enable the natural cross fertilisation of lessons learned and best practice approaches that should create efficiencies in approach across GM.
- 2.5 GM has ambitious housing targets that will require the development of new delivery models and better working with other public sector partners to unlock and bring forward surplus sites when the GM estate is rationalised. This work has already been initiated through new initiatives such as the Stockport Mayoral Development Corporation. It will be imperative to work alongside the GM Registered Providers and other partners as well as Homes England to deliver and accelerate delivery of our collective housing objectives.
- 2.6 The team will develop a strategic pipeline to engage and support future planning discussions and work with TfGM in relation to transport and wider infrastructure delivery. This will ensure that utility and infrastructure providers can plan long term investment around GM strategic priorities.
- 2.7 The Housing Strategy identifies a number of areas of focus and some of these have been specifically targeted for initial support. These include initiatives to address rogue landlords, driving forward affordable housing delivery, establishing a small sites disposal programme and promoting community led housing. The workstreams are described in further detail below.
- 2.8 The team will be responsible for allocating the £3 million of Evergreen surpluses (approved in the December 2018 report to Combined Authority) to district partners as revenue support to bring forward priority sites. The form of capacity support is likely to vary depending upon the needs and ambitions of each district. The support would be in addition to any support that can be provided through the relationship with Homes England.

3. GM DELIVERY TEAM: KEY WORKSTREAMS

- 3.1 It is proposed that the initial workstreams of the GM Delivery Team will be structured under the three core functions as follows:

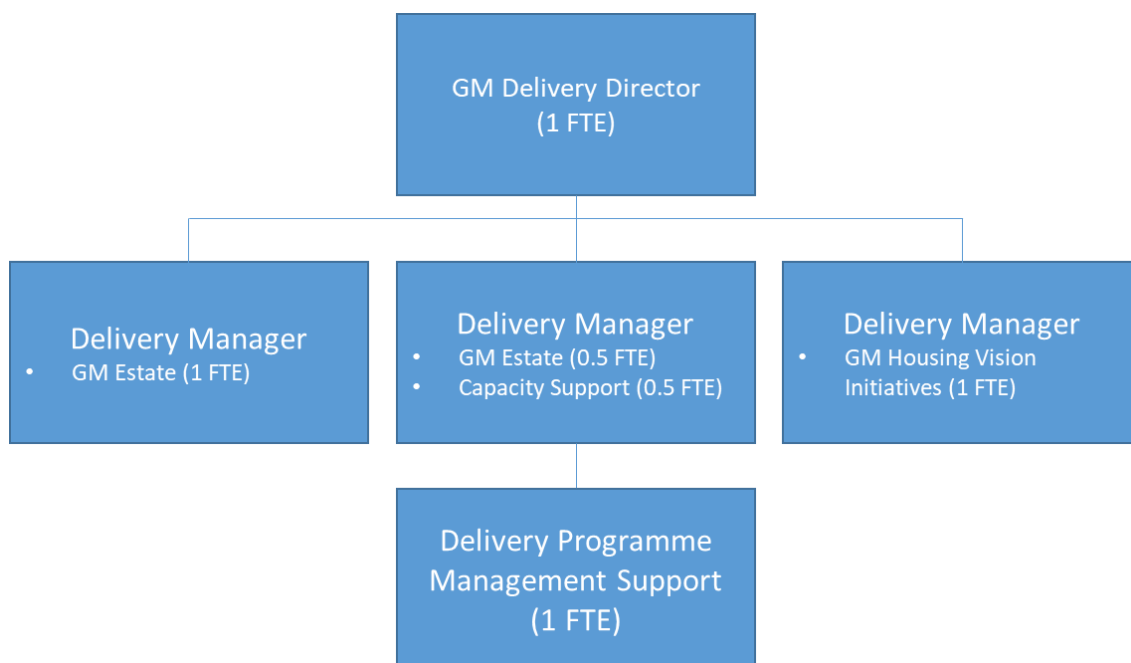
	Workstream	Overview
GM Housing Strategy Initiatives	1. Programme Management	Programme management support and reporting for GM Portfolio Holder.
	2. Affordable and social housing sites pipeline	Review and expand existing GM sites analysis to progress a programme of sites with an emphasis upon social and affordable housing delivery.
	3. Private rented sector	Progress initiatives to address private rented rogue landlords and establish a GM good landlord scheme.
	4. Health and Community led housing	Establish an approach to deliver accommodation projects on surplus land identified through the one public estate programme. Promote community-led housing with an initial focus on setting up a GM Community Hub working with Homes England's through their Community Housing Fund.
	5. Small sites disposal programme	Establish small sites programme with disposal packages that enable delivery on a more efficient basis. Opportunity to promote sites with SME developers.
GM Estate	6. Development of GM owned land	Progress residential / mixed use led development on surplus GM owned assets through a range of delivery models.
District Support	7. District Capacity Support	Work with district partners to understand resource requirements and provide support such as provision of Evergreen revenue funds and facilitate shared learning across GM.

4. GM DELIVERY TEAM STRUCTURE & GOVERNANCE

- 4.1 The establishment of the Delivery Team will require the recruitment of the initial posts identified below to provide the necessary capacity. It is anticipated that in the future, as evidence of a successful delivery emerges, that the team may expand. This will be explored at an appropriate point in time.
- 4.2 The GM Delivery Team will be resourced with five FTE posts, led by a GM Delivery Director. The GM Delivery Team will report to the GM Core Investment Team. The team set out below is

considered to be the minimum resources needed to progress effectively all the workstreams identified.

4.3 The diagram below sets out the proposed team structure and posts:



4.4 It is proposed that the GM Delivery Team will be governed by a Delivery Board made up of senior members of staff from key GMCA functions and GM partners in order to drive and oversee the work programme. It is proposed that a Delivery Board would benefit from input from the functions of planning and housing policy, land and property, investment and senior leadership. A separate paper will be presented to the resources committee in July seeking formal approval to establish the necessary posts.

5. LEGAL CONSIDERATIONS

5.1 All immediate appointments will be set up on a 3 year temporary contract basis to allow work to commence in the near term.

5.2 Existing governance arrangements provide a framework within which the team can operate. It is proposed that the governance arrangements be reviewed in the coming months with a view to creating a more streamlined governance process. A paper will be brought back to the CA in the future for consideration.

6. FINANCIAL IMPLICATIONS

6.1 The revenue costs of the team and supporting workstreams is estimated to be £1.75m over the next 3 years.

- 6.2 The initial £1.75m budget for the team if approved is to be funded from the GM HILF surpluses. The funding requested is in addition to the £350k that was approved as part of the report to the GMCA in December 2018, which has yet to be committed.
- 6.3 It is envisaged that the GM Delivery team provides support services required to deliver assets that have been identified for disposal. The intention is for the team to become self-financing in the next five year from revenues generated from the provision of these services.
- 6.4 It is important to note that the intention of any fee arrangement is to generate a moderate surplus that can then be deployed in the future to support the local authorities in delivering their priorities. A further paper will be brought back to the GMCA outlining future proposals for the team.

Date: 28 June 2019

Subject: GM “Smart Resident” Data Exchange Platform to enable public service reform

Report of: Andrew Western, Leader of Trafford Council & GMCA Portfolio Leader for Digital

PURPOSE OF REPORT

The purpose of this report is to seek support for progressing work on creating a reusable citizen centered, reusable data-sharing system for Greater Manchester - the Smart Resident Data Exchange Platform that will support multiple elements of the Greater Manchester Strategy.

The paper describes the procurement journey and position to date and document the rationale for the current procurement approaches.

The paper will outline the critical activity undertaken to award contract for the procurements and intention to present for a Key Decision at the GMCA Board on the 28th June

RECOMMENDATIONS:

The Greater Manchester Combined Authority is requested to:

1. Support the revised procurement approach for the shared data platform between GMCA and Health & Social Care Partnership and Early Years specific capabilities.
2. Where the procurement is a sole GMCA procurement, delegate authority to the GMCA Treasurer to approve contract award following the procurement process.
3. Where the procurement is a co-funded procurement between the GMCA and the GM HSCP agree to delegate authority to the GMCA Treasurer and to note that the Treasurer will work jointly with Salford Royal Foundation Trust, who also has delegated authority from NHS England, via the GM Digital Board, to approve contract award following the procurement process.

CONTACT OFFICERS:

Andrew Lightfoot, Deputy Chief Executive, GMCA
Phil Swan, Chief Information Officer, GMCA
Kieran Smith, Digital Programme Manager, GMCA

Risk Management – see section 7

Legal Considerations – see paragraph – section 8

Financial Consequences – Revenue – see sections 1 and 9

Financial Consequences – Capital – see sections 1 and 9

Number of attachments included in the report: None

BACKGROUND PAPERS:

1. “Creating a Data Sharing Platform”, GMCA, 25 January 2019

TRACKING/PROCESS		[All sections to be completed]
Does this report relate to a major strategic decision, as set out in the GMCA Constitution		Yes
EXEMPTION FROM CALL IN		
Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?		No
TfGMC	Overview & Scrutiny Committee	

1.0. **Background**

- 1.1. Recognising the need for and value of a pan GM data-sharing platform, in January 2019 the GMCA Board supported proposals to fund and procure the necessary components and services in a joint activity with the Health & Social Care Partnership (HSCP). The investment requested was £5.3M plus a contingency of £1.5M, totalling £6.8M for the initial two year build with in principle support for ongoing £700K costs over years 3-5. This was being aligned with £7.5M via the Health & Social Care Partnership to create a unique pan public service capability in line with the aspirations of the Greater Manchester Strategy and the Taking Charge Strategy.
- 1.2. The initial GMCA use of the platform is to support Early Years and School Readiness by digitising a range of processes which are currently paper based across the whole of GM.
- 1.3. Based on pilot work in Salford and wider collaboration through the School Readiness Programme, the benefits for Early Years include releasing approximately 35% of health visitor time, enabling support for more families. Whilst not cash releasing, this equates to a productivity gain over £10-12M p.a..
- 1.4. Greater Manchester has also reached an agreement on digital licensing with the providers of Ages & Stages Questionnaires used by Health Visitors and will be the first area in the UK to support this service with digital capabilities of this type.
- 1.5. Importantly, health and care professionals are equally clear that there are range of other benefits including:
 - improved transparency of support for children across early help services and
 - more accurate commissioning of related services like speech and language therapies.
- 1.6. In addition, this work enables pan GM collaborative activity to support those families and children most in need of assistance. The university led GM Early Childhood Research Group has identified that health visiting data is a critical factor in this process and this is supported by analytical work in Stockport, Manchester and Wigan.
- 1.7. This joint data sharing platform being procured here has significant other uses, some of which are being pursued by the HSCP through their joint investment with the GMCA in this initiative. These include joined up support for people with dementia, frailty or both and which represent a significant and growing proportion of Greater Manchester's population. This work is being led by Salford Royal Foundation Trust, part of the Northern Care Alliance and supported by a joint team working with the GMCA.

1.8. The wider ambition for this work and the capabilities it is creating is for it to provide an effective and unique means of supporting a range of service reform challenges in ways that enable and empower residents through better transparency and user control.

2.0 Progress since January: Procurement

2.0. Due in part to time pressures from NHS England on the NHS funded component of this work, procurement commenced rapidly in January 2019 for both the shared components of the architecture design and the GMCA specific elements through a single framework. This approach was informed by significant soft market testing and supplier activity, individually and collectively and with professional procurement support. This closed on the 7th February 2019.

2.1. Unfortunately, at that point it was deemed that the responses were insufficiently robust or value for money to progress. To understand the reasons behind this, the project team undertook a significant and intense period of evaluation and analysis with all the suppliers involved. The feedback fell into a number of different categories but focused predominantly on the complexity of the procurement, the variety of different components and level of detail required in the supporting documentation.

2.2. Following a thorough options review, a fresh approach which reduced complexity whilst focussing on driving out benefits in stages was adopted in March. This approach enables the health visitor and carer applications elements to remain largely on track with the data platform elements coming on stream in Q4 2019-20. The Unified Architecture Programme Board (GMCA) and the Interoperability Board (GM HSCP) supported this approach in April with technical support from the cross cutting Architecture Design Authority.

2.3. The procurement are largely divided into two area consisting of the following key features:

Function	Purpose
Part 1: GMCA specific: <ul style="list-style-type: none"> • Health Visitor Application • Carer Application 	Providing the online applications for health visitors and parents / careers through which relevant documents can be accessed, completed and stored including referrals processes. A configurable ‘Low Code Platform’ is being procured to support this with supporting professional services.
Part 2: Joint between HSCP and GMCA:	The Joint Common components procurement will provide a technical capability and services that will facilitate data-sharing within and with other organisations across Greater Manchester, in a safe, appropriate and secure manner. This includes the ability

<ul style="list-style-type: none"> • Enterprise Master Person Index • Record Locator Service • Integration Layer 	<p>to define data sets that can be shared, and to have a facility to share these easily with professionals across the wider GM public sector.</p> <p>The vision of the data sharing capability extends beyond the ability to easily share data with other professionals and care providers, but also to the citizen themselves. By having a consistent approach to the sharing of data, agreed data sets can be shared with citizens across organisational boundaries.</p>
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In addition, the HSCP are procuring several additional health specific elements separately. The procurements for each of the above are described below.

3.0 Implementation Activity and Timeline

3.1. Significant work has been undertaken at a GM level to engage with localities in support of Early Years Digitisation. Localities were asked to submit expressions of interest to be an early adopter in implementing the Early Years digital solution (Low Code and Common Components). Four localities expressed particular interest in being early adopters with three of the four being in a position to provide resource to support the activity locally.

3.2. Recognising that this is a GM wide endeavour, pan GM working groups have been established to ensure that any Early Years solution developed supports the 10 localities across Greater Manchester (and is centred around the Early Years 8 Stage Delivery Model) with the outputs of these groups feeding into the School Readiness Board to provide assurance.

3.3. The timeline for Implementation is as follows:

Activity	Date
Low Code Preferred Supplier Identified via Framework	24 th May 19
Delivery Partner for Early Years Digitisation identified via Framework	21 st June 19
Closing date for Common Components Procurement	24 th May
Preferred Suppliers for Common Components identified	7 th June
Paper for Key Decision to GMCA Board	28 th June

Start to develop Citizen and Worker App for Early Years Digitisation	July 19
Testing Period	July – August 19
Go Live in Early Adopter Locality 1 (Bury)	September 19
Go Live in Early Adopter Locality 2 (Salford)	November 19
Go Live in Early Adopter Locality 3 (Tameside)	January 2020
All Joint Components stood up and ready for integrating with the Low Code Platform	December 19
Integrate Low Code with Joint Components to provide full benefit	March 20
Remaining 7 localities Go Live	2020

4.0 Part 1: Health Visitor and Carer Application

4.0. The Low Code Platform approach being taken provides a flexible basis for quickly designing and creating effective capabilities that will not only support the Early Years requirements but also other opportunities. This approach was endorsed by the GM ICT Leaders Group and the Architecture Design Authority of experts which supports both this work and the Health & Social Care Partnership work

4.1. Due to the pace required for this implementation, a delivery partner procurement is also being undertaken with the intention to transition skills into the public sector. This will enable the project to keep largely to its initial timescales for digitisation of Health Visiting.

4.2. Analysis was undertaken with technical and procurement experts to determine the most appropriate frameworks that would provide access to market leaders in this area with the following being identified:

Item Procured	Procuring Organisation / s	Established Framework used
Low Code Platform	GMCA	GCloud 7 (national Government framework)
Delivery Partner	GMCA	Digital Outcomes Framework (national Government framework)

- 4.3. Following the tender exercise and thorough evaluation process, a recommended supplier has been identified for the Low Code Platform and the GMCA is undertaking contract negotiations in order to award.
- 4.4. Having identified the preferred Low Code Platform supplier, a subsequent procurement has been initiated to select a preferred delivery partner to build the Early Years applications on the chosen Low Code Platform. It is anticipated that a preferred delivery partner will have been identified mid / late June 2019 with subsequent contract negotiations and award.
- 4.5. The cost for these elements lies below the threshold for a Key Decision and is in line with budgetary expectations. The procurement processes has been led by the GMCA with support from the AGMA Procurement Hub and additional expert into from the GM Architecture Design Authority.

5.0 Part 2: Joint GMCA and HSCP components procurement

- 5.0. Analysis was undertaken with procurement experts to determine the most appropriate frameworks that would provide access to market leaders in this area with the following frameworks being identified:

Item Procured	Procuring Organisation / s	Established Framework used
Enterprise Master Person Index (Technology)	GMCA / GM HSCP	QE NHS Procurement Framework
Record Locator Service (Technology)	GMCA / GM HSCP	QE NHS Procurement Framework
Integration Platform (Technology)	GMCA	London Procurement Partnership Framework (NHS)

- 5.1. The various procurement exercises resulted in ten supplier responses. The responses have been evaluated and scored in accordance with NHS procurement guidelines.
- 5.2. The Authorities evaluated using the following criteria and associated weightings:

Evaluation criteria	Sub Criteria weighting	Weighting
Specification		70%
Solution Requirements (Annex A)	20%	

Technical Specification (Annex B)	30%	
IG & Security (Annex B)	5%	
Social Value (Annex D)	10%	
Hosting and WES (Annex C)	5%	
Pricing Scheduled (Annex B)		30%
Total		100%

5.3. Analysis of the preferred supplier costs indicate has shown that responses were within the agreed financial envelope without breaking into contingency funds. Further detail is provided in this document in Part B of this report.

5.4. In a separate procurement led by HSCP, the professional services firm ANS Group have been procured via Salford Royal Foundation Trust to provide independent evaluation and recommendation on the service management approach to all the joint components in this initiative and the health specific solutions. The output of this work will be an independent review and an options paper.

6.0 Procurement Assurance and Governance

6.0. The architecture design and procurement processes are being led by specialist resources from both the GMCA and the GM HSCP and, due to the cross-organisational nature of this procurement, supported by GMCA, AGMA and Salford Royal Foundation Trust procurement teams.

6.1. Assurance for the procurement approach has been provided by the GMCA Unified Architecture Board, HSCP Interoperability Board and Health Innovation Manchester.

6.2. Technical assurance has been provided by the Architect Design Authority (ADA), which includes representatives from Greater Manchester IT Managers and Health & Social Care Informatics Engagement Group, who have fed into the technical procurement specification and documentation.

6.3. Legal advice has been obtained to determine the feasibility of using the chosen procurement frameworks and to determine the treatment of VAT. Legal resource has also been committed within the GMCA to shape contracts and ensure that the terms and conditions are valid.

6.4. Health Innovation Manchester (HiM) have provided communication and engagement resource to develop a communication and engagement plan and supporting materials for digital and the Early Years use-case. A citizen facing user group is being established that will

work collaboratively with the project teams to ensure that any citizen facing technology developed is accessible.

6.5. Information Governance Leads from across GMCA, HSCP and wider organisations have been engaged and consulted on the impact of the technology and on the identified use cases. Working groups have been established to focus on the development of Data Protection Impact Assessments and other necessary IG activity.

6.6. To maximise on the economic, social and environmental benefit to GM, Social Value has been integrated into all Lots (10% of overall mark for each Lot) and has been led by experts at AGMA Procurement. Social value is not considered normally within tenders let by NHS organisations and this use is helping to set a precedent.

7.0. **Risk Management**

7.1. While the opportunity provided by investing in this business case is clear, the aim of this programme to provide a pan GM technology capability at scale is ambitious and will present a number of challenges. Each of these risks is being addressed to reduce the potential impact:

- There are financial challenges arising from joint work with the Health & Social Care Partnership relating to VAT efficiency and asset capitalization and depreciation. Work is underway to address these.
- The Health & Social Care Partnership commitment to funding in years 3-5 is agreed only in principle and shared costs would fall to GMCA if Health & Social Care Partnership decided not to continue to support the system at that point. The reverse is also true.
- The programme may need to work with representatives at a national level, for example with NHS England to overcome challenges on use of health funding that will also benefit the wider public sector. Work is ongoing with finance and legal colleagues re these challenges.
- The scale of the ambition requires strong leadership and a commitment to joint working to be successful over the medium term. Relevant programme boards are being aligned and officer governance is being strengthened to enable this building on exist arrangements between GMCA and Health & Social Care Partnership.
- Building on resident engagement work over 2018, further engagement activity is vital to the success of the programme of work and a detailed plan is being developed.
- Benefits realisation sits across multiple organisations making it harder to attribute initial investment vs ROI and cashable benefits. This will need to be planned and developed actively.

8.0. **Legal considerations**

8.1. The legal agreements will be based upon procurement practices and contracting arrangements agreed collectively between Health & Social Care Partnership and GMCA, amended for the specific requirements of the individual funding arrangements.

9.0 Financial Considerations – Revenue & Capital

9.1. Please refer to Part B of this report.

GREATER MANCHESTER COMBINED AUTHORITY

Date: 28 June 2019
Subject: Solar PV collective Purchasing pilot for Greater Manchester
Report of: Cllr Andrew Western, Green City Region Portfolio Lead

PURPOSE OF REPORT

The purpose of this paper is to present an opportunity for a Solar PV Collective Purchasing pilot across the 10 districts of Greater Manchester and seek approval to proceed. This proposal aims to support GM’s achievement of the Green Summit aspiration for the City Region to be carbon neutral by 2038, through the increased uptake of local renewable generation. This proposal will complete one of the 5 Year Environment Plan actions to: “examine the potential to establish a GM collective solar PV/battery purchase to drive up residential uptake”.

RECOMMENDATIONS:

The Combined Authority is asked to:

- Note the contents of the paper and its recommendations
- Provide approval to explore the contractual requirements supporting this proposal and agree to make £100k available from the retained business rates reserve, and to approve the consequent grants to districts from this money where appropriate.
- Subject to legal advice, delegate approval to GMCA Treasurer, in consultation with the Portfolio Lead, to proceed with the appointment of a Solar PV Collective Purchasing partner, commencing with the pilot in September 19

CONTACT OFFICERS:

Mark Atherton, Assistant Director of Environment, GMCA
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Risk Management – 1.6, 2.6, 2.7

Legal Considerations – 3.5

Financial Consequences – Revenue – 2.2

Financial Consequences – Capital – N/A

Number of attachments included in the report: 1

BACKGROUND PAPERS:

Domestic Solar PV Collective Purchasing Scheme (Annex 01)

TRACKING/PROCESS		[All sections to be completed]
Does this report relate to a major strategic decision, as set out in the GMCA Constitution		Yes
EXEMPTION FROM CALL IN		
Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?		No
TfGMC	Overview & Scrutiny Committee	

1. Background

- 1.1. The GM Green Summit, held in March 2019, provided further detail on Greater Manchester's aspiration to be carbon neutral by 2038, meeting the challenge of climate change and supporting the transition to a smarter and cleaner future whole energy system.
- 1.2. One of the Green Summit outcomes, was the launch of the 5yr Environment Plan for Greater Manchester, detailing what we need to do as a region over the next 5 years. Priority 1 under 'Our Energy Supply' stated the need to increase 'local renewable generation by adding at least a further 45MW by 2024'.
- 1.3. As part of the region's drive to meet the challenge outlined within the Plan, a range of approaches are required, including leadership through our own estates, commercial, industrial and domestic properties. This proposal aims to target the domestic and small businesses 'able to pay' market through a collective purchasing, reverse auction.
- 1.4. As of 2018, only 2.5% of Greater Manchester's housing stock had solar PV, which highlights there is opportunity for greater uptake, and a key role for the GMCA and the District Councils to support this.
- 1.5. A Solar PV (photovoltaic) collective purchasing scheme would test the extent that a reverse auction approach can increase domestic rooftop solar installations across the region, currently 62% lower per household than the England average.
- 1.6. Identical reverse solar PV auction schemes have been undertaken in Norfolk, Greater London Authority and Sussex, administered by iChoosr (a specialist procurement company). These schemes benefited from local authority backing providing residents reassurances, which played significant part in their decision to participate. Overall, iChoosr have run 30 schemes over 3 countries resulting in 50,000 installations totaling 175MW of generation with a retail value in excess of £200m.
- 1.7. These schemes have achieved average cost reductions for residents of between 16-35%, for typical 3.5kWh installations, versus open market purchases.

2. Proposal

- 2.1. It is proposed that GMCA participate in the forthcoming iChoosr scheme planned for September 2019, across the 10 districts. This would provide the city region with the opportunity to increase our renewable generation by circa 5MW (towards our 45MW target), through a private investment of circa £6.7m. The timing proposed is to align with the next iChoosr scheme, which will run across a minimum of 3 UK regions.

- 2.2. GMCA would be required to invest circa £100,000 to cover marketing and communication costs, however, there is the potential to recoup this initial investment through referral fees for each successful installation. The aim of the scheme would be to achieve at least 1900 installs, leading to the generation of circa £115,000 income from referral fees. If this level of success is achieved, the scheme could be cost neutral.
- 2.3. The £100k will be used to fund direct marketing to households and businesses, either via each individual Local Authority (paid for by the project) and/or via a centralised coordinated approach. The 'ask' of participating authorities would therefore be that they support the marketing of the scheme to their residents.
- 2.4. The marketing of the scheme may include: direct mail, local adverts/articles, press releases, social media and venue information sessions. It is estimated that this will involve between 30-60 hours of LA officer time (per District). For those Districts that wish to participate (the preferred option) the cost of time and materials will be funded by the project and allow the District to co-brand the initiative. This will be supplemented by a centralized marketing campaign to cover the whole of GM.
- 2.5. The scheme provides the ability to support a range of 'able to pay' participants including domestic residents and small business owners, up to 30 panel installations.
- 2.6. As part of the scheme, the option to support further deployment of solar PV across smaller public buildings and ALMO/RSL stock provides the opportunity to de-risk the required investment highlighted in point 2.1.
- 2.7. Further detail explaining the reverse auction, the proposition to the householder, how the scheme works and the commitment of the Local Authorities can be found in Annex 01 – Domestic Solar PV Collective Purchasing Scheme.
- 2.8. All of the suppliers' costs including (but not limited to) the system, cabling, installation & scaffolding are included in the bid, yet individual designs are bespoke. Due to the volume, small differences in pricing for this are omitted. This means for example that residents will pay the same if their panels are installed portrait or landscape, or if they need 5 or 10 meters of DC cable. For cost elements that have more impact, such as non-standard scaffolding, an extra cost is defined and communicated with the customer. These costs are subject to survey. Customers are never obligated to accept changes to their offer that result in higher costs.

3. Single source supplier justification

- 3.1. It is proposed we explore the contractual arrangements with iChoosr, with the intention of awarding a contract to act as the partner for a collective solar purchasing scheme in Greater Manchester. Although there are many different solar PV panel suppliers operating in GM and the UK, the services iChoosr provide, as a procurement aggregator, are distinctly different to those of a PV supplier.

- 3.2. There is currently no other company delivering the services required to support a region wide solar PV community purchasing scheme, iChoosr is the only realistic source of supplying these services.
- 3.3. iChoosr have been operating and running solar PV schemes for over several years, across Belgium, Netherlands and the UK, with approximately 40,000 households taking up the offer leading to an installed capacity in excess of 120MW.
- 3.4. iChoosr will be paid a small fee per installed PV panel, paid for by the selected solar PV provider, which will be agreed by iChoosr and be the same for all participating providers who participate in the reverse auction, so that there will be no preferential treatment.
- 3.5. It is acknowledged that where the expected contract for services is between £10,000 and £50,000, the service required should be procured competitively. However, an exception from this requirement may be approved where there is an absence of direct competition. GMCA will not pay iChoosr nor spend directly with iChoosr as they gain their payments via charges to the supply chain providers.
- 3.6. Numerous energy related workshops have been completed over the past 12 months, exploring different ways to stimulate the market. No other viable alternatives have been found.
- 3.7. The contract with iChoosr is proposed to be a service concession (co-branded by the participating district and GMCA), meaning:
 - That the GMCA will allow iChoosr to exploit the services commercially
 - That iChoosr assumes the entire commercial risk of the arrangement (they must continue to provide the services fully in accordance with the contract even if they are making a loss)
- 3.8. Customers that have complaints or queries can contact iChoosr via a freephone number or email provided in the scheme. They manage resolution of the issues. If a customer approaches the council, the council would hand over the complaint to iChoosr. The contract iChoosr has with installer obligates the installer to rectify them. For the customer, the resolution is guaranteed through warranties. iChoosr demands a minimum set of warranties that have to be offered by the participating suppliers and the manufacturers.

4 Recommendations

The Combined Authority is asked to:

- Note the contents of the paper and its recommendations
- Provide approval to explore the contractual requirements supporting this proposal and agree an allocation of £100k from funds set aside to support delivery of the GM 5 Year Environment plan.

- Subject to legal advice, delegate approval to Chief Executive/Head of Legal, in consultation with the Portfolio Lead, to proceed with the appointment of a Solar PV Collective Purchasing partner, commencing with the pilot in September 19.



Solar Together Manchester

Introduction to the
scheme model

31st May 2019

iChoosr

History of Solar schemes

Started in NL in 2012
Launched Belgium in 2014
Launched UK in 2015 and paused

Relaunched in UK in 2018 with the GLA (2 schemes) and Essex, Suffolk and Norfolk

30 schemes
50K installations contracted
175 MW
Retail value: 200+ million

Customer satisfaction above 8 (out of 10)
Proven solar acceleration in region with schemes.
Exponential effects due to contagious nature of solar panels.

Customer proposition

- A resident indicates & ultimately accepts a turn-key standardised high quality offer (<10KW) based on:
 - System size determined by:
 - **Generation potential (size/orientation of roof)**
 - **Usage volume and pattern**
 - Preferences for options:
 - **Storage via power diverter**
 - **Storage via batteries**
 - **PPA for metered export (in development)**

Breaking the trust barrier

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- Trusted Community Leader ‘hand holding’ overcomes inactivity for many
- Educates and informs to aid decision making
- Hassle free – simple customer journey with off and online assistance
- Volume enables suppliers to offer more competitive deals which households would not otherwise be able to access
- Quality control through:
 - Due Diligence Installers
 - Fierce criteria for products and work
 - Sample checks
 - Panel tests

Local Authority

Commitment:

- **Communication:**
 - Direct mail
 - Local advert/article
 - Press releases
 - Social media
 - Venues info sessions
- **Effort: modest investment of time from council officers (est. 30 to 60 hours/council)**

Returns

- **Green energy generation by private investment**
- **Local Authority enables residents**
- **A referral fee**
- **Increased activation of the market: solar is (still) interesting for everybody**

	house holds	owned	targetted	estimated result 2019	owned/ HH	target/ owned
Greater Manchester	1,189,893	713,936	237,979	1,904	60%	33%

Timeline

- **County & councils to confirm commitment: START**
- **Start preparation, installer qualification: from the START**
- **Open registration: START + 8 WEEKS**
- **Auction: START + 13 WEEKS**
- **Start Acceptance: START + 15 WEEKS**
- **End Campaign: START + 20 WEEKS**
- **Holidays within a scheme will lengthen the period**

Autumn 2019: START: Mid-July 2019 with campaign start in September

Council investment and recovery of investment

○ The council must commit to

- direct marketing to the target audience which can often be procured at a better rate outside of preferred council channels;
- officer time;
- venues for information sessions.

○ The council can recover costs

- iChoosr receives a referral fee for each successful installation which it can share with the council

Next steps towards start of Solar Together scheme

1. Commitment of councils
2. Legal: Contract (example available)
3. Reach out to (local installers) (RECC/STA/REA/Media/direct)
4. Finalise communication strategy
5. Start

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HOW does a scheme work?



- Product **criteria** are set
- Free **registration** of interest through internet (any device)
- Receive an **indication** of panels and market pricing
- Price is set in a **reverse auction** by vetted suppliers

From a resident's perspective



- Resident receives supplier's **personal offer** via iChoosr
- During **decision period** residents visit **info session**
- If they accept they have a **contract**
- They are asked for a **small deposit paid** into secure account.



- Residents' **details are handed** to winning installer.
- Winning installer **technically surveys** the property
- If needed the contract is **adapted**.
- Resident either accepts or rejects **changed offer**.



- The installation is **planned**.
- After delivery, **resident signs off**.
- They receive **an invoice** from the installer
- On payment resident receives handover pack with **warranties**

HOW does a scheme work?

From an installer's perspective

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- Installer **registers its interest**
- Installer receives the **qualification documents**
- It will need to pass a **DD, and 4 steps.**



- Installer receives a **draft supplier agreement**
- Before auction it is sent a **final agreement to sign.**
- **The auction** is a one-round bid.
- If needed, a 2nd round will determine **other winners.**
- The winning bid will be **validated** after the win.



- Winning installer will **prepare for the scheme**
- The **personal offer is sent** by iChoosr
- Installer will receive **contracted clients daily**
- **Surveying will start immediately**
- Some **stage projects** on short term.



- Installations will be **policed by independent experts.**
- iChoosr will be **open for assistance** and complaints.
- **iChoosr will assist** the installers

Easy
Customer friendly
Clear





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Date: 28th June 2019
Subject: Greater Manchester Local Industrial Strategy
Report of: Sir Richard Leese, Deputy Mayor for Business/Economy

PURPOSE OF REPORT

To update members on the launch of the Greater Manchester Local Industrial Strategy and the next steps that will be taken to ensure that it is effectively implemented by local and national government.

RECOMMENDATIONS:

Members are asked to:

- Note that the GM Local Industrial Strategy has now been agreed with Government and published on the Government, GMCA, and GM LEP websites.
- Note that discussions are now underway with Government to agree the process to ensure effective implementation and agree that an update should be brought to a future GMCA meeting setting out implementation plans in full.
- Note that work continues across Greater Manchester to ensure there is a coordinated response to all the recommendations from the Independent Prosperity Review, particularly around the development of the GM response to the forthcoming Spending Review.

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Risk Management – n/a

Legal Considerations – n/a

Financial Consequences – Revenue – para 3.2

Financial Consequences – Capital – para 3.2

Number of attachments included in the report: 1 (the Greater Manchester Local Industrial Strategy)

BACKGROUND PAPERS

- Greater Manchester Independent Prosperity Review. Available here: <https://www.greatermanchester-ca.gov.uk/what-we-do/economy/greater-manchester-independent-prosperity-review/>
- Greater Manchester Local Industrial Strategy: Final Strategy. Available here: <https://www.gov.uk/government/publications/greater-manchester-local-industrial-strategy>
- Greater Manchester Local Industrial Strategy: Progress Statement. Available here: <https://www.gov.uk/government/publications/local-industrial-strategy-greater-manchester-progress-statement>
- Update to the Greater Manchester Combined Authority on the Greater Manchester Local Industrial Strategy, 29th March 2019. Available here: https://www.gmcameetings.co.uk/meetings/meeting/668/greater_manchester_combined_authority

TRACKING/PROCESS		
Does this report relate to a major strategic decision, as set out in the GMCA Constitution		Yes
EXEMPTION FROM CALL IN		
Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?		N/A
TfGMC	Overview & Scrutiny Committee	
N/A	Economy, Business Growth, and Skills – 15 th March 2019	

1. Background

- 1.1. In the 2017 Autumn Budget, the Greater Manchester Combined Authority (GMCA) and Government (HMG) agreed to work together to develop one of the first Local Industrial Strategies in England. It was agreed that the GM Local Industrial Strategy would reflect the main themes of the National Industrial Strategy, but also take a place-based approach to build on the area's unique strengths and ensure all people in GM can contribute to, and benefit from, enhanced productivity, earnings and economic growth.
- 1.2. Greater Manchester has followed a process made up of three interlinked strands to develop its Local Industrial Strategy:
 - **Developing the evidence-base.** An independent review panel – the Greater Manchester Independent Prosperity Review – was established to provide a robust and independently verified evidence base. The Review was formally launched at events in Manchester (8th February) and London (5th March), attended by over 400 people.
 - **Consultation.** A broad consultation exercise has been undertaken to ensure a high level of input from local and national stakeholders, including businesses, local authorities, CVSE representatives, and universities and colleges. This included a formal six-week consultation period in the Autumn, where more than 20 events were held, getting input from more than 500 stakeholders, which resulted in over 120 written responses to the online consultation document.
 - **Joint policy development.** Joint work with districts, GM stakeholders and Government departments has been undertaken to explore policy options, linked to the national industrial strategy, to respond to GM's unique assets, opportunities, and challenges.
- 1.3. At the February GMCA meeting, noting that negotiations with HMG were at an advanced stage, delegated authority was passed to the Chief Executive of the GMCA and the GM portfolio lead officer for Economy/Business – working with the Deputy Mayor for Business/Economy, the GM Mayor, and the Chair of the GM LEP – to agree the full local industrial strategy with government.
- 1.4. On the 13th June 2019, HMG and Greater Manchester formally launched the GM Local Industrial Strategy at an event attended by around 200 key local and national stakeholders.

2. Greater Manchester Local Industrial Strategy: Overview

- 2.1. The Greater Manchester Local Industrial Strategy represents a significant step forward in the city-region's devolution agenda and provides, for the first time, a comprehensive and shared strategy with HMG to capitalise on the city-region's opportunities, and tackle its challenges. The strategy outlines an ambitious plan to deliver an economy fit for the future, with prosperous communities across the city-region and radically increased productivity and earning power.
- 2.2. Based on the evidence in the GM Independent Prosperity Review, the Local Industrial Strategy sets out proposals to develop the city-region's unique assets and opportunities by aiming to:

- **set Greater Manchester up to be a global leader on health and care innovation - creating new industries and jobs, improving population health and extending healthy life expectancy.** The Local Industrial Strategy announced the establishment of an Innovation Partnership on Healthy Ageing, with a board comprising of representatives from Greater Manchester, the private sector and government agencies and departments. Greater Manchester will also work to identify a home for a prospective International Centre for Healthy Ageing to drive real-world testing and commercialisation of health, care and wellbeing innovations that support healthy ageing;
- **position Greater Manchester as a world-leading city-region for innovative firms to experiment with, develop and adopt advanced materials in manufacturing.** The Local Industrial Strategy announced that Greater Manchester will establish a new Graphene, Advanced Materials and Manufacturing Alliance (GAMMA) to develop the city-region's advanced materials and manufacturing strategy, and that government will sit on its board.
- **build on Greater Manchester's position as a leading European digital city-region; enable the digitalisation of all sectors; and capitalise on the links between digital and creative industries that feed internationally significant clusters in broadcasting, content creation and media, and maximize growing assets in cyber security.** The Local Industrial Strategy announced Greater Manchester's will initiate a review of local data, to identify and address barriers to making this openly available for re-use. Greater Manchester will lead a biennial international event to showcase to the world the best of the city-region's digital and creative talent, with support from government officials;
- **achieve carbon neutral living in Greater Manchester by 2038, by launching the UK's first city-region Clean Growth mission.** The government welcomed this mission, which will support the delivery of the national Clean Growth Grand Challenge. Initial priorities for the mission-based approach will expected to be focused around opportunities to improve the environment, increase the energy efficiency of homes and buildings, adopt new models of local renewable energy generation; and accelerate the implementation of energy and material efficiency measures by businesses.

2.3. The GM Local Industrial Strategy also sets out actions to strengthen the city-region's foundations of productivity and ensure that growth benefits all people and places. Again, this drew on evidence in the GM Independent Prosperity Review. Through the GM Local Industrial Strategy, it was announced that:

- **People:** The Local Industrial Strategy announced that Greater Manchester, the Department for Education (DfE), and the Department for Work and Pensions (DWP) will work in partnership to explore areas to connect national and local policies for the post-16 skills and work system in the city-region. Through this joint partnership working, we will identify strategic and delivery areas for review and, based on evidence and advice, identify the respective actions needed from all parties to deliver them. We want to make quick progress, but all parties recognise, and accept, that this will require their commitment for the long term. Within nine months, GM, DfE and DWP officials will set out to the GMCA and DfE and DWP Secretaries of State the respective actions, both in the short and longer term, which all parties will agree to take forward and will move the joint working between Greater Manchester and government to the next stage.

- **Infrastructure:** To build the integrated 21st century infrastructure that Greater Manchester needs, a comprehensive infrastructure plan for the city-region is required. The Local Industrial Strategy announced that government will join the Greater Manchester Strategic Infrastructure Board overseeing implementation of national and local plans and providing operational expertise to improve the performance of the city-region's transport, housing, energy and digital infrastructure. Greater Manchester will explore options for sustainable, long-term local investment into infrastructure to sit alongside devolved funding streams. It was also announced that, linked to the national Future of Mobility Grand Challenge, Greater Manchester and government will develop a programme of activity for transport innovation to explore new ideas and bring together relevant stakeholders to collaborate with Transport for Greater Manchester.
- **Business environment:** the Local Industrial Strategy announced the city region's intention to strengthen Greater Manchester programmes that support businesses to improve productivity, with a particularly focus on leadership and management programmes, innovation adoption, and international trade. Existing programmes will be complemented by the forthcoming Greater Manchester Good Employment Charter and a new plan for the 'foundational economy', to improve productivity, wages and job quality in all sectors.
- **Ideas:** The Local Industrial Strategy announced that Greater Manchester partners will continue to work with UK Research and Innovation (UKRI) to maximise investments in innovation assets in the conurbation, increasing the take-up and impact of funding to drive applied R&D to meet the strategic needs of the Greater Manchester economy.
- **Places:** The Local Industrial Strategy acknowledged that a thriving and productive economy in all parts of Greater Manchester is essential for the Strategy to be a success. This will be supported by addressing barriers to participating in employment and accessing opportunities across the city-region, and by Greater Manchester continuing to redesign public services around its model of unified public services. The Local Industrial Strategy announced that each of Greater Manchester's local authorities will develop a borough-level response to the Greater Manchester Local Industrial Strategy, to identify key opportunities and barriers in each locality and ensure coordinated implementation.

3. Implementation and next steps

- 3.1. The GM Local Industrial Strategy sets out a bold ambition for the city-region, jointly agreed by both Greater Manchester and HMG. The strategy does not include any new spending commitments outside of existing budgets. Instead, it will inform the strategic use of local funding streams and, where relevant, spending and decisions at the national level. The focus now is to ensure effective implementation of the strategy locally and nationally, so that relevant local and national plans and funding streams are aligned to its implementation.
- 3.2. The GM Local Industrial Strategy outlines that we will develop an Implementation Plan setting out clear milestones, deliverables, and timings for the actions set out in the strategy. An annual review of progress will be produced, that will be reviewed at a meeting of a government and Greater Manchester Implementation Board, made up of senior officials from across government and Greater Manchester. Work is currently on-going with officials to develop the Implementation Plan and it will be brought to a meeting of the GMCA for

approval later in 2019. This will include details of any impacts on capital and revenue budgets.

- 3.3. An independent overarching process and impact evaluation will be put in place to assess the efficacy of government and Greater Manchester in delivering against the objectives set out in this strategy. Results will be reported annually to both Greater Manchester and government. A three-year review will be undertaken in April 2022 on the quantitative impact of the strategy, recognising that interventions will have a lag before taking effect. This will include an assessment of whether the current set of interventions are effecting the desired change and assessing the latest evidence on 'what works' in collaboration with independent experts. Results of the evaluation will also be presented annually to the government's national Industrial Strategy Council, chaired by Andy Haldane (the Chief Economist of the Bank of England).
- 3.4. In line with the national Local Enterprise Partnership Assurance Framework, the Greater Manchester Local Enterprise Partnership (GM LEP) will have a central role to play in overseeing the implementation of the strategy. The GM LEP will produce an annual delivery plan and a qualitative end-of-year report to evaluate how the Local Enterprise Partnership and other partners have contributed towards achieving Industrial Strategy objectives.
- 3.5. Finally, it should be noted that the GM Local Industrial Strategy provides a substantial response to the recommendations of the GM Independent Prosperity Review (which were set out to the GMCA at the 15th February 2019 meeting). Through the joint policy development with Government, we have ensured that the GM Local Industrial Strategy provides a platform to progress most of the Review's main recommendations. In addition, since the Review was published, the GM Model for Unified Public Services and the Health and Social Care Prospectus have also been released (and cross referenced in the GM Local Industrial Strategy), which provide a further response to the Independent Prosperity Review's recommendations. However, important issues about funding and the effectiveness of service and programme delivery at a local level can only be truly addressed by a radically different national approach to English city region devolution and local government finance. The forthcoming Spending Review is an opportunity to make the case to government for the reforms required to fundamentally address all of the barriers to increased prosperity identified in the Review, and their complex origins.

4. Recommendations

- 4.1. Recommendations appear at the front of this report.



HM Government



Greater Manchester Local Industrial Strategy

June 2019



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Foreword

“We can see only a short distance ahead but we can see plenty that needs to be done”. - Alan Turing, Manchester, 1950.

Alan Turing's words have as much relevance today as they did then. Written in Manchester when he was pioneering work that led to the modern computing revolution, he inspired technologies across the world which are transforming the way we live our lives as workers, citizens and consumers. We do not know all the ways in which our economy and society will be impacted by these global forces, but we have a clear picture of what needs to be done to ensure that the UK and Greater Manchester are best placed to take advantage of the opportunities they create.

Our modern Industrial Strategy sets out how the UK will respond to these economic and technological changes, as well as other global forces such as an ageing society and the need to transition to clean growth, while raising productivity and earnings. Local Industrial Strategies are an essential part of our plan, allowing communities to take control of their own economic futures and ensuring that the UK takes advantage of local opportunities and the drive and ambition of people across the country.

Greater Manchester has a proud history of innovation, from the world's first passenger railway, to the world's first stored program electronic computer, to the Nobel Prize winning isolation of graphene in our own time. Greater Manchester's economic leadership has gone hand in hand with social progress: the Chartists, the Trade Union movement, the co-operative movement, and women's suffrage were all born in the city-region. England's first civic university, the University of Manchester, was established in the city-region and the area is now home to four universities that play a leading role in social and economic progress.

This pioneering and progressive spirit is demonstrated today in the Greater Manchester Local Industrial Strategy. The strategy capitalises on Greater Manchester's biggest opportunities, where it can be a 21st century global pioneer at the centre of the Fourth Industrial Revolution - including in health innovation, advanced materials, and digital and creative industries. It aims to capitalise on the local ambition to be carbon neutral by 2038, to drive improvements to environmental quality while also stimulating innovation and new industries.

And it seeks to raise productivity and pay in the foundational sectors of the economy - including in large sectors such as retail, hospitality and tourism, and social care.

Crucially, the strategy builds on Greater Manchester's best asset - its people - to continue to drive social progress. It sets out a plan for communities across the cities and towns of Greater Manchester to thrive and prosper, with good jobs being created across the city-region backed up by the infrastructure, skills and networks needed to raise productivity and earnings. It aims to ensure that everyone is supported to reach their full potential, that people have hope and optimism for the future, and that the modern economy leaves nobody behind.

This focus on frontier and foundational sectors - and the connections between them - will support the creation of a highly productive, more inclusive and prosperous city-region for all residents. It also means that the strategy will deliver more than the sum of its parts. Health innovation will create new products and services Greater Manchester can export around the world, while simultaneously improving the health of the city-region's population. Carbon neutrality by 2038 will improve the environment across the city-region, boosting quality of life for residents.

And digital transformation has the potential to create better quality, future-facing jobs in all sectors of the economy.

Led by a partnership including the Greater Manchester Mayor, the Greater Manchester Combined Authority, the Greater Manchester Local Enterprise Partnership, and national government, the Greater Manchester Local Industrial Strategy builds on over 30 years of public and private sector collaboration in the city-region. The strategy's development was a genuinely collaborative effort with stakeholders, drawing on expertise and advice from a wide range of organisations including Greater Manchester's businesses and social enterprises, local authorities, universities and colleges, trade unions and community and voluntary organisations, as well as national organisations, and government departments and agencies. It is based on a robust evidence base produced by leading experts through the Greater Manchester Independent Prosperity Review, which built on the 2016 Science and Innovation Audit. It demonstrates the successes of devolution to the city-region over the past decade, and charts a course for how this partnership will continue to develop into the future.

Greater Manchester does things differently. Plenty needs to be done and we are committed to work together to do it.

Rt Hon Greg Clark MP

Secretary of State for Business, Energy and Industrial Strategy

Mike Blackburn OBE

Chair of Greater Manchester Local Enterprise Partnership

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Rt Hon Andy Burnham

Mayor of Greater Manchester and Chair, Greater Manchester Combined Authority

Professor Dame Nancy Rothwell

FRS, FMedSci, President and Vice-Chancellor of the University of Manchester

Sir Richard Leese

Leader of Manchester City Council and Deputy Mayor, Greater Manchester Combined Authority

Juergen Maier CBE

Chief Executive of Siemens plc

Executive Summary

Greater Manchester's ambitious Local Industrial Strategy is designed to deliver an economy fit for the future, with prosperous communities across the city-region and radically increased productivity and earning power.

This Local Industrial Strategy represents a strong partnership between local leaders and government, setting out an ambitious plan to achieve the aspirations of the national Industrial Strategy and to continue to contribute to Greater Manchester's prosperity.

It has been developed from the ground up with local and national stakeholders, including business and social enterprises, trade unions, universities and colleges, and community and voluntary organisations.

The strategy is based on the robust evidence provided by the 2019 Independent Prosperity Review, and the 2016 Science and Innovation Audit.

Greater Manchester fit for the 21st century

Greater Manchester's success is central to the government's vision of a prosperous Northern Powerhouse.

The city-region's economy is robust, diverse and growing. With over 124,000 businesses, it is already a great place to live and work for many. Employment growth has been strong for a decade and there are reasons for optimism for the future: a growing skills base, significant rises in business start-ups, and major infrastructure investments are planned. Innovative forms of cooperation between Greater Manchester's private and public sector mean it continues to be an example of effective leadership for the Northern Powerhouse, the UK, and the world.

Greater Manchester is building on a decade of strong investment in businesses, infrastructure, and in new forms of government. Since 2009, a Combined Authority has been formed, a Mayor elected, and six devolution deals signed, giving the city-region greater influence over billions of pounds of spending. Working with government, Greater Manchester has developed the UK's largest and most successful light-rail system, invested in institutions that provide an unrivalled critical mass of graphene and 2D materials research and commercialisation expertise, and

successfully supported the long-term unemployed back into work through the nationally acclaimed Working Well programme. This Local Industrial Strategy maintains the momentum.

The Independent Prosperity Review identified that there are barriers to be overcome to improve economic performance.

These include population health, education and skills, infrastructure, innovation and leadership and management. The Greater Manchester Local Industrial Strategy will tackle these barriers, while also responding to global changes affecting us all including climate change, technological change and the Fourth Industrial Revolution, and an ageing society.

Working to agree this Local Industrial Strategy

This Local Industrial Strategy sets out how Greater Manchester will forge its future.

As well as setting out a number of specific actions, it also sets out Greater Manchester's long-term aspirations and the specific outcomes local partners are aiming to achieve. These will help guide future action and evaluate progress. These locally led and ambitious outcomes are the product of extensive consultation with local leaders, business and civil society. They are also underpinned by the work of the Independent Prosperity Review.

Where appropriate, this Local Industrial Strategy will inform how local leaders will capitalise on the city-region's unique assets and opportunities over the long-term by aiming to:

- ▶ set Greater Manchester up to be a global leader on health and care innovation - creating new industries and jobs, improving population health and extending healthy life expectancy;
- ▶ position Greater Manchester as a world-leading city-region for

- ▶ innovative firms to experiment with, develop and adopt advanced materials in manufacturing;
- ▶ build on Greater Manchester's position as a leading European digital city-region; enable the digitalisation of all sectors; and capitalise on the links between digital and creative industries that feed internationally significant clusters in broadcasting, content creation and media, and maximise growing assets in cyber security;
- ▶ achieve carbon neutral living in Greater Manchester by 2038, by launching the UK's first city-region Clean Growth mission.

In addition to the specific shared commitments agreed with government, this Local Industrial Strategy also details how Greater Manchester will work with a variety of local, national and international actors to deliver the strategy's ambitions.

Key to the success of the Local Industrial Strategy will be strengthening the city-region's foundations of productivity and ensuring that growth benefits all people and places:

- ▶ **Ideas:** Greater Manchester partners will continue to work with UK Research and Innovation (UKRI) to maximise investments in innovation assets in the conurbation, increasing the take-up and impact of funding to drive applied R&D to meet the strategic needs of the Greater Manchester economy.
- ▶ **People:** working in partnership to explore areas to connect national and local policies for the post-16 skills and work system in the city-region.
- ▶ **Infrastructure:** government will join the Greater Manchester Strategic Infrastructure Board. Greater Manchester will explore options for sustainable, long-term local

investment into infrastructure to sit alongside devolved funding streams.

- ▶ **Business environment:** strengthening Greater Manchester programmes that support businesses to improve productivity. The leadership and management programmes provided by Greater Manchester partners will be complemented by a new Greater Manchester Good Employment Charter and plan for the 'foundational economy', to improve productivity, wages and job quality in all sectors.
- ▶ **Places:** a thriving and productive economy in all parts of Greater Manchester will be supported by addressing barriers to participating in employment and accessing opportunities across the city-region, and by Greater Manchester continuing to redesign public services around its model of unified public services.

Seizing opportunities for the future

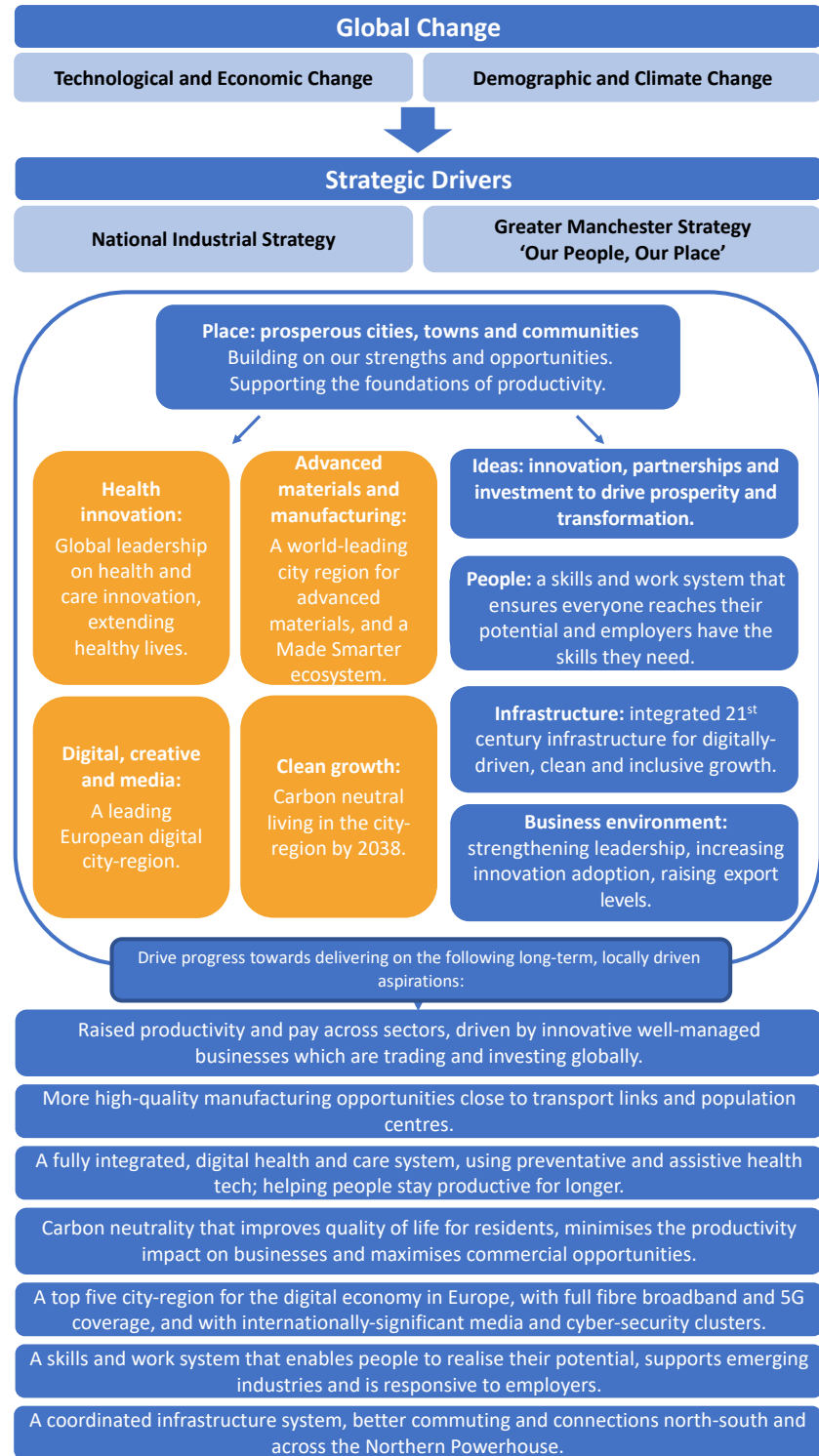
Health Innovation

The interactions between poor physical and mental health and economic growth stand out in Greater Manchester and, like all UK cities and regions, Greater Manchester's population base is ageing. By 2036, Greater Manchester will see a 75 per cent increase in the proportion of the population who are 75 and over compared to 2011.

The city-region has recognised research capabilities in health innovation and one of the largest life sciences clusters outside south east England.

Working with government, health and social care devolution has given the city-region greater control over £6bn of health and care budgets. This gives an ability for Greater Manchester to drive innovation in the health and care system to improve population health, while also creating new industries and new jobs. This makes improving the health of the local population Greater Manchester's biggest opportunity, as well as its biggest challenge.

Overview of the Greater Manchester Local Industrial Strategy



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The Greater Manchester Local Industrial Strategy takes the city-region's ambitions further. It sets the ambition for Greater Manchester to be a global leader on health and care innovation, not only creating new industries and jobs, but also improving population health and extending healthy life expectancy. Greater Manchester aims to lead Britain and the world in the roll-out of new health and care technologies, and transforming health and care systems.

The Industrial Strategy's Ageing Society Grand Challenge recognises the opportunity posed by an ageing population. As the UK's first World Health Organisation Age Friendly city-region, Greater Manchester has already taken charge of capitalising on this opportunity.

This Local Industrial Strategy announces the establishment of an Innovation Partnership on Healthy Ageing, with a board comprising of representatives from Greater Manchester, the private sector and government agencies and departments. Greater Manchester will also work to identify a home for a prospective International Centre for Healthy Ageing to drive real-world testing and commercialisation of health, care and wellbeing innovations that support healthy ageing.

Advanced Materials and Manufacturing

Greater Manchester is the home of graphene and other revolutionary 2D and advanced materials. The

successful commercialisation, adoption and diffusion of these materials will support an industrial renaissance in the UK and help address all four Grand Challenges. Greater Manchester has a complementary advanced manufacturing base with strengths in materials and textiles, chemicals, and food and drink, amongst others, which provides the industrial capacity to commercialise these new materials. The city-region's manufacturing industry, which employs 110,000 people and generates £8bn of economic output each year, is being transformed by the Fourth Industrial Revolution, which is driving productivity improvements through the adoption of digital technologies, artificial intelligence and efficiency improvements.

Through this Local Industrial Strategy, Greater Manchester will combine these strengths to make the city-region one of the world's leading regions for innovative firms to experiment with, develop and adopt advanced materials.

To drive progress towards achieving this priority, Greater Manchester will develop world-class sites and premises across the city-region, including the University of Manchester work to establish 'Graphene City' in the centre, and the ambitions of Greater Manchester partners for an 'Advanced Materials City' in north east Greater Manchester.

Greater Manchester will establish a new Graphene, Advanced Materials and Manufacturing Alliance to develop the city-region's advanced materials and manufacturing strategy,

with government on its board.

The city-region will build on the ongoing Made Smarter pilot to create an ecosystem that supports next generation manufacturing capabilities.

Digital, Creative and Media

Greater Manchester has the largest digital and creative sectors outside the south east, with the potential to create internationally significant clusters in broadcasting, content creation and media and cyber security, alongside new sub-sectors like e-commerce where the city-region has the potential to lead industries of the future. The explosion of the data and digital economy over the past decade is enabling growth across the economy, and has the potential to transform public services to support improved productivity. At the same time, cross-cutting digital strengths will accelerate the use of productivity-enhancing digital technologies and big data in all sectors to meet the Artificial Intelligence and Data Grand Challenge.

Through this Local Industrial Strategy Greater Manchester aims to build on its position as a leading European digital city region, to maximise growing assets in cyber security and capitalise on the links between digital, creative and other industries in the city-region that feed innovation in broadcasting, content creation and media, as well as in e-commerce, fintech and other new technologies. Greater Manchester will take a Made Smarter approach to all industries, supporting firms to adopt new digital and creative techniques and enabling the digitalisation of all sectors.

Greater Manchester will also continue to support the growth of creative and media clusters in the centre and throughout the city-region.

Greater Manchester and government have already invested in the city-region's digital infrastructure, creative and media infrastructure and committed to a new cyber security Centre of Excellence in the city-region that will create hundreds of high-skilled jobs. Greater Manchester's £3m Digital Skills Pilot, agreed at the 2018 Budget, will see the city-region and government work together to boost digital skills. Local partners will also initiate a review of local data, to identify and address barriers to making this openly available for re-use. Greater Manchester will lead a biennial international event to showcase to the world the best of the city-region's digital and creative talent, with support from government officials.

Clean Growth Grand Challenge

The transition to a carbon neutral economy is a global challenge and central to the Clean Growth Grand Challenge, which aims to ensure future growth does not come at the expense of the planet. Greater Manchester's ambition to achieve carbon neutral living in the city-region by 2038 provides a significant opportunity to deliver substantial carbon reductions, environmental and health benefits to residents, whilst also creating new green industries and jobs capitalising on Greater Manchester's research assets and large low carbon goods and services sector. This already includes 2,500 companies and employs over 45,000 people.

While significant progress has been made in improving the city-region's environment, Greater Manchester will face challenges including rapidly increasing the energy efficiency of buildings, decarbonising heating and cooling, significantly upscaling local renewable energy generation and decarbonising transport. To drive progress, Greater Manchester has already developed a 5-year Environment Plan that sets out actions to reduce carbon across all sectors of society, and is working towards a coordinated Clean Air Plan, to address poor air quality - the largest environmental risk to public health in the city-region.

Through this Local Industrial Strategy Greater Manchester is launching the

UK's first city-region Clean Growth Mission to achieve carbon neutral living in Greater Manchester by 2038. Greater Manchester's 5-Year Environment Plan points to the opportunities around innovations that:

- ▶ improve the environment;
- ▶ increase the energy efficiency of homes and buildings;
- ▶ adopt new models of local renewable energy generation; and
- ▶ accelerate the implementation of energy and material efficiency measures by businesses.

Government welcomes Greater Manchester's local mission, which will support the delivery of the government's Clean Growth Grand Challenge.

Strengthening the foundations of productivity

Ideas

Innovation - the development and deployment of new ideas - is embedded throughout this Local Industrial Strategy: in health and care innovation and the development and commercialisation of advanced materials, in meeting the Clean Growth Grand Challenge and in digital and creativity. However, there are gaps in the commercialisation ecosystem and Greater Manchester's research and development spending is lower than comparable city-regions.

Increasing innovation by firms and across the public sector will be crucial to meet the Industrial Strategy target of 2.4 per cent of GDP being invested in R&D by 2027, and 3 per cent in the longer term.

Greater Manchester has already been working to reinforce the region's innovation system, by building collaboration through Knowledge Transfer Partnerships and Impact Accelerator Accounts, and coordinating activity through the Greater Manchester Innovation Board.

Greater Manchester and government will continue to maximise the impact of investments in innovation assets in the conurbation, increasing the take-up and impact of research and innovation funding in Greater Manchester and embedding connections between universities, businesses and public bodies.

Greater Manchester will also work to incentivise private sector investment in research and development. To address gaps in the innovation funding landscape, Greater Manchester will review the city-region's venture capital funding landscape in partnership with the City of London, assessing the case for an Early Stage Investment seed funding programme drawing on local funding and targeted at private investments. To exploit opportunities from latent Intellectual Property (IP) held by large UK firms and research organisations, Greater Manchester will launch a pilot programme to develop a cooperative Intellectual Property Bank to make IP available to smaller firms.

People

The city-region has made huge strides over the past decade to improve the skills base and reduce the proportion of the population without any qualifications or out of work due to ill health. However, poor health and deficits in certain types of skills and talent is restricting economic growth, and the fragmentation in the education and training system presents barriers to further progress.

Greater Manchester's ambition is to deliver ambitious improvements in skills and employment for the 2.8 million people living in the city-region. Central to this is developing a responsive city-region skills system that enables all people to achieve their full potential and provides the skills businesses need for the future.

To achieve this ambition, Greater Manchester is rolling out a new delivery model for early years based around integrated public services at neighbourhood level. Combined Authority plans to pilot free bus travel for 16-18 year olds; the interactions with employers enabled by the Bridge GM programme; the new UCAS-style careers platform; and Curriculum for Life will help all of the city-region's young people become work and life ready. Government is already working differently in the city-region through the Employment and Skills Advisory Panel and the devolution of the Adult Education Budget. Government and Greater Manchester are working together to deliver new initiatives including the Oldham Opportunity Area, Digital Skills Pilot, Self-Employment Pilot, Future Workforce Fund, National Retraining Scheme and to test new approaches to employability support.

To ensure the skills and employment system supports everyone in the conurbation, government and Greater Manchester have agreed to work together to explore opportunities to connect national and local post-16 skills and work policies in the city-region to deliver a more effective offer.

The Partnership will report within nine months; early areas for closer cooperation could include:

- ▶ ensuring greater businesses engagement in the whole system from careers to in-work progression;
- ▶ supporting institutions with their efforts to raise quality and therefore help more young people to benefit from good or outstanding learning;
- ▶ identifying what more can be done at a national and local level to support those in work on low pay to progress in work;
- ▶ supporting employers to retain older workers and those with health problems; and
- ▶ supporting more high quality apprenticeship opportunities with SMEs, securing employer commitments to provide high-quality T Level industry placements, and boosting employer investment in retraining.

Infrastructure

Greater Manchester has successfully delivered significant infrastructure improvements and investment in the past ten years. The city-region now aims to upgrade, integrate and future-proof its infrastructure, to create a 21st century city-region with extreme digital connectivity, clean and inclusive growth and - through work with others - improved access to national and global markets.

Government is already working in partnership with Greater Manchester to improve transport system performance through implementation of Greater Manchester's devolution deals, greater local influence over rail services and stations, bus reform, trialling tram-trains and regulatory reform. In line with our national Future of Mobility Grand Challenge, Greater Manchester and government will also develop a programme of transport innovation to explore digital mobility solutions. This complements existing partnership working to improve digital infrastructure in the city-region, to meet national targets of nationwide full fibre coverage by 2033 and roll-out of 5G technologies for most people by 2027.

Greater Manchester's £312.5m allocation from the Transforming Cities Fund has also supported developments to Metrolink and the 'Bee Network' (the city-region's transformative cycling and walking infrastructure plan). To continue addressing congestion and increase productivity in the short term, Greater Manchester will implement the next stage of the city-region's 2040 Transport Strategy and continue to expand the Bee network to encourage increased walking and cycling. The city-region will also work to deliver growth cases for High Speed 2 and (via Transport for the North) Northern Powerhouse Rail.

This Local Industrial Strategy announces that government will join the Greater Manchester Strategic Infrastructure Board, overseeing implementation of national and local plans and providing operational expertise to improve the performance of the city-region's infrastructure, including transport, energy, housing and digital.

To underpin the strategic and integrated approach to infrastructure the city-region has embedded, Greater Manchester will review its institutions, structures and processes to ensure continued success in delivery relating to infrastructure, and also explore options for achieving sustainable, long-term local investment to meet the ambitions set out in the draft Greater Manchester Spatial Framework.

Business Environment

Greater Manchester's economy is diverse and there is a sophisticated mix of industries and supply chains in the city-region creating huge opportunities for business growth and diversification. Frontier firms in every sector are exporting, innovating and growing investment in the city-region, but a 'long tail' of low-productivity firms exists in Greater Manchester as elsewhere, and the city-region underperforms on exports and innovation adoption.

Through the Greater Manchester Local Industrial Strategy, activity will be coordinated to radically improve the productivity of businesses across all sectors by strengthening their leadership and management capacity, increasing innovation adoption and raising levels of export and investment. This includes programmes being delivered by the Business Growth Hub; the local Good Employment Charter designed by Greater Manchester partners; and a plan to increase the productivity of big sectors in the 'foundational economy'. Together, they will improve skills utilisation, wages and job quality and management standards across the business base. A new Greater Manchester Social Enterprise Strategy will set out how the sector can support the implementation of this industrial strategy and promote good jobs in the sector.

Greater Manchester and government have worked in partnership to encourage local investment, demonstrated through the mature and extensive business support offer in the city-region and an increased local presence of the British Business Bank and the Department for International Trade, supporting work including the £400m Northern Powerhouse Investment Fund.

The Growth Hub and Greater Manchester partners will better coordinate existing business support programmes for increasing innovation and productivity, to enable more local businesses to access them, and provide more targeted support including one-to-one advice, mentoring and peer-to-peer programmes. Greater Manchester will also launch a Global Prosperity Partnerships Model to promote high value trade, technology exchange, and scale up high-growth companies to compete globally. These will be promoted by the Department for International Trade.

Places

Greater Manchester has many strengths: from the dynamic city centre, to the creative cluster around the Quays and the concentration of research excellence on the Oxford Road Corridor, to the industrial hubs in Trafford Park, Wigan, Rochdale and Bolton, and vibrant town centres across the city-region.

The Local Industrial Strategy recognises the city-region's local variation, and aims to bring prosperity to all of Greater Manchester's communities, in line with the recommendations of the Independent Prosperity Review. Each of Greater Manchester's local authorities will develop a borough-level response to the Greater Manchester Local Industrial Strategy, to identify key opportunities and barriers in each locality and ensure coordinated implementation.

The city-region will also take an integrated place-based approach to bringing forward strategic regeneration proposals in town centres and strategic sites, which integrate investment in land remediation, housing transport and other infrastructure to create sustainable employment locations. Mayoral Development Corporations will be used where appropriate to drive strategic regeneration, and Greater Manchester will continue public service reform.

Government will work in partnership with the city-region to deliver place-based policies that improve productivity and prosperity, including through national initiatives such as the Future High Street Fund and the Stronger Towns Fund to support and fund local areas' plans to make high streets and town centres fit for the future. Government will continue working with Greater Manchester partners to deliver the Transforming Cities Fund in ways that support the Local Industrial Strategy, and maximise the long term impact of the new UK Shared Prosperity Fund.

Introduction

Greater Manchester is known globally for its heritage and its pioneering and progressive culture, which reflects the distinctive personality of the city-region, its towns, rural communities and its people.

A rich history, including the establishment of the modern cooperative movement, and strong cultural and sporting assets give Greater Manchester a globally recognised brand that speaks of innovation, creativity and social progress. Its scientific and industrial inventions, social movements, art and design, music and sport continue to create impact throughout the world.

Greater Manchester's 2.8 million residents live in ten local authority areas: Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Stockport, Tameside, Trafford and Wigan. The city-region is located at the heart of the UK, with easy access to all of its constituent nations, and is only a short distance from other major cities such as Leeds and Liverpool. Manchester Airport is the UK's third largest, with international connections to over 200 countries, over 50 of which are long-haul. The strategic location, strength, and growth potential of Greater Manchester puts it in an ideal place to act as one of the core drivers of the Northern Powerhouse.

The city-region has an institutional capacity, culture of collaborative and partnership working, and delivery track-record that makes it an example to other areas in the UK. Over the past ten years, devolution has become a reality with the election of a city-region Mayor, formation of a Combined Authority, and local strategic accountability for key services such as health and social care and transport. With support and funding from the UK government, Greater Manchester has developed the UK's largest light-rail system; invested in institutions to provide a critical mass of advanced materials expertise; and successfully supported long term unemployed residents into work through the Working Well programme. This strategy capitalises on the capacity, powers and resources that have been granted to the city-region.

The Greater Manchester Local Industrial Strategy charts the next phase of the city-region's social and economic leadership and sets out a bold vision for the future.

It is focused and ambitious, building on the existing strengths in the local economy and those areas where the city-region has the potential to excel in the future. It also recognises the challenges faced and actions required to overcome them. One of these challenges is to raise productivity across all parts of the economy by improving the quality of jobs, adopting new technologies and designing new business models, including in the foundational economy.

The aim of this strategy is to boost productivity and prosperity by setting a course for capitalising on the biggest opportunities, but at its centre is a plan for building on Greater Manchester's best asset: its people. It aims to ensure all of Greater Manchester's people thrive and prosper, that everyone is supported to reach their full potential, that young people have hope and optimism for the future, and that nobody is left behind. It is also a plan for the environment, to ensure that Greater Manchester becomes carbon neutral in ways that drive local innovation, and improves quality of life and health to benefit Greater Manchester's residents.

The strategy has been built from the ground up with local and national stakeholders, including business and social enterprise, trade unions, universities and colleges, local authorities, government departments and agencies, and community and voluntary organisations.

This included a formal six-week consultation in Autumn 2018 when over 20 events were held, attended by 500 stakeholders, which resulted in more than 120 written responses.

The Greater Manchester Local Industrial Strategy represents a true partnership between Greater Manchester and government. It will support coordinated action around a coherent vision and agreed common set of outcomes. It sets clear priorities to capitalise on the research and industrial strengths of the city-region, and to strengthen the foundations of the economy in line with the policy framework set out in the national Industrial Strategy. Both government and Greater Manchester are committed to delivering this strategy over the long term. It will continue to inform the strategic use of local funding streams and, where relevant, spending and decisions at the national level.

Greater Manchester's Industrial Strategy

This strategy is agreed by government and the leaders of Greater Manchester. It is underpinned by a shared understanding of the place and its people, and is designed to enable the city-region to go further and faster towards its ambitions than ever before, while meeting key national objectives.

The Greater Manchester Local Industrial Strategy builds on the findings of the Greater Manchester Independent Prosperity Review and its detailed analysis of the local economy and the social and environmental challenges that must be overcome.

The Greater Manchester Local Industrial Strategy will not work in isolation. It complements other national and local strategies including the national Industrial Strategy and the Greater Manchester Strategy 'Our People, Our Place'. Our People, Our Place sets a clear objective to make Greater Manchester one of the best places in the world to grow up, get on in life and grow old - where there is:

- ▶ a good start in life for everyone, with children starting school ready to learn;
- ▶ excellent opportunities for young people, who are equipped for life;
- ▶ a thriving, productive, carbon neutral economy, providing good employment and opportunities to progress and develop for all;
- ▶ world-class connectivity - digitally and through an integrated transport network - within all parts of Greater Manchester;

- ▶ safe, decent and affordable housing in stronger and safer communities;
- ▶ a high quality cultural and leisure offer for everyone in a green city-region;
- ▶ better health, and quality care and support for people to live fulfilling and healthy lives; and
- ▶ an age-friendly city-region and safer and stronger communities.

Successful implementation of the Greater Manchester Local Industrial Strategy will depend on national approaches to the Grand Challenges and wider policy, but also a number of plans being developed locally to shape the future of the city-region for generations to come. These include the draft Greater Manchester Spatial Framework, the Infrastructure Framework, the 2040 Transport Delivery Plan, the White Paper on Unified Public Services for the People of Greater Manchester, the Health and Social Care Prospectus, and the 5-Year Environment Plan.

The modern Industrial Strategy sets out government's ambition to create an economy that boosts productivity and earning power throughout the UK.

To achieve this ambition, it identifies actions around five foundations of productivity - Ideas, People, Infrastructure, Business Environment and Places - which are the essential attributes of every successful economy. It also identifies opportunities grouped under four Grand Challenges - Artificial Intelligence and Data, the Ageing Society, Future of Mobility,

and Clean Growth - where the UK has the potential to be at the forefront of industries of the future. The Greater Manchester Local Industrial Strategy takes an approach that builds on local strengths and develops a city-region specific approach to tackling the foundations of productivity and capitalising on the Grand Challenges.

Shared priorities between local leaders, government, and local stakeholders

This Local Industrial Strategy has identified opportunities to capitalise on the city-region's industrial and research strengths, and the ambitions and leadership of its institutions, to harness opportunities from all four Grand Challenges and create industries of the future:

- ▶ In health innovation, Greater Manchester has internationally recognised research capabilities, one of the largest life sciences clusters outside the South East, and a devolved health and care system. But the city-region also has worse health outcomes than other UK regions, such as the South East, and the barriers that poor health creates to work and progression in work are an important explanation for slow overall growth in the last decade. These factors combined create the opportunity for the city-region to be a global leader on health and care

innovation and commercialisation, while also improving the health of the population, extending healthy, independent life expectancy to take advantage of the longevity dividend and address the Ageing Society Grand Challenge, whilst also reducing inequalities and increasing productivity.

- ▶ In advanced materials and manufacturing, Greater Manchester is the home of graphene and other revolutionary 2D materials which have the potential to provide new ways of addressing all four Grand Challenges. Greater Manchester's complementary advanced manufacturing base, which is being transformed by the Fourth Industrial Revolution, provides the industrial capacity to commercialise these new technologies and create a world-leading cluster in advanced materials.

▶ Greater Manchester has the largest digital and creative cluster outside the South East, with the potential to create international significant clusters in broadcasting, content creation and media, and cyber security. The establishment of a Government Communications Headquarters (GCHQ) hub in the city-region will anchor the growth of an internationally important cyber and digital security cluster in Greater Manchester. At the same time, cross-cutting digital strengths offer the potential to increase the use of productivity-enhancing digital technologies, artificial intelligence and big data in sectors to meet the AI and Data Grand Challenge whilst also driving health innovation and clean growth.

▶ The transition to a carbon neutral economy is a global challenge and central to the Clean Growth Grand Challenge. Greater Manchester's city-region mission for carbon neutral living by 2038 is a significant opportunity to deliver environmental and health benefits to residents, while also creating new green industries and jobs capitalising on Greater Manchester's research assets and large low carbon goods and services sector. These already include 2,500 companies, employing over 45,000 people. This will be delivered through a series of Greater Manchester-led mission-orientated projects.

By focusing on these four areas this strategy will pioneer emerging sectors.

As these new industries grow and flourish, they will create significant global competence and additional value in the economy of Greater Manchester and for the UK.

The consultation process and evidence developed also stressed the importance of the foundations of productivity. The foundations will enable growth in areas of strength and opportunity, and support productivity improvements across all sectors to benefit all parts of Greater Manchester. For Greater Manchester this will mean:

- ▶ leading industrial, social and economic transformation through innovation and the spread of ideas throughout the city-region;
- ▶ designing a skills and work system that ensures all people reach their potential and employers have the skills to deliver the Industrial Strategy;
- ▶ developing a single infrastructure plan - and identifying opportunities to fund that plan - to put in place the integrated 21st century infrastructure needed for digital driven, clean and inclusive growth; and
- ▶ transforming the productivity of businesses and all forms of enterprise by strengthening leadership and management, increasing innovation adoption, digital transformation, and raising levels of exports. The Greater Manchester Good Employment Charter will engage Greater Manchester's employers, improving productivity, wages and job quality in all sectors.

Greater Manchester will also create the optimum conditions for social enterprises and cooperatives to thrive.

- ▶ supporting all places in Greater Manchester to realise their full potential by ensuring that the conditions are in place for investment and jobs growth across the city-region; and equipping people - through improvements in skills and transport accessibility - to access jobs across the conurbation.

These proposals amount to more than the sum of their parts. For example:

- ▶ By capitalising on health innovation assets Greater Manchester will improve the health of the local population, enabling residents to fully participate in the economy, progress in their careers and age well. By providing the health and social care workforce with the skills to fulfil the new roles, the skills system will enable the increased adoption of new health and care technologies, processes and services. Improving the health of the people in Greater Manchester will also improve the productivity of the city-region's businesses and economy.
- ▶ The focus on advanced materials and manufacturing in this strategy will tackle some of the key strategic challenges the city-region and UK face, developing new technologies and designing products and services such as energy storage to support carbon neutrality, or new medical devices to support older people to stay in their homes for longer.

- ▶ To be successful in this, the city-region's innovation ecosystem should: facilitate business adoption and commercialisation of the cutting-edge innovations developed in universities and innovation, research and technology organisations; provide the technical skills industry needs, and employment opportunities across the city-region; and be supported by the right infrastructure for large-scale productivity improvements.

- ▶ Likewise, an integrated approach to digital infrastructure and improving the availability of digital skills will underpin the city-region's growing digital industries and the wider digitalisation of the whole economy. Greater Manchester's digital capabilities intersect with the city-region's dynamic creative and cultural industries, as well as its leading financial professional services sector. Harnessing these capabilities will again improve the productivity of businesses across the city-region and increase inclusivity.

- ▶ The carbon neutral clean growth mission is, by its very nature, cross sectoral and it will shape all actions in this strategy.

Collectively, these priorities create a clear place-based Industrial Strategy for the future of Greater Manchester's economy.

Understanding the Greater Manchester Economy: the Independent Prosperity Review

The success of devolution in Greater Manchester has been built on a strong evidence base – particularly through the 2009 Manchester Independent Economic Review¹.

The Greater Manchester Local Industrial Strategy continues this approach. It is built on the robust assessment of the city-region’s economy, and what needs to be done to improve productivity and drive prosperity that was assembled through the Greater Manchester Independent Prosperity Review (‘the Prosperity Review’)².

Key findings

Opportunities: Greater Manchester has become one of the most economically diverse city-regions in the UK, and contains a sophisticated mix of industries and supply chains. Within this complex economy, the city-region has internationally recognised research strengths and complementary industrial specialisms in health innovation and advanced materials, as also identified in the 2016 Science and Innovation Audit³. These are supported by other high productivity sectors that, if not nationally unique, remain important strengths. These include manufacturing, digital and creative industries, and professional services.

The Prosperity Review recommended the Greater Manchester Local Industrial Strategy focuses on the potential for these sectors to create new, highly productive activity at the frontier of innovation.

The Prosperity Review highlighted that the transition to a carbon neutral economy is a global challenge, but Greater Manchester’s leadership and ambitions have the potential to drive mission-based innovation to attract investment into new green industries and bring direct benefits to residents from quality of life improvements, such as better air quality and housing, as well as easy access to enhanced green spaces and urban planting. A mission-based approach will harness creativity from across the economy including that of the digital sector alongside education and training, to drive innovation that interacts with all citizens and businesses across the city-region.

The Greater Manchester Independent Prosperity Review

The Prosperity Review was established to undertake a detailed and rigorous assessment of the current state and future potential of Greater Manchester’s economy. Ten years on from the path-breaking Manchester Independent Economic Review, it provides a fresh understanding of what needs to be done to improve productivity and drive prosperity across the city-region. Independent of local and national government, the Prosperity Review was led by a panel of six experts:

- ▶ Professor Diane Coyle (Chair): Bennett Professor of Public Policy, University of Cambridge.
- ▶ Stephanie Flanders: Head of Bloomberg Economics.
- ▶ Professor Ed Glaeser: Fred and Eleanor Glimp Professor of Economics, Harvard University.

- ▶ Professor Mariana Mazzucato: Professor of Economics of Innovation and Public Value and Director of the University College London Institute for Innovation and Public Purpose.
- ▶ Professor Henry Overman: Professor of Economic Geography, London School of Economics, and Director of the What Works Centre for Local Economic Growth.
- ▶ Darra Singh: Government and Public Sector Lead at Ernst and Young.

The Panel commissioned new cutting-edge analysis of key economic issues, including productivity and pay, supply chains and international trade, innovation ecosystems and sources of global competitiveness, education and skills, and infrastructure.

The Prosperity Review confirmed Greater Manchester’s broad and relatively deep base of innovation, and the findings of the 2016 Science and Innovation Audit, produced jointly by Greater Manchester, Cheshire East and government. There are four universities with main campuses in the city-region (University of Manchester, Manchester Metropolitan University, University of Salford and University of Bolton) with over 96,000 students.

The four universities together generated almost 20,000 first-degree graduates and graduate retention rates, already strong, are rising. The city-region has globally significant and recognised concentrations of research excellence in graphene and other advanced materials and in life sciences and health innovation.

Innovation and research strengths are also present in data sciences and analytics and other aspects relating to digital technologies and applications, and in energy and industrial biotechnology. The city-region's research and innovation assets and capabilities in these areas offer scope for future international excellence.

Economic challenges: While Greater Manchester has made great strides over the past few decades to become an increasingly integrated and modern city-region, there is still significant potential to raise productivity and fulfil its potential as the UK's second growth pole. High productivity firms exist in all sectors; the challenge is to move more companies up the productivity curve in both high-skill and innovative frontier sectors, as well as in the 'long tail' of low productivity businesses in the city-region, and to deliver inclusive growth across the region.

In recent years the balance of employment has shifted towards lower productivity sectors and activities, and the share of low productivity sectors in Greater Manchester (those with lower than £30,000 GVA⁴ per worker at 2013 prices) increased from 38 per cent of the economy in 2005 to 42 per cent in 2015. Retail, social care, hospitality and tourism account for the bulk of low paying jobs, in what is often called the 'foundational' economy.

At the same time, average resident earnings (taking account of inflation) have fallen and the average worker earns 81p an hour less in real terms than they did in 2006.

There have also been significant disparities in the economic performance experience across the city-region. Between 1996 and 2016, total GVA grew by 83 per cent in Manchester, 54 per cent in Salford and 52 per cent in Trafford. Comparable figures for Rochdale and Tameside were 24 per cent and 8 per cent, respectively. While the disparity in GVA performance is stark, inequality on some measures has improved across the city-region: the number of neighbourhoods that are among the 10 per cent most deprived nationally has declined from 396 in 2004 to 348 in 2015. Nevertheless, social and spatial disparities contribute to the productivity challenge and tackling their causes is fundamental to the success of this Industrial Strategy.

Greater Manchester's economy in context

In the decade prior to the 2008/09 recession, Greater Manchester's economy experienced strong growth. Between 1998 and 2008 real GVA grew by 2.6 per cent per annum, broadly in line with the UK's overall average (2.7 per cent). Over the same period, real productivity grew by 1.6 per cent per annum, the same as the UK. Population decline in the city-region, which had been more or less continuous since the 1970s, started to reverse in the run-up to and turn of the millennium; a period where employment growth was also strong.

Employment growth remained strong after the financial crisis. Between 2010 and 2016 117,000 net jobs were created, a 1.4 per cent growth per annum, almost in line with the national average (1.6 per

cent per annum). But the overall rate of economic growth has slowed significantly, falling to 1.5 per cent per annum between 2010 and 2016, significantly lower than the national average (2.1 per cent per annum). Real productivity growth fell to just under 0.1 per cent per annum in the city-region compared to 0.5 per cent per annum in the UK.

More recent data suggests that Greater Manchester's performance is improving, with continued strong employment growth and sharp improvements in business start-up rates. Greater Manchester is now one of the best performing city-regions outside London for business births, at 115 births per year per 10,000 working age population compared to 85 on average for core cities.

Health challenges: The interactions between poor physical and mental health and growth stand out dramatically in Greater Manchester. The city-region continues to have worse health outcomes than other UK regions and the barriers that poor health creates to work and progression in work is an important explanation for slow overall growth in the last decade. The Prosperity Review subsequently argued that human capital should be at the heart of industrial and economic strategy in the city-region.

At the same time, the devolved structures integrating health and care in Greater Manchester provide a nationally unique opportunity to find new ways to improve the health of local residents, and link health interventions with local skills provision and other services to improve progression in work and address long-term unemployment among older age groups and people with multiple or complex needs.

Greater Manchester's scientific strengths in life sciences and health innovation also create an ability to combine progress at the productivity and innovation frontier with direct health benefits for the whole of the city-region's population.

Skills and education challenges:

The Prosperity Review highlights the fundamental link between skill levels and productivity. Greater Manchester has seen significant improvements in its workforce qualification profile over the last decade, but the city-region's skills profile still lags behind national benchmarks. The Prosperity Review identified many strengths in Greater Manchester's education and skills system, but concluded that it remains fragmented and is delivering less than the sum of its parts. At the moment, too many young people are learning in institutions that are not good or outstanding, and too many people lack the functional and technical skills that employers need and that are the foundations of being able to progress in work. As well as continuing efforts to improve the supply of skills, the Prosperity Review also found that productivity is being significantly limited by low demand for skilled labour and poor skills utilisation by businesses and in the public sector. The Prosperity Review recommended taking an integrated approach, like Greater Manchester and government are already applying in health and social care, to create a single education, skills and work system for the city-region.

Infrastructure challenges: The city-region's infrastructure is not currently serving the needs of the economy well. A long term, integrated approach to infrastructure planning and funding is needed to put in place the 21st century infrastructure needed for sustainable growth and to integrate the different parts of the city-region more effectively. The Prosperity Review found that parts of Greater Manchester with lower productivity, pay and living standards need infrastructure that supports both access to jobs in the centre of the city-region and improved local job opportunities. That requires an integrated transport system providing affordable, clean and versatile access to employment, education and other economic and social opportunities located across the city-region. This also requires integration between planning for transport infrastructure, homes and jobs, and other critical utilities such as digital, water, flood risk management, energy (heat and power) and green space. The Prosperity Review supported the National Infrastructure Assessment's recommendation that an integrated strategy for infrastructure needs to be backed up with stable, substantial devolved funding.

Increasing productivity, innovation and competitiveness: A key route for improving the quality of jobs in all parts of Greater Manchester will be to identify new industrial opportunities based on what different areas are currently good at and, crucially, where they have potential to move up the value chain.

Pioneering work by the University of Cambridge explored the idea of economic complexity (the number of industries in which a particular local authority has a comparative advantage), providing a powerful new way to identify future growth prospects and options to shape the trajectory of local economies. The analysis clearly demonstrates that, at a UK and Greater Manchester level, the level of economic complexity of a district

is correlated with earnings per capita and a significant predictor of future earnings growth. The analysis, based on the current industry profile and skills mix in a local authority, identifies possibilities to diversify into new specialisms and increase the level of complexity in a locality. It demonstrates that there are opportunities for new, higher productivity industries in all districts in the city-region (see Figure 2).

Figure 2. Geographical distribution of economic complexity across the UK

Local authorities with a score above 1 are 'competitive' or have 'revealed comparative advantage' in a particular industry or mix of industries.



The Prosperity Review highlights that management and leadership skills within businesses are critical to capitalising on future potential and comparative strength. Improving management quality encourages demand for, and better utilisation of, highly skilled employees and improves business processes, both of which contribute to productivity improvements. The Prosperity Review argued that the city-region's network of business advice services and the developing Good Employment Charter should be aligned with national programmes and focused on critical factors for raising skills utilisation and productivity (particularly by improving leadership and management in firms).

Especially important is a business environment where all firms are enabled to innovate, including firms in the 'long tail' and foundational sectors. The Prosperity Review considered two foundational economy sectors in detail - retail and social care - which are major employers but have concentrations of low pay and low productivity jobs. Findings indicate there are opportunities to transform these sectors and move them up the productivity frontier through digitalisation and innovation, and to explore the productivity of social and cooperative forms of enterprise. The city-region already has emerging strengths in e-commerce and the use of technology in retail.

Similarly, there are opportunities in health and care for in-work progression through the integration of NHS and social care services and new technology-led innovations for care at home. As new digital technologies become ever more pervasive, foundational sectors may find themselves at the frontier of technology and innovation, creating opportunities for first-movers.

Coordination: The Panel conclude that, although investment in assets is required, most of their recommendations rely on ensuring the right powers are devolved to the city-region, and improved governance and coordination - both locally and between local and national government. Better coordination would make the economy function more effectively as a system, and lead to more effective use of existing resources by achieving a more productive balance between national and local decision-making about expenditure.

Building on Greater Manchester's strengths and opportunities



Health Innovation: global leadership on improving population health and tackling the Ageing Society Grand Challenge

Greater Manchester aims to lead the UK and the world in the roll-out of innovative new health and care solutions improving local population health.

The national Ageing Society Grand Challenge aims to secure five extra, healthy, independent years of life by 2035, with reduced health inequalities.

In order to maximise the local contribution to this national mission, Greater Manchester will focus on adopting innovations that support healthy ageing.

Good health will drive Greater Manchester forward

Greater Manchester's population is growing and getting older. The Prosperity Review confirmed that the forecast 13 per cent growth in the local population by 2040 only includes a five per cent increase in the working age population, compared to 50 per cent growth for over-65s and 100 per cent growth for over-85s. The national Industrial Strategy includes an ambition for people to enjoy 'five extra healthy, independent years of life by 2035'; to narrow health inequalities between the richest and poorest; and (via the Ageing Society Grand Challenge) to position the UK as an international leader in health, care and ageing innovation. However, the UK faces major challenges to improving population health and capitalising on the opportunities created by demographic

change, including the need for significant innovation to transform the health and social care system.

In deprived areas, increasing healthy life expectancy is even more of a challenge. This challenge will be reflected in parts of Greater Manchester, as healthy life expectancy varies significantly across the conurbation. For example, Tameside and Manchester are two of the seven local authority areas with the worst levels of healthy life expectancy in the UK⁵. Poor population health (compared to the UK average) is also a very significant barrier to economic growth and productivity. Levels of worklessness for people with physical and mental health conditions in Greater Manchester remain well above national averages, and have risen among people over 50, despite falling amongst the city-region's population overall. Poor health is also a major contributor to low in-work productivity.

A global opportunity

Greater Manchester has a unique opportunity to use its research and industry strengths in health and care innovation to improve local population health, lead health and care system transformation and create nationally significant economic opportunities.

Greater Manchester's strategic priorities

To help realise the long-term strategic aspirations set out in this Local Industrial Strategy, Greater Manchester will:

- ▶ Continue using devolved health and social care arrangements to act as a test-bed for large scale clinical and med-tech trials, accelerating the pace of application of new technologies to manage and treat diseases, linked to core strengths in genomics, precision health, data analytics, and real world environment clinical trials, improving residents' health and developing new export orientated products and services.
- ▶ Lead the transformation of health and care systems to respond to the needs of an ageing population by establishing a Greater Manchester-government Innovation Partnership around the Ageing Society Grand Challenge, and the implementation of the NHS Long Term Plan.

- ▶ Through the Greater Manchester Ageing Hub, link the Greater Manchester health and care innovation pipeline to global economic opportunities around healthy ageing, and accelerate the pace of health and care system transformation by identifying a home for a prospective International Centre for Action on Healthy Ageing.
- ▶ Capitalise on the broader economic and innovation potential of demographic change by creating a city-region test-bed to trial close-to-market goods and services for older people, testing new opportunities and linking them to Greater Manchester's business, export and skills base.

The specific actions identified in this chapter will contribute to, and complement, the delivery of these aspirations.

The devolution of health budgets and powers creates an unprecedented opportunity to accelerate innovation adoption across the health and social care system, capitalising on the Greater Manchester Health and Social Care Partnership which brings together partners including 10 local authorities, 10 clinical commissioning groups, 12 NHS trusts and foundation

trusts, and NHS England with a collective spend of £6bn per annum. Health improvement is consequently one of Greater Manchester's greatest opportunities and one of its most significant challenges.

The model introduced by Health Innovation Manchester provides an integrated academic health science and innovation system that is linked



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to the demand for innovation in the city-region’s health and care system, ensuring a pipeline between supply and demand to drive new ideas, products and services. All of Greater Manchester’s NHS trusts, clinical commissioning groups and councils are part of the Health Innovation Manchester network-embedding a city-region approach to innovation priorities and need that is accelerating R&D, clinical trials, real world testing and the adoption of innovations with a stable and diverse population of almost three million. This gives Greater Manchester the tools to bring specialisms in fields like precision medicine, genomics, health informatics and real world clinical trials to bear on clearly defined health and care priorities while driving new technology industries that can be scaled up and the technology exported. Greater Manchester has already attracted major new investment into the city-region by providing the certainty industry partners need to develop new medicines, technologies, products and services.

Greater Manchester will continue to use its devolved health and social care arrangements, excellence in health research and thriving life sciences and digital industries to act as a test-bed for large-scale clinical and medical technology trials, accelerating the pace of application of new technologies to manage and treat physical and mental health problems, and integrate health and social care through digitalisation. This will drive innovation linked to the city-region’s core strengths in genomics, precision health, data analytics, and real world environment clinical trials, benefitting Greater Manchester residents’ health and creating new businesses, technology industries and inward investment.

Health and Care Innovation Assets

Greater Manchester has one of the largest life sciences clusters and centres of excellence in health research outside south east England. This includes excellence in precision medicine, health informatics, and bringing clinical research excellence and innovation into practice. The thriving sector includes companies specialising in med-tech, molecular diagnostics, biomarker industrialisation, bioinformatics and pharmaceutical manufacturing. Academic-industrial partnerships are accelerating clinical-industrial collaboration and attracting major companies and platform providers. The major biomarker discovery campus developing around the recent investment from Qiagen will embed links between digital, precision care and economic development. These industries are supported by an excellent digital, bio-technology and innovation service sector and specialised business support, incubation and post-incubation facilities through science parks, business schools and enterprise centres.

This is complemented by cross-overs with a deep local understanding of the power of digital technologies to transform traditional approaches to maintaining health and treating ill-health. Strengths in data (including big data), analytics, data science, computer science, artificial intelligence, and imaging are leading to innovation in disease prevention, diagnosis, treatment and in non-clinical care. One example is the NorthWest EHealth Salford Lung Study, an internationally recognised exemplar for clinical trials. Salford Royal is one of 16 NHS acute Global Digital Exemplars, and is one of the most mature digital health trusts in the UK. The Connected Health Cities project led by the Farr Institute demonstrates the power of data to change care delivery models and develop digital tools valued by patients and professionals.

Health and Care Innovation Assets (continued)

This type of innovation is supported by the digital infrastructure provided by the shared Greater Manchester care record (part of the Local Health and Care Record Exemplar programme): a single data exchange platform; emerging digital innovation hub; digital accelerator programme; and the legacy of shared data assets created by Connected Health Cities and CityVerve.

The city-region also has internationally leading strengths in ageing research, including the Manchester Institute for Collaborative Research on Ageing (MICRA) which contains over 300 researchers, international experts, and 60+ research projects and programmes spanning humanities, biology, medicine and health, and science and engineering.

Following the Science and Innovation Audit, there have been further developments in the health innovation ecosystem, including activity to develop The Pankhurst Centre: a hub for translational research to link clinical research with materials science, informatics, social sciences and computer science to address major health problems, and generate new start-ups and high-growth clusters.

These assets include cross-sectoral partnerships. One example is the Manchester Institute of Health and Performance - a partnership between City Football Group, Sport England and Manchester City Council, which aims to advance sports medicine and science to improve the health of the community.

One of the best places in the world to grow up, get on and get old

The World Health Organisation has designated Greater Manchester the UK's first Age Friendly city-region. Greater Manchester is already deploying innovative programmes to prevent ill-health in middle and older age and keep people in work, active, and encourage healthier consumer habits. Programmes like Living Well at Home will reduce the need for long-term residential care and improve care outcomes using the transformational potential of new assisted-living technologies. These technologies also offer routes to transforming social care careers. The Greater Manchester Ageing Hub coordinates activity across the city-region's universities, public services, transport, community and voluntary organisations, and business, and through a formal partnership with the national Centre for Ageing Better. This includes ongoing work to realise the economic opportunities of ageing, in collaboration with the International Longevity Centre, and identifying how to design transport infrastructure and services that support living well in later life. Greater Manchester's Ageing Strategy sets an ambition to become a global centre of excellence for ageing, pioneering research, technology and new ideas. The city-region is a European Innovation Partnership on Active and Healthy Ageing "Reference Site", denoting its inspirational ecosystem and the creative and workable solutions being developed in the area.

World-class ageing research centres in the city-region include the University of Manchester Institute for Collaborative Research on Ageing (MICRA), Health Innovation Manchester, the Dermapharmacology Unit Partnership between University of Manchester and Salford Royal, the Manchester Biomedical Research Centre, and the new Older People and Frailty Unit. Government has access to the innovation and learning coming from Greater Manchester through the National Institute for Health Research (NIHR)-funded 'Older People and Frailty' and 'Health Care Systems and Commissioning' Policy Research Units based in the city-region.

Greater Manchester will continue to capitalise on its scientific, research and digital assets, integrated health and care innovation system, and strong track-record of successful partnership working with government to transform the capacity of places to respond to the needs of an ageing population, increase economic growth and productivity, and build the social and economic foundations for ageing in place.

To spearhead the transformation of health and care systems in response to the needs of an ageing population, Greater Manchester will establish an Innovation Partnership around the Ageing Society Grand Challenge, with government sitting on its board. This partnership will develop a credible and robust innovation pipeline that adds value to the existing health and ageing research and innovation asserts in the city-region.

This pipeline should also meet the ambitions of the NHS Long Term Plan, including those around digitally enabled care, and local transformation priorities. The partnership will also develop practice development programmes in coordination with the Accelerated Access Collaborative, provide industry engagement, accelerate R&D, and support innovation adoption and diffusion. The partnership will also have a specific focus on how innovation can improve the productivity of the social care sector. The partnership's board will comprise of representatives from Greater Manchester (including the Health and Social Care Partnership, Health Innovation Manchester and the Greater Manchester Ageing Hub) and government (including BEIS, DHSC, the Office for Life Sciences, and UK Research and Innovation (UKRI)) to link national and local priorities. It will invite the National Innovation Centre for Ageing to attend to ensure the Innovation Partnership complements leading work elsewhere in the country.

A home for health innovation and healthy ageing

To link Greater Manchester's health and care innovation pipeline to global opportunities around healthy ageing, Greater Manchester will identify a home for a prospective International Centre for Action on Healthy Ageing (ICAHA), to complement the National Innovation Centre for Ageing in Newcastle.

Taken forward locally, the ICAHA will have a primary goal to drive real world testing and commercialisation of health, care and wellbeing innovations that support healthy ageing.

The Centre will:

- ▶ drive innovation that improves population health, increasing wellness by preventing premature frailty and changing behaviour to reduce the number of people over 50 out of work due to ill-health;
- ▶ focus on innovation that supports people to live well at home, reducing the need for long-term residential care and transforming social care careers through new models of care and treatment outside clinical settings. This will capitalise on the transformational potential of new assisted-living technologies and develop careers in care with progression through education and apprenticeships, enabling people to keep well and live independently in their own homes and communities; and
- ▶ work with the National Innovation Centre for Ageing to coordinate programmes that accelerate the commercialisation of ageing products and services nationally and internationally, and enhance the UK's position as a global thought leader and place to do business for healthy ageing. ICAHA will include a focus on parts of Greater Manchester that experience some of the most significant health inequalities in the UK, such as Rochdale, Oldham, Tameside, north Manchester and Wigan.

The Innovation Partnership and ICAHA will complement the wider work already underway to focus on the social and economic opportunities created by demographic change. Greater Manchester is exploring options to create a city-region test-bed to trial and diffuse close-to-market goods and services for older people. Independent work is underway, reporting in summer 2019, to define this opportunity. The test-bed will work in partnership with other centres of expertise across the Northern Powerhouse to trial new neighbourhood-scale approaches to

ageing, test new goods and services targeted at the over-50s, and promote independent living including in fields such as smart devices, housing and transport. Greater Manchester will put calls out to industry for ideas and solutions to health and care challenges in areas including digital health, housing, care, and assisted living. The test-bed will include programmes for SMEs and the social economy, to drive the new business models and social innovations that are needed to design and adopt new products and services.

Advanced materials and manufacturing: building tomorrow's technologies and industry today

Greater Manchester will aim to be a world-leading region for innovative firms to experiment with, develop and adopt advanced materials and Made Smarter technologies in manufacturing, facilitating the design of new products and processes. It will support other national centres to build the UK's leadership in tomorrow's technologies.

Pioneering 2D materials

Greater Manchester is the home of graphene - an international icon of UK innovation first isolated in Manchester in 2004. Graphene, alongside many other new two dimensional (2D) materials being developed, has the potential to disrupt all industries and provide new ways of addressing the Grand Challenges facing the UK. Applications range from new battery technologies that will radically improve energy storage, to resilient and

lightweight materials that will reduce emissions from the transportation system, cleaning water and spent fuels, and delivering new medical devices and materials that will improve quality of life into older age. The potential applications are almost limitless, providing an opportunity to cement Greater Manchester's global position at the centre of graphene and 2D material research and commercialisation for the benefit of the city-region, Northern Powerhouse and UK economy.

Greater Manchester's strategic priorities

To help realise the long-term strategic aspirations set out in this Local Industrial Strategy, Greater Manchester will:

- ▶ Develop an ecosystem to commercialise graphene and other advanced materials for the benefit of the Greater Manchester and UK economy, contributing to the delivery of all four Grand Challenges, through the actions set out in this Local Industrial Strategy.
- ▶ Strengthen the city-region's advanced materials and manufacturing clusters, ensuring 'Graphene City' in the former North Campus of the University of Manchester is networked with industrial and technology parks across Greater Manchester and leading technology parks across the UK.

- ▶ Develop 'Advanced Materials City' in the M62 North East Growth Corridor, focused on opportunities in Greater Manchester's manufacturing base, attracting significant inward investment and giving the market for 2D materials manufacturing a physical home in Greater Manchester.
- ▶ Improve productivity in Greater Manchester's manufacturing base by adopting Made Smarter approaches to accelerating the development, design, adoption and creative application of digital technologies, Artificial Intelligence, environmental technologies, and graphene and 2D materials, thereby revolutionising manufacturing processes and accelerating commercial growth.

The specific actions identified in this chapter will contribute to, and complement, the delivery of Greater Manchester's long-term aspirations.

The city-region is a global hub for transitioning breakthrough graphene and 2D materials science into new and disruptive products and applications. This lab-to-market leadership follows significant investment by government, UKRI, industry and Greater Manchester in state-of-the-art facilities and infrastructure to create a unique ecosystem and supply-chain in the city-region.

This includes the National Graphene Institute, the Graphene Engineering Innovation Centre, and the Henry Royce Institute for Advanced Materials Research and Innovation.



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Supporting Britain's economy

These assets sit at the heart of a wider research centre of excellence in advanced materials and manufacturing, including: the BP International Centre for Advanced Materials, the Cockcroft Institute, and nuclear and industrial biotechnology excellence at the University of Manchester; centres for advanced materials and surface engineering, computational intelligence, big data, and industrial digitalisation at Manchester Metropolitan University; the Institute for Materials Research and Innovation at the University of Bolton; and specialisms in robotics, artificial intelligence and automation at the University of Salford. The city-region's universities are also a pipeline of manufacturing talent: producing 5,000 engineering, maths and science graduates per year.

From lab to market

Greater Manchester continues to have a strong manufacturing base, employing over 110,000 people and generating £8bn of economic output each year. Made up predominantly of small and medium-sized enterprises (SMEs), the city-region has specialisms in advanced materials, textiles (which has a strong concentration in north east Greater Manchester), chemicals, food and drink (with a strong cluster in Wigan), and is developing capabilities in industrial digitalisation. The wider north west region is a substantial manufacturing and advanced engineering cluster, with specialisms in aerospace and energy and clear potential to absorb graphene and advanced materials. Greater

Manchester also has one of Europe's largest industrial parks in Trafford Park. New strategic sites for manufacturing activity have been identified in the draft Greater Manchester Spatial Framework, which will provide a step-change in the market offer for industrial sites and provide space for the large-scale production and manufacturing of advanced materials. Plans are being progressed by the University of Manchester to create 'Graphene City' in the new innovation district at the former North Campus of the University of Manchester, which includes three and a half million square feet of new buildings and facilities. This will act as a magnet for inward investment and spin-outs.

The largest new growth area in Greater Manchester is the M62 North East Growth Corridor, which cuts across the boundaries of Bury, Oldham and Rochdale in the north east of the city-region and also has the potential to be a magnet for inward investment to the UK. Subject to consultation, development in this corridor potentially includes over one million square metres of new mixed employment space. Logistics centres will sit alongside advanced manufacturing, advanced materials production, renewables and green technologies. This area has already been identified by government as a 'High Potential Opportunity' pilot area for developing and scaling up production of lightweight and specialist materials for the transport sector, particularly light alloys, technical textiles, coatings, graphene and 2D

materials, and materials for demanding environments. Part of the development in the M62 North East Growth Corridor will be a new specialised 'Advanced Materials City', focused on accelerating opportunities in Greater Manchester's advanced materials manufacturing base. The ambition is that this space will include specialist premises and facilities to pilot particular applications of advanced materials aligned with Greater Manchester's manufacturing strengths and UK strategic priorities, integrated with digital and transport infrastructure.

Its development will be supported by technical expertise and investment from both national and local sources. As part of the Advanced Materials City development, Greater Manchester partners will develop links to the university sector, local colleges and schools to complement and improve the existing skills base.

Cutting-edge manufacturing

For the whole of Greater Manchester's manufacturing base, digitalisation of production, including the increased use of artificial intelligence and automation, presents significant opportunities to increase competitiveness and efficiency. Following the ground-breaking Made Smarter Review, the wider north west is now piloting a 'Made Smarter' adoption programme to support SMEs in the manufacturing sector to develop and adopt digital and environmental technologies to boost productivity, revolutionise manufacturing processes and accelerate commercial growth. This will identify how a Made Smarter approach can enable increased productivity

across the whole manufacturing base by encouraging the development, design, adoption and creative application of digital technologies, artificial intelligence, environmental technologies, and graphene and 2D materials. Greater Manchester's ambition is to create a world class 'Made Smarter' ecosystem, building on the ongoing North West pilot programme, to support all local manufacturers to become leaders in the Fourth Industrial Revolution.

Leading industry

Greater Manchester's global assets in graphene and advanced materials, complementary research strengths, industrial base and development opportunities provide enormous potential to lead the UK effort on graphene and advanced materials commercialisation. There are clear opportunities to connect the local manufacturing base to the potential applications of graphene and 2D materials, and other innovations in universities, to drive industries of the future across the city-region. Greater Manchester will establish a new alliance to coordinate this multi-faceted opportunity to drive faster commercialisation activity across a wide range of sectors, based on independent research on the lessons learned from the graphene commercialisation experience so far.

The Greater Manchester Graphene, Advanced Materials and Manufacturing Alliance (GAMMA) will develop the city-region's advanced materials and manufacturing strategy.

The alliance will address gaps in the commercialisation and diffusion ecosystem for graphene, advanced materials and industrial biotechnologies.

GAMMA's remit will be to:

- ▶ exploit Greater Manchester's strengths by identifying opportunities to apply graphene and advanced materials technologies to address all four Grand Challenges: Ageing Society; Artificial Intelligence and Data; Clean Growth and the Future of Mobility;
- ▶ increase innovation, productivity and commercial growth in the advanced manufacturing sector through the roll out of Made Smarter, encouraging firms to adopt new technologies, such as advanced materials, digital technologies and artificial intelligence;
- ▶ drive innovation and productivity by ensuring that the advanced technical and design skills required are available to support manufacturing growth across the city-region;
- ▶ support the development of advanced manufacturing and materials sites across Greater Manchester, including ensuring that 'Graphene City' at the University of Manchester is engaged with local plans for an 'Advanced Materials City', as well as other industrial and technology parks across the city-region and the UK;

- ▶ advise on inward investment and marketing activity for the sector, including identifying potential target partners; and
- ▶ identify wider barriers to advanced materials commercialisation and manufacturing growth - such as access to finance and the availability of specialist premises and sites - and take forward local actions to address them.

GAMMA will be led by a board with representatives from Greater Manchester's universities, government, the Local Enterprise Partnership, GMCA, Growth Company (Business Growth Hub and MIDAS), UKRI and the private sector.

GAMMA will invite a strategic relationship with the Advanced Materials Leadership Council, providing a mechanism to coordinate local and national activity in collaboration with other UK assets, such as the University of Cambridge's Graphene Centre, the CPI's Graphene Application Centre and the NPL's National Graphene Metrology Centre.

Digital, Creative and Media: globally recognised clusters and the digitalisation of all sectors

Greater Manchester will be a leading European digital city-region, with the infrastructure, skills, and networks needed to digitalise all sectors, and internationally significant clusters in broadcasting, content creation and media, and cyber security.

Greater Manchester's strategic priorities

To help realise the long-term strategic aspirations set out in this Local Industrial Strategy, Greater Manchester will:

▶ Sustain and grow the internationally significant digital, media and creative industry clusters in the regional centre.

▶ Revitalise town centres and high streets by supporting creatives, digital entrepreneurs, and innovators to start or scale a business, social or cooperative enterprise.

▶ Grow our existing and emerging sector strengths in cyber security, broadcasting, content creation and media, software development, digital telecoms, fintech and e-commerce.

▶ Underpin cross sectoral growth by developing a digital skills pipeline and taking a Made Smarter approach to all industries, supporting firms across Greater Manchester to adopt productivity-enhancing digital technologies.

▶ Transform the local economy and public services by digitally enabling citizens and making more publicly held real-time open data available for anyone to use.

The specific actions identified in this chapter will contribute to, and complement, the delivery of those aspirations.



A strong base

Greater Manchester has the largest digital and creative sector outside London. National assets based in the city-region include MediaCityUK and The Factory, delivered through significant government investment. Innovation and creativity are synonymous with culture and a Greater Manchester Culture Strategy is being developed to create the conditions for creativity to flourish in every part of the city-region, enriching the lives of all residents and protecting, diversifying and growing Greater Manchester's unique culture, heritage strengths, assets and ecology.

Government and the creative industries sector, through the Creative Industries Council, have agreed a sector deal that includes a range of activity to boost creative sector growth which Greater Manchester will benefit from. This includes the location of a regional hub of Tech Nation (which supports digital companies and start-ups) in Greater Manchester; successful projects as part of the £33m Audience of the Future Challenge, via the Industrial Strategy Challenge Fund; and a £4m Creative Scale Up programme to support creative firms in three English regions including Greater Manchester.

The Science and Innovation Audit and Prosperity Review identified the digital sector as an important and growing strength in Greater Manchester's economy.

In 2018 the digital sector accounted for around 70,000 jobs and produced £3.4bn GVA in Manchester alone. This reiterated the 2016 Science and Innovation Audit's finding that the city-region has a "fast-growth" opportunity in digital as a key enabling technology across all sectors, with specific opportunities in 'big data', smart cities and the Internet of Things, which intersect with the mature creative, digital and media economy in the city-region. Greater Manchester's cultural and creative output, including its music, art and design, and new media content, is recognised around the world and is deeply rooted in the city-region's identity and the ways its people work. Growth in the digital sector and its inter-connections with creative and media assets will continue to propel the city-region's economic performance by providing highly productive jobs and companies, and exciting start-ups and scale-ups.

The Prosperity Review also identified sub-sectors with potential to be leading industries of the future. These stem from the vibrancy and coverage of the networks of the city-region's digital industries, which have created intersections with Greater Manchester's traditional sector strengths. E-commerce and retail tech businesses in the city-region are thriving through cross-fertilisation between digital companies and textile and clothing manufacturers, wholesalers and retailers.

The emergence of 'fin-tech' in Greater Manchester is taking place at the interface between financial and professional service companies and digital firms. Digital technologies are being used to design new business models and applications that link venues, artists and consumers in new ways. Strengths in software engineering and digital telecoms underpin the health of these new industries.

Opportunity: Broadcasting and content creation

Two opportunities stand out for Greater Manchester. Firstly, the city-region's broadcasting sector is internationally recognised, and sits at the heart of a wider content creation and media sector, underpinned by technological innovation. Over the past decades there has been significant public and private investment to build the physical facilities to grow, retain and attract media talent in Greater Manchester - from the facilities at MediaCityUK, the home of BBC North, ITV, the Landing, and dock10, to The Space Studios, and The Sharp Project. The city-region has strong academic strengths in creativity including the University of Salford's MediaCityUK campus and Manchester Metropolitan University's concentration of expertise in creative design, which will continue to grow through additions like the forthcoming School for Digital Arts. Planned investments including The Factory - a world-class cultural space being developed at the border of Manchester and Salford - will create

new opportunities to bring the world's most exciting artists and creatives to the city-region and embed further interactions with content creators, digital companies and audiences. These investments have changed the make-up of the creative and media industries across the north and drawn in international investment, talent, and visitors. This creates a powerful platform for all firms, from small start-ups to major multinationals, to innovate, invest, create content and thrive in the city-region.

Greater Manchester will consider creating a fund to both grow local, regionally based independent production companies and attract larger scale TV, film and drama content production companies to relocate to the city-region (subject to approval by the Combined Authority). This would, in turn, be supported by a hub and spoke network to support apprenticeships, internships, work placements and graduate recruitment in TV, film and drama content production. This would improve access to employment in content production for talent from diverse communities and those furthest away from the labour market.

Opportunity: Digital and creative clusters as drivers of inclusive growth

Smaller digital and creative clusters exist across the city-region, usually underpinned by strong cultural assets and often linked to social enterprises and cooperatives. From the creative cluster in Ramsbottom to the emerging digital sector springing up around Ashton Old Baths, from Wigan Old Court's innovative approach to the repurposing of old buildings in the town centre and the increasingly diverse offer in Oldham's creative and independent quarter, it is clear that the digital and creative industries can be a driving force in revitalising local towns and high streets. Greater Manchester will continue to support the development of digital and creative clusters across the city-region.

Opportunity: Cyber Security

Secondly, the cyber security sector, already a strength in Greater Manchester, is set to grow significantly with the creation of a large Government Communication Headquarters (GCHQ) operation in the city-region. This will be complemented by a new office of The Heilbronn Institute for Mathematical Research - a major national centre that will drive collaboration between GCHQ and local universities. The direct and associated supply-chain opportunities from strengths in cyber security for residents, universities and businesses are unique in the UK, within a growing global industry estimated to be worth £170bn annually.

Building on existing relationships, closer working with government to fully realise this opportunity is a priority and the city-region will continue to bring strategic resources and influence to support its growth throughout Greater Manchester.

Digital by default

Increasing digitalisation and application of artificial intelligence, big data, data science and data analytics, and robotics are impacting on every sector of Greater Manchester's economy as well as every aspect of people's lives and work. These new technologies create significant opportunities to raise productivity and competitiveness in the city-region's frontier and foundational sectors. However, they also present challenges including ensuring that the local business base is capable of absorbing them and that citizens have the skills and abilities to thrive in the new digital age. A critical issue for Greater Manchester will be ensuring that its large, diverse and growing financial and professional services sector - which has been the engine of jobs growth in the city-region for over a decade - continues to evolve and grow as increasing use of artificial intelligence changes business models in this sector, and creates new demand for digital skills amongst its workforce.

Made Smarter is demonstrating that the digitalisation of production in Greater Manchester's manufacturing sector can increase competitiveness and efficiency in existing firms.

Taking into account the learning from this programme, Greater Manchester intends to take a 'Made Smarter' approach to improve the productivity of all industries by encouraging the development, design, adoption and creative application of digital technologies, alongside skills development programmes.

Digitally driven strategy

Underpinning digital and media growth is the critical importance of ensuring a proper pipeline of digital skills and talent needed across all industries. 31 per cent of businesses responding to the 2019 Manchester Digital Skills Audit reported turning away work due to being unable to recruit the breadth of skillsets required to deliver it. Action is required to raise awareness of the range of careers and opportunities available and to up-skill and re-train the existing and future workforce so that people can adapt to the fast pace of technological change. This will be a significant challenge as over a fifth of Greater Manchester's population lack one or more of the five basic digital skills. The city-region's new National Institute of Coding is one example of the work Greater Manchester is already doing to meet the demands for technical digital skills. The city-region must also instil the design skills and creativity needed to build on the inter-connections between our local industries, and maintain the adaptability and resilience in the city-region that helps the economy respond positively to economic change.

Similarly, high quality pervasive digital infrastructure is a pre-requisite to success and will be delivered through market engagement and the Greater Manchester Digital Infrastructure Plan. This is articulated further in the Infrastructure Section. Greater Manchester's £3m Digital Skills Pilot, agreed at the 2018 Budget, will see the city-region and government work together to boost digital skills.

As part of the city-region's Digital Strategy, the Greater Manchester Combined Authority is investing in digitally enabling citizens which not only includes the focus on basic digital skills and connectivity but also a technology platform to improve secure information-sharing across public services to inform more comprehensive family and citizen support. This will improve the public sector's ability to target programmes to the specific needs of an individual and evaluate their impact more effectively, whilst giving residents greater transparency on how their data is working for them. Greater Manchester already has very productive collaborations with government on digital policy and strategy and is building closer ties with the national Connected Places and Digital Catapults to support this work. Greater Manchester will also establish closer ties with the new National Centre for Data Ethics and Innovation and Office for AI through a new Greater Manchester Office for Data Analytics.

Open Data

In parallel, it is recognised that leading digital cities appreciate the value of releasing local data to stimulate open innovation and enable productivity growth. By making more data publicly available, it is possible to drive productivity improvements and investment in diverse sectors, such as mobility. For example, the financial value of Transport for London's open data scheme initiative was estimated at £130m per year and is a cornerstone of London's narrative as a global digital city. In Greater Manchester this would support the city-region's green ambitions by enabling modal shift.

Greater Manchester will therefore initiate a review of local data. Government will continue to provide policy support on design, best practice, and available data sources. The review will identify willing partners and data owners - including real-time big data owners - to identify and address barriers to making this data openly available for re-use. The assumption will be that data that can be made available should be made available, unless it is prohibitively expensive or not appropriate (for legal, commercial or security reasons) to do so. This will include an open consultation with the public to allow citizens, businesses and other stakeholders to come forward with their suggestions. It will report by the end of 2020.

World-leading industries

Finally, the Prosperity Review highlights that firms that trade internationally are more productive. In a digital future this will be even more important, since for many industries, competitors will be global, not local. One of the initiatives to support the internationalisation of the digital and media industries in the city-region will be showcasing the digital and creative output of Greater Manchester, providing platforms for artists, musicians, makers, designers, coders and developers to promote products and content around the world. Government will work with Greater Manchester and trailblazing digital and creative companies in the city-region to promote a locally funded biennial international event that showcases the best of Greater Manchester's digital and creative industries. This will be supported by a wider programme and digital platform to curate and promote conversations, approaches and products unique to Greater Manchester.

The Clean Growth Grand Challenge: driving rapid decarbonisation

Greater Manchester's 5-year Environment Plan sets out its long-term environmental vision "to be carbon neutral by 2038". Greater Manchester will launch the first city-region mission to achieve this. Government welcomes this locally led mission, which will support the delivery of the government's Clean Growth Grand Challenge.

Greater Manchester's strategic priorities

To help realise the long-term strategic aspirations set out in this Local Industrial Strategy, Greater Manchester will:

- ▶ aim to achieve carbon neutral living within the Greater Manchester economy by 2038 - driving innovation, the creation of new technologies, improved resource efficiency, and improved quality of life.

Greater Manchester's 5-year Environment Plan sets out its long-term environmental vision "to be carbon neutral by 2038". Greater Manchester will launch the first city-region mission to achieve this, aiming to:

- ▶ deliver environmental improvements that directly enhance well-being, health, resilience, biodiversity and quality of life, including by enhancing the natural capital of the city-region;
- ▶ design and trial innovative technology and financial mechanisms to support delivery of energy efficient homes, buildings and low carbon transport, helping to to reach the point at which all new homes and commercial/industrial buildings are net zero carbon;

- ▶ tackle poor air quality - the largest environmental risk to the public's health - through a co-ordinated Clean Air Plan developed by Greater Manchester's local authorities;

- ▶ accelerate new models of local renewable energy generation, storage and efficiency within the city-region, adopting a 'whole system approach', and testing the creation of a local energy market; and

- ▶ support Greater Manchester enterprises to accelerate the implementation of energy and material efficiency measures in the design and production of products and services through the Growth Hub and local partners' activity.

Finally, Greater Manchester will improve air quality by developing a coordinated Greater Manchester Clean Air Plan to tackle poor air quality, the largest environmental risk to the public's health.

The specific actions identified in this chapter will contribute to, and complement, the delivery of these aspirations.

Taking action nationally and regionally

In March 2018, the Greater Manchester Combined Authority began a consultation on adopting a target to achieve carbon neutrality in the city-region by 2038, over a decade earlier than the 2050 date adopted by the European Commission. Greater Manchester sets out its aim to achieve this in the 5-Year Environment Plan⁴, published in March 2019. This aim and wider environment ambitions present an opportunity to deliver improvements that directly benefit Greater Manchester residents by improving air quality, mobility, housing and access to green space, as well as driving local innovation and growth in green industries. It is an opportunity for Greater Manchester to emerge as one of the leading green cities in the world, offering a high quality of life that attracts and retains skilled workers.

The government's 25 Year Environment Plan⁴ sets out UK-wide actions to improve the environment within a generation, and designated Greater Manchester as the UK's Urban Pioneer for testing innovative ways to protect and enhance natural capital. Through this, Greater Manchester is already connecting people with the environment, and testing new tools and methods for creating natural liveable places that improve mental and physical health and child development. This includes the 'City of Trees' initiative for increasing urban planting across the city-region.

The draft Greater Manchester Spatial Framework sets out proposals to create sustainable places, recognising the social, environmental and economic inter-relationships between all communities and parts of the region. The co-ordinated Clean Air Plan being developed by Greater Manchester's local authorities will set out an approach to tackle poor air quality - the largest environmental risk to public health.

Intervening at the right scale and pace

While significant progress has been made in improving the city-region's environment, there is a recognised need to go further and faster. Greater Manchester's commitment to becoming a carbon neutral city-region provides an opportunity to accelerate this progress and also creates real potential to be the first city-region to determine how to apply the many new individual and interconnected technologies, services and social innovations needed to dramatically reduce carbon emissions and improve the environment, while growing the economy. Greater Manchester is big enough to test new solutions at scale and small enough to understand what does and does not work. The city-region already has a diverse and thriving group of around 2,500 companies (which employ over 45,000 people) in low carbon environmental goods and services on which to build the new types of jobs and industries at the forefront of clean and green growth.

However, there are serious technical and design challenges to tackle to realise carbon neutrality, including:

- ▶ the need to rapidly increase the energy efficiency of residential and non-residential buildings - significantly increasing the uptake of basic insulation measures and at the same time starting to deliver and then upscale deeper retrofit of homes;
- ▶ decarbonising the heating of homes and heating and cooling of commercial buildings - this applies to both existing and new buildings;
- ▶ significantly upscaling local renewable energy generation and storage with deployment of smart energy management systems; and
- ▶ decarbonising the transport system, accelerating the uptake of electric vehicles and providing the charging infrastructure to facilitate this.

Many of the solutions to these challenges do exist, though large-scale decarbonisation will require increased effort to upscale their deployment. Viable mass deployment requires further innovation to reduce costs and increase efficiency and interconnectivity. This in turn requires increased and coordinated cross-sector and cross-disciplinary research and innovation programmes.

Ultimately this will be part of a global effort. Greater Manchester's universities can play an important role by advancing and disseminating existing expertise in energy distribution,

multi-purpose advanced materials, and industrial biotechnology (Manchester Institute of Biotechnology, University of Manchester), smart meters and Energy House (University of Salford) and hydrogen fuel cells (including through the Greater Manchester Hydrogen Partnership and the Manchester Fuel Cell Innovation Centre at Manchester Metropolitan University). There are also opportunities for the social economy to design solutions that will transform energy systems, reduce energy poverty and improve the environment.

A city-region mission

The Prosperity Review highlighted the opportunity to use the local ambition around carbon neutrality and environmental improvements to drive mission-based innovation and achieve the coordinated approach required. To maximise the local contribution to the national Clean Growth Grand Challenge, Greater Manchester will launch a city-region Mission to achieve carbon neutral living within the Greater Manchester economy by 2038. This will be delivered through a series of Greater Manchester-led mission-orientated projects, supporting delivery of the government's Clean Growth Grand Challenge.

The Greater Manchester 5-Year Environment Plan sets out the first set of actions to reduce carbon across all sectors of society (residents, communities, businesses, academic institutions, utility providers and local and national government).

Mission-orientated projects will be defined during implementation and are expected to include the following:

▶ **Carbon neutral retrofit and new-build:**

- Greater Manchester will work with the UK Green Building Council and other building environment professionals in the city-region to test Greater Manchester’s ambition that all new homes and commercial / industrial buildings should be net zero carbon by 2028 - and see whether it can be achieved sooner (and the intervening steps required such as the balance between building efficiency, on-site energy generation and off-setting measures for remaining carbon emissions).
- Designing innovative finance and delivery mechanisms to retrofit homes and buildings with energy efficiency and carbon reduction technologies (and thereby reducing fuel bills of local authorities, businesses and residents). This is a key challenge with a potential global market as existing technologies are not currently commercially viable at scale.
- Developing large-scale modular construction facilities capable of building new homes at the quantity, pace, and to the environmental standards needed to deliver carbon neutral living and meet Greater Manchester’s demanding new homes pipeline. This will be

the key component of a wider Modern Methods of Construction and Design for Manufacture and Assembly centre of excellence in the city-region, feeding local employment, skills development and training and supporting a new manufactured homes industry. The centre of excellence will coordinate its activities with the UK Construction Innovation Hub.

- ▶ **21st century energy supply:** A particular challenge is the generation of renewable energy in Greater Manchester given its established infrastructure and geography, which limit opportunities for centralised power generation. Government and Greater Manchester will continue to work together to provide the policy, legal and financial arrangements to establish the city-region as an energy transition region to accelerate innovative local renewable energy generation, storage, and efficiency. This will include a place-based whole system approach to energy supply and demand to create a local energy market and setting for integrating existing technologies with trials of new ones. This will build on learning from the Greater Manchester Local Energy Market research, funded by UKRI, which is testing the feasibility of city-region wide local energy markets that respond to ‘place-based’ constraints and market needs.

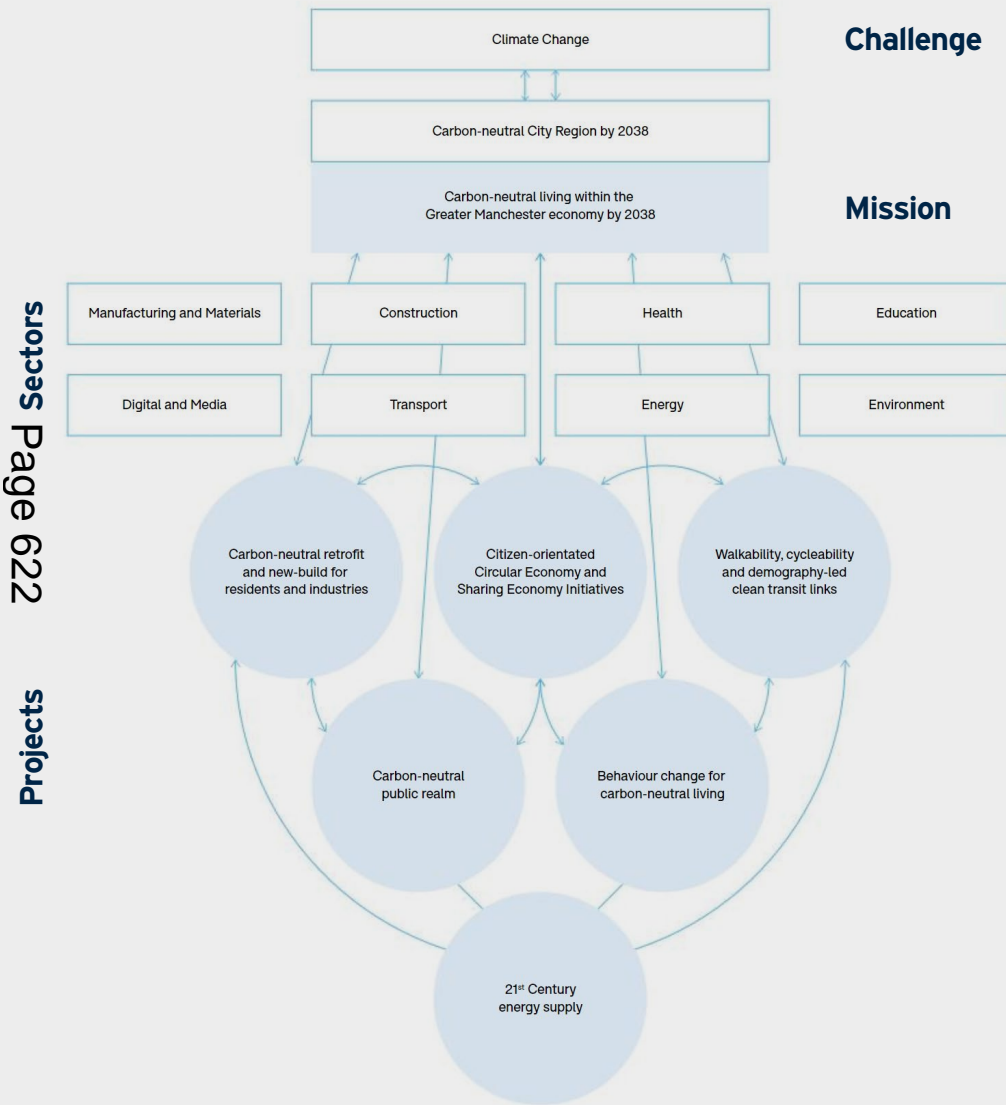
- ▶ **Sustainable and low carbon transportation:** The Greater Manchester Transport Strategy 2040 set out an ambition to reduce car use to no more than 50 per cent of daily trips by 2040. This will mean finding ways to create a radical change in behaviour, with a million more trips each day using public transport, cycling and walking, reducing congestion and pollution and increasing safety. The city-region’s strengths in advanced materials and light-weighting also create the potential to drive new technologies that will reduce emissions from public and private transport.
- ▶ **Natural capital:** Making use of innovative finance, policy and delivery mechanisms to increase natural capital and realise the ecosystem service benefits that go with this (such as health, resilience, air quality and reduced flood risk).
- ▶ **Clean Growth and Productivity:** The shift to carbon neutrality will mean that some firms, particularly those that have carbon intensive operations, will need support to accelerate their progress towards carbon neutrality without constraining growth. Greater Manchester partners will develop a programme to support businesses to accelerate

the implementation of energy and material efficiency measures in the design and production of products and services. This will also support a reduction in waste and the eradication of avoidable single use plastics. The Greater Manchester Sustainable Business Partnership will be key leaders in identifying and driving the changes needed.

The right skills will be essential to delivering the city-region mission for carbon neutral living by 2038. Greater Manchester will prioritise rapid action to provide relevant training, particularly in priority skill gap areas such as whole house deep retrofit.

Figure 3: Mission Roadmap for Net Zero Carbon Region by 2038

Designed for Greater Manchester Combined Authority by UCL Institute for Innovation and Public Purpose (IIPP), with support from the Commission for Mission Oriented Innovation and Industrial Strategy (MOIIS).



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Projects

Ideas

Driving prosperity and leading industrial, social and economic transformation through innovation, partnerships and investment.

Greater Manchester's strategic priorities

To help realise the long-term strategic aspirations set out in this Local Industrial Strategy, Greater Manchester will:

- ▶ Strengthen the city-region's innovation asset base in our Industrial Strategy priority areas of health innovation, advanced materials, digital, creative and media, and clean growth.
- ▶ Integrate Greater Manchester's innovation eco-system to drive commercialisation, facilitate collaborations, partnerships

and cross-overs between technologies and industries, and coordinate innovation that addresses the Grand Challenges.

- ▶ Drive increased private sector investment into R&D and increase the take-up of national innovation funding in Greater Manchester to support the achievement of the national 2.4 per cent target.

The specific actions identified in this chapter will contribute to, and complement, the delivery of these aspirations.

The Prosperity Review found that Greater Manchester has a strong and broad innovation base, which is why innovation - the development and deployment of new ideas - is embedded throughout the Greater Manchester Local Industrial Strategy.

Previous sections have set out how Greater Manchester intends to capitalise on internationally recognised scientific and research excellence in health innovation and advanced

materials and manufacturing in order to drive the growth of innovation led, high value industries in the city-region, as well as building Britain's leadership in tomorrow's technologies.

For example, the city-region's digital and creative sectors will underpin the emergence of new specialist markets in Greater Manchester based on the design and development of new ideas, products and services and in leading the Fourth Industrial Revolution.

The Clean Growth Mission will drive bottom-up innovation, collaborations, partnerships and cross-overs between unrelated technologies and industries to develop new technologies and decarbonise our economy.

Maximising investment in research and innovation and tackling the Grand Challenges

Government has a target for national investment in R&D to match 2.4 per cent of GDP by 2027. The Prosperity Review showed Greater Manchester lags behind comparable city-regions in overall R&D spending, R&D tax-credit take-up, InnovateUK funding take-up, and university R&D spending. To ensure Greater Manchester maximises its contribution to this target and increases overall investment in innovation, it will be critical to extract maximum value from both Greater Manchester's existing innovation assets, and those under construction, and to continue to invest in maintaining world-class excellence in our opportunity areas. Synergies between Greater Manchester's areas of strength and the Grand Challenges must also be exploited, for instance using advanced robotics in biomechanical healthcare or using industrial biotechnology to develop low carbon fuels. Greater Manchester will continue to work with government and UKRI to maximise the impact of existing investments in innovation assets in the conurbation and incentivise private sector investment in R&D.

The opportunities identified in this Local Industrial Strategy will provide a framework for bids by local partners into the Strength in Places Fund, Industrial Strategy Challenge Funds and other national competitive funds (including those delivered by UKRI), as well as for embedding connections between universities, businesses and public bodies.

Central to Greater Manchester's local plans is the development of options for the Pankhurst Centre for Research in Health, Technology and Innovation. This will be a path-breaking, cross-disciplinary institute for translational research, to link clinical research with materials science, informatics, engineering and computer science to address major health problems, and capitalise on synergies between our strengths of health and materials plus digital and biotechnology. It will play a key role in creating exciting start-ups and high growth businesses in emerging sectors. Initial funding for the Centre has been identified, and the University of Manchester is now considering the best way to realise this plan.

Reinforcing Greater Manchester's innovation ecosystem

Greater Manchester will continue to reinforce its innovation ecosystem. This work will be coordinated by the Greater Manchester Innovation Board, whose membership includes local universities, leading innovative firms, the Medicines Discovery Catapult, Manchester Science Partnerships, public bodies, UKRI, and Nesta.

The Board provides the city-region with a platform for shared action, building on Greater Manchester's integrated governance, deep culture of collaboration between government, business, academia, and health, and strong partnerships. It will play a leading role in coordinating the public and private sector response to the Greater Manchester Local Industrial Strategy, focused on the opportunity areas of health innovation, advanced materials, digital, creative and media, and clean growth.

Greater Manchester will also work to identify and address gaps in the innovation funding ecosystem in the city-region to reduce financial barriers to private sector innovation and drive progress towards the national 2.4 per cent target. As a first step, Greater Manchester will review the availability of venture capital funding - in partnership with the City of London, financial services firms, and industrial strategy sectors - assessing the current landscape of Early Stage Investment seed funding and Venture Capital Funding in the city-region. This will evaluate missed opportunities to commercialise innovation due to gaps in this section of the financial landscape. This will include an assessment of the case for an early stage investment seed funding programme drawing on private investment and targeted at sub-£500,000 investments.

To drive increased private sector investment into R&D, Greater Manchester will also test new, and evaluate existing, routes for commercialising knowledge. This will include a locally funded pilot programme to develop a Cooperative Intellectual Property (IP) Bank to exploit latent Intellectual Property held by research organisations and large firms by making it available to smaller firms. The IP is attractive to smaller firms as it reduces up-front R&D investment costs, shortens time to market, and creates opportunities to solve technical challenges or create new market opportunities. Large firms and research organisations will benefit from deeper commercialisation of their IP portfolio and new IP-led industrial collaboration opportunities with SMEs.

People

Investing in a highly skilled and healthy city-region.

We will ensure that the education, skills and employment system allows everyone to reach their potential

and employers have access to the skills required to deliver the Greater Manchester Local Industrial Strategy.

Greater Manchester's strategic priorities

To help realise the long-term strategic aspirations set out in this Local Industrial Strategy, Greater Manchester will:

- ▶ Support institutions to increase the number of people learning in those rated as good or outstanding - from early years, to schools, colleges and training providers.
- ▶ Give all young people and adults a clear line of sight to opportunities for education, skills development and work in the city-region.
- ▶ Ensure all residents have the functional skills and attributes employers need, particularly English, maths and digital skills; and enhance creative skills.
- ▶ Support adults to enter the labour market and progress in work through connected employment, progression and transition support.

- ▶ Increase take-up of the technical qualifications, including apprenticeships, needed to drive the Greater Manchester Local Industrial Strategy (particularly at levels 4 and 5).
- ▶ Increase employer investment in workforce development - including digital skills, management and leadership - and in workforce health. It will also ensure that employees are gaining the skills to retrain and progress.

The specific actions identified in this chapter will contribute to, and complement, the delivery of these aspirations.

In a modern, innovation-led, service-rich economy, people are genuinely a city-region's best asset. Greater Manchester has one of the largest and most diverse populations in the UK. It is home to nearly three million people, including more than 100,000 students, and there are over seven million people within an hour's travel time. The city-region's universities have strong and improving graduate retention rates, and it has one of the most linguistically diverse populations in the world, with over 200 languages spoken. One-in-six residents come from a black and minority ethnic background and the city-region has the UK's third largest LGBT+ community after London and Brighton. This access to skilled labour, cultural diversity and inclusivity is an inherent strength and provides a foundation for future growth, generating new ideas and making the city-region a magnet for new talent and investment.

Rapid progress over the past decade

The Prosperity Review identified many strengths in Greater Manchester's education and skills system. Over the past decade, Greater Manchester has transformed its qualifications profile: the proportion of the population with Level 4+ skills increased by 46 per cent, for example.

However, it is still the case that, despite good progress in recent years, we want more people to have the qualifications and functional skills employers need and that provide the foundations to progress in work.

Too few people are realising their potential and ill health is a major economic constraint, keeping people out of work and lowering the productivity of those in work. Not enough employers are utilising their workforce's full range of skills or developing their capacity to adopt innovations to drive productivity.

Early years provision is key to long-term success for individuals and the city-region's future productivity. Greater Manchester has an ambition to increase the proportion of children leaving reception with a 'good level of development' to at least the national average within the next five years. To deliver this, the city-region is rolling out a new delivery model for early years, based around the integration of public services in neighbourhoods, bringing together education, health and housing to address the wider social determinants of physical and mental health. It is also developing and upskilling the early years workforce to help them deliver early intervention, prevention and early education, while empowering families and communities to take greater responsibility in their health and wellbeing.

Work is also underway to make sure all young people are work and life ready, with raised aspirations, a clear line of sight of the opportunities and different education and training pathways available, and the attributes and soft skills to help them flourish and prosper.

Greater Manchester is already investing in: free bus travel for 16-18 year olds and the development of an Opportunity Pass (subject to Combined Authority agreement); the Bridge GM programme that connects schools, students and employers; a UCAS-style Career Platform that will simplify access to education, learning and training; and creating a Curriculum for Life. Government is already working differently in the city-region, such as through the Digital Skills Pilot, Self-Employment Pilot, Future Workforce Fund and through the Oldham Opportunity Area. The latter, is focusing on improving early literacy at home; building high performance across the school system; and boosting support for mental health.

To improve outcomes for adults, Greater Manchester has established an Employment and Skills Advisory Panel as announced in the national Industrial Strategy. This Panel brings colleges, training providers, local and national government, and employers together to identify local skills needs. Through the adult education budget, Greater Manchester and government are already collaborating to develop strategic responses to economic and technological change. The joint development and delivery of the Working Well employment support programme (that pooled funding from Greater Manchester's 10 local authorities, 10 Clinical Commissioning Groups, local Job Centre Plus districts, and the Greater Manchester Health and Social Care Partnership) provides

locally tailored support to help long-term unemployed residents get back into the labour market, and supports people at risk of falling out of employment. Greater Manchester also has a vital and unique relationship with Health Education England (HEE), which underpins joint commissioning and allocation of HEE budgets, where appropriate, to pilot new models to address the skills requirements of the region's health and care system.

To help more people over-50 get back into employment, Greater Manchester, the Department for Work and Pensions, and the Centre for Ageing Better are exploring a new approach to employability support using a 'test-and-learn' approach. This will be used to inform the national and local evidence base about what works. Government and Greater Manchester are also working together to support the development of the National Retraining Scheme through the development of the Greater Manchester Local Industrial Strategy.

Towards deeper partnership

There is great potential in the education, skills and work system. Government and Greater Manchester have agreed to work in partnership to determine how this can be harnessed. The aim is to ensure the education, skills and work system can support everyone in the city-region to reach their potential, and for employers to have access to the skills needed to deliver the ambition set out in the Greater Manchester Local Industrial Strategy.

All parties have agreed to work together to explore opportunities to connect national and local post-16 skills and work policies in the city-region to deliver an effective offer for the near-three million citizens of Greater Manchester.

This will include using Greater Manchester's convening power, with government support, to issue a call to action for schools, providers and employers in the city-region to work together to bring about the changes needed.

Through this joint partnership working, we will identify strategic and delivery areas for review and, based on evidence and advice, identify the respective actions needed from all parties to deliver them. We want to make quick progress, but all parties recognise, and accept, that this will require their commitment for the long term.

As a starting point on that journey the Department for Education, the Department for Work and Pensions and Greater Manchester have agreed to identify the ways in which their priorities and activities across the various parts of the post-16 skills and work system come together and, based on evidence and consultation with the sector, have agreed to take forward actions to help ensure the system is effective.

Some early areas where there is potential for great results are: ensuring greater businesses engagement in the whole system from careers to in-work progression; supporting institutions with their efforts to raise quality and therefore help more young people to benefit from good or outstanding learning; identifying what more can be done at a national and local level to support those in work on low pay to progress in work and out of in-work poverty; supporting employers to retain older workers and those with health problems; and finally supporting more high quality apprenticeship opportunities with SMEs, securing employer commitments to provide high quality T Level industry placements, and boosting employer investment in retraining.

Within nine months, Greater Manchester, the Department for Education and the Department for Work and Pensions will set out to the GMCA and DfE and DWP Secretaries of State the respective actions, both in the short and longer term, which all parties will agree to take forward and will move the joint working between Greater Manchester and government to the next stage.

This deeper partnership will build on the strong track record of successful partnership working on the skills and work agenda that already exists between Greater Manchester and government.

This includes:

- ▶ the Employment and Skills Advisory Panel, which brings colleges, training providers, local and national government, and employers together to identify and respond to skills needs;
- ▶ the joint development and delivery of the Working Well employment support programme that pooled funding from Greater Manchester's 10 local authorities, 10 Clinical Commissioning Groups, local Job Centre Plus districts, and Health and Social Care Partnership;
- ▶ the vital and unique relationship between Health Education England (HEE) and Greater Manchester, which underpins joint commissioning and decision-making, including the allocation of HEE budgets where appropriate to pilot new models for addressing the requirements of the region's health and care system.

Greater Manchester will also align skills and work activity with health and care and other public services, in line with the recommendations of the Prosperity Review, recognising the links between good physical and mental health, employment and productivity. It is already ensuring:

- ▶ the Health and Social Care Prospectus contains actions to create a sustainable health and care system that realises economic potential in the city-region;

- ▶ the Greater Manchester Model of Unified Public Services sets out an approach to aligning services around people and place;
- ▶ the Greater Manchester Reform Investment Fund provides a unified city-region fund to use alongside local funding to drive improvements in health, housing, skills and education, crime and prevention services in tandem and at greater pace;
- ▶ that Working Well continues to reduce worklessness and improve well-being by supporting more people with poor health and disabilities to play an active and fulfilling role in the Greater Manchester labour market.



Infrastructure

Upgraded, integrated and future-proofed.

Greater Manchester will put in place the integrated 21st century infrastructure needed for digitally connected, clean and inclusive growth, and to facilitate international trade and investment.

Greater Manchester's strategic priorities

To help realise the long-term strategic aspirations set out in this Local Industrial Strategy, Greater Manchester will:

- ▶ Develop an Infrastructure Plan for the city-region and identify sources of sustainable, long-term local investment, to sit alongside devolved funding streams, to fund the delivery of the Plan.
- ▶ Short-term action to improve transport system performance through rail devolution, bus reform, trialling tram-trains, continuing to expand the city-region's walking and cycling infrastructure, and changing regulations to promote a cleaner, more efficient and integrated transport system.
- ▶ Radically improve connectivity with other UK cities through High Speed 2, continue developing Greater Manchester as the

global 'Gateway to the North' through the Manchester Airport Transformation Programme⁵, and work through Transport for the North to deliver the growth case for Northern Powerhouse Rail.

- ▶ Develop a roadmap for digital-led innovations that enable better coordination of the transport system.
- ▶ Continue transforming the digital connectivity of the city-region to drive economic growth and innovation, working with government to meet national targets of nationwide full fibre coverage by 2033 and full roll-out of 5G technologies for most people by 2027.

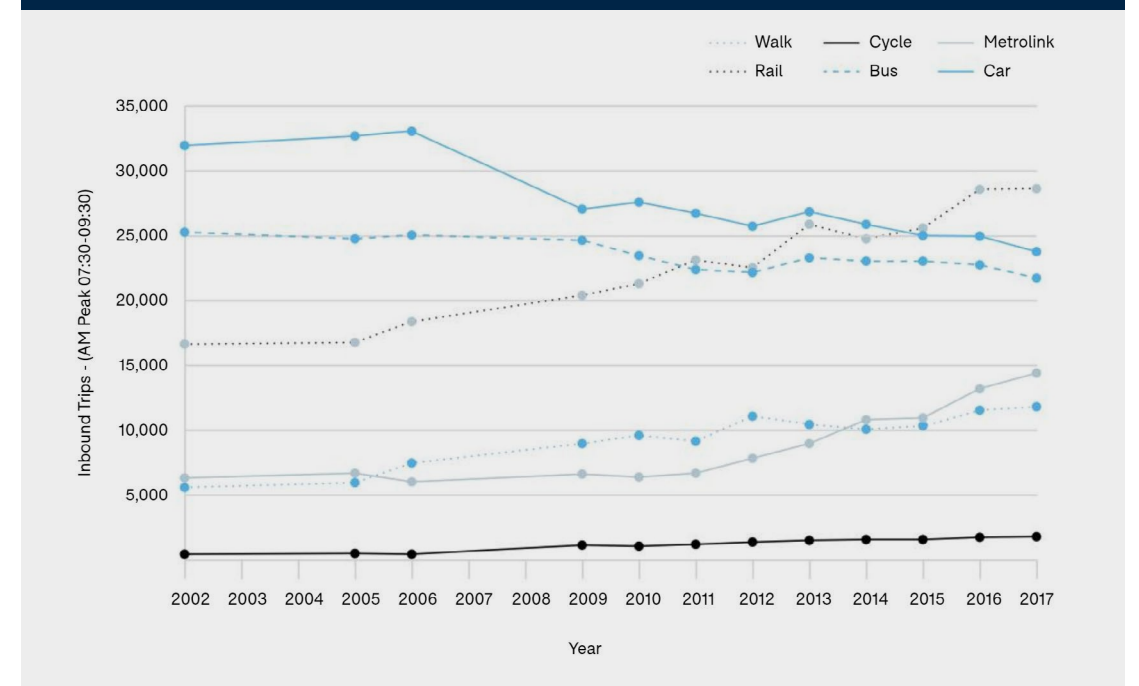
The specific actions identified in this chapter will contribute to, and complement, the delivery of these aspirations.

Transformative approaches

The Prosperity Review concluded that Greater Manchester's future growth, prosperity and sustainability will be restricted unless ambitious and long term infrastructure solutions are found. The growth potential set out in the draft Greater Manchester Spatial Framework will require large-scale, integrated and strategic infrastructure investment. This will build on recent investments by Greater Manchester and government, including in the Metrolink and the Bee Network supported by Greater Manchester's £312.5m allocation from the Transforming Cities Fund. These are innovative programmes which

point the way to achieving modernised, carbon neutral infrastructure. However, there are challenges that Greater Manchester must address to achieve the modernised, carbon neutral 21st century infrastructure needed to deliver this Local Industrial Strategy. These are set out in the Greater Manchester Infrastructure Framework. They include new demands for electricity generation, storage and transmission coming from changes in how buildings are heated, energy is stored, and transport systems and vehicles are fuelled. Climate change will demand more resilience to flooding and greater 'eco-system services' from green and blue infrastructure.

Figure 4: Transport investments are driving change





Universal, affordable and resilient digital connectivity and better social infrastructure will be essential for driving inclusive growth across the growing city-region. Congestion is already providing persistent pressures and drags on productivity, leading to carbon emissions and air pollution. The transport system will need to address this problem at the same time as accommodating a growing population and providing affordable and flexible responses to the shifts in the major sites of employment, working patterns and school and college provision that means people are travelling further and at different times. To meet Greater Manchester's ambitions for an innovation-driven economy, industries will need the best digital and physical connectivity. Areas with lower productivity, pay and living standards need infrastructure that supports access to jobs in the centre but will also help improve the quality of local opportunities in the long term. New trading routes after the UK leaves the European Union will place greater importance on Greater Manchester's international transport infrastructure and east-west connections including the links to the Port of Liverpool, the development of Port Salford and the ongoing national strategic importance of Manchester Airport.

Integrating Greater Manchester's infrastructure

To build the integrated 21st century infrastructure that Greater Manchester needs, a comprehensive infrastructure plan for the city-region is required. This needs to meet both local and national priorities, developed in consultation with government and infrastructure providers, and underpinned by a consensus to propel its delivery and success. To secure this agreement, government will join the Greater Manchester Strategic Infrastructure Board overseeing implementation of national and local plans and providing operational expertise to improve the performance of the city-region's transport, housing, energy and digital infrastructure. Implementation Plans will take into account how infrastructure development can contribute to the delivery of the full Greater Manchester Local Industrial Strategy. For example, linking to relevant outputs from the Clean Growth Mission, which will provide new technologies and models for low carbon infrastructure. It will also be critical that reforms of the education and skills system set out above will ensure a local pipeline of talent is in place to support the design and implementation of infrastructure programmes, and that new innovations like modular housing can be delivered at scale and pace.

Greater Manchester has a successful track record of delivering significant investment programmes, including the Transport Fund; the portfolio of housing, infrastructure, and business investment funds agreed through devolution deals; and public service programmes like the Working Well programme.

However, delivering truly integrated 21st century infrastructure will require further institutional development to build on the already robust governance, capacity and assurance processes in place in the city-region. Greater Manchester will therefore review its institutions, structures and processes to ensure the city-region can continue to deliver successful integrated infrastructure programmes.

The city-region will need appropriate and innovative investment and delivery models to deliver the scale and range of investments needed, which do not currently exist. The Prosperity Review agreed with the National Infrastructure Assessment that an integrated strategy for infrastructure at city-region level should be backed up by stable, substantial, devolved funding. Greater Manchester will consequently explore options for achieving sustainable, long-term local investment into infrastructure.

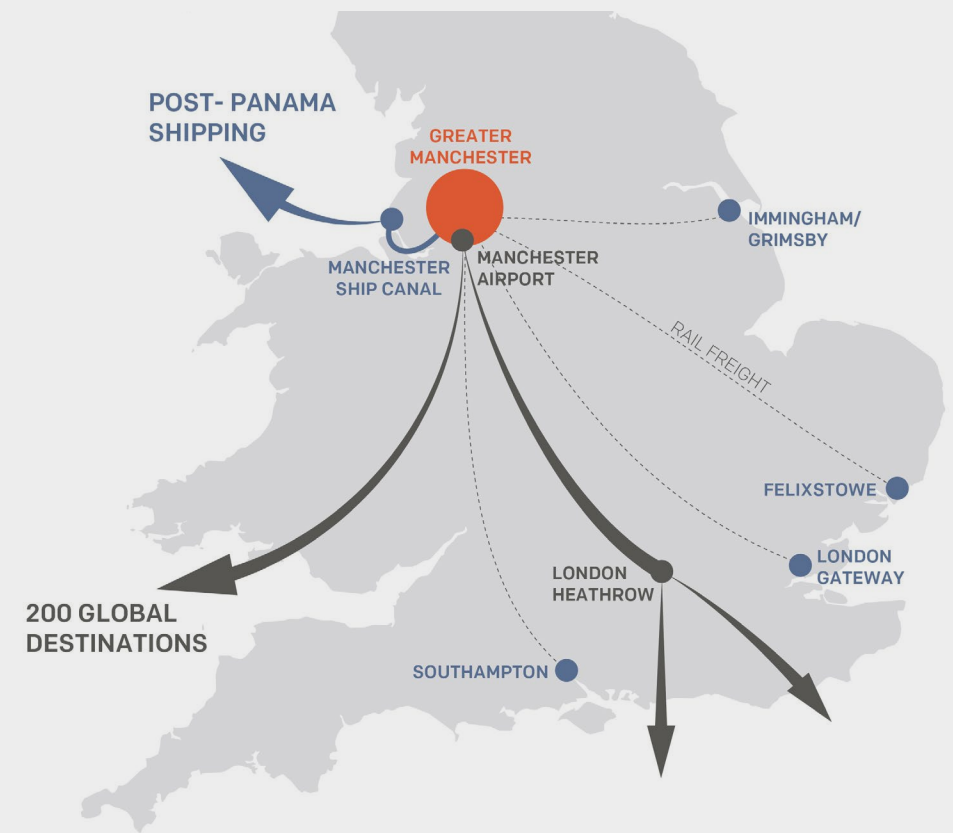
Short-term action is needed to address congestion and increase productivity and employment growth. The next stage of Greater Manchester's 2040 Transport Strategy (2020-2025) includes a further 65 projects including continued Metrolink expansion, new interchanges and ongoing investment in the city-region's innovative Bee Network of active travel corridors and junctions to encourage cycling and walking in the city-region, funded through the Transforming Cities Fund. Specific opportunities to tackle congestion include trialling tram-trains in the city-region, increasing the pace of improving rail and bus service quality, reliability and integration through ongoing devolution and reform, and improvements to existing TransPennine rail services.

The completion of the full Northern Hub programme and the Transport for the North Northern Powerhouse Rail programme would transform rail infrastructure, improving service patterns, frequency and capacity between key economic centres of the north, particularly east-west connections. An Integrated and Smart Travel programme is streamlining journey planning and payment.

Figure 5: Greater Manchester's global connectivity

Manchester Airport is the global gateway to the north of England. It serves more destinations than any other UK airport (over 200), facilitating trade and the cultural and visitor economies. The city-region's rail and road networks create fast national connections, and the

development of Port Salford will establish the city-region as a modern UK port, and link to new international trading routes. The arrival of High Speed 2 and improved Northern Powerhouse links will strengthen inter-city connections across the UK.



Building on the powers already devolved to the Greater Manchester Mayor, Greater Manchester will continue working with government to improve the performance of Greater Manchester's transport system through implementation of existing devolution deals including greater local influence over rail services and stations, bus reform, trialling tram-trains, and regulatory reforms that complement the shift to cycling and walking, in the context of the Williams Rail Review.

To increase network capacity, widen labour pools and business access to markets across the UK cities, Greater Manchester will work to deliver the growth cases for High Speed 2, and through Transport for the North the business case for Northern Powerhouse Rail and improvements to Manchester-Streffield road links. Enhanced connectivity will help Manchester Airport to fully utilise its capacity (55 million passengers per annum), open up new routes and increase services to key growth markets in line with the national Aviation Strategy.

The Future of Mobility in Greater Manchester

The Prosperity Review recommended new digital-led transport innovation - including as part of the government's Future of Mobility Grand Challenge - to improve services at less cost. This needs policy and technology co-ordination to maintain overall system performance, embed policy objectives like clean air, improved health and social inclusion; and to create public trust,

alongside new data sharing agreements and platforms. Greater Manchester is building the foundations for a digital mobility ecosystem by: testing and assessing new technologies like Connected and Autonomous Vehicles; integrating transport infrastructure with the 'Internet of Things'; and adopting new models of integrated and flexible on-demand transport provision: namely of Mobility as a Service. Transport for Greater Manchester has built considerable knowledge and expertise in this field, pioneering proof of concept and significant research programmes, and working with businesses in this emerging market.

To identify the necessary locally led changes needed to drive and shape innovation-led transport improvements, Greater Manchester and government will develop a programme of activity for transport innovation to explore new ideas and bring together relevant stakeholders to collaborate with Transport for Greater Manchester. This will increase Greater Manchester's ability to improve the transport system as a whole, and to inform policy-making. Transport for Greater Manchester and the government's Future of Mobility team will work together to bring together the right set of stakeholders and private and local investors for transport innovations, exploring new technologies and governance models, and potentially trialling them in Greater Manchester.

Transport for Greater Manchester and government will consider how best to trial emerging technologies and services where the regulatory framework is not yet fixed. This whole systems approach and regulatory "sandbox" will support the Future of Mobility and Clean Growth Grand Challenges by creating a blueprint for the integrated, low carbon transport systems of the future, whilst building on digital infrastructure, industry strengths and Greater Manchester's approach to integrated public policy.

Digital infrastructure for a leading city-region

To enable these changes to the transport system and deliver all the aspirations in this Local Industrial Strategy, Greater Manchester will aim to become one of the best digitally connected city-regions in the UK. Digital infrastructure is integrated within the new Greater Manchester Infrastructure Framework and the remit of the Infrastructure Advisory Board, and Greater Manchester has the most significant city-region digital connectivity investment programme in the UK. The city-region is investing over £100m in digital initiatives, transformative data life cycle management, cyber security, health digitisation, better data governance and analytical capabilities. This includes £23.8m contributed by government to digital infrastructure development and almost £39m is already committed to investing in 'Full Fibre'.

This approach is accelerating market investment and will continue to do so with the city-region's ambition to attract private sector investment of over £200m, create further opportunities to develop 5G networks and test beds, and capitalise on over 500,000 mapped street furniture items that have the potential to provide high bandwidth, low latency 5G networks. Local Full Fibre Networks (LFFN) funding will connect over 1,300 public sector sites and will have a transformational impact on digital infrastructure - increasing full fibre coverage from two per cent to around 25 per cent within three years. Greater Manchester is continuing to facilitate further commercial investment by reducing the cost of works through granting of wayleaves, surface reconstitution, and harmonising regulatory processes across all 10 boroughs. Greater Manchester will continue to work with government to meet national targets of nationwide full fibre coverage by 2033 and roll-out of 5G technologies for the majority of the population by 2027.

Business environment

Supporting highly productive, innovative and international enterprise.

The productivity of businesses in Greater Manchester will be radically improved by strengthening their leadership and management, increasing innovation commercialisation, adoption and diffusion, and raising levels of exports, foreign direct investment (FDI) and inward investment.

Greater Manchester's strategic priorities

- To help realise the long-term strategic aspirations set out in this Local Industrial Strategy, Greater Manchester, will:
- ▶ Strengthen the leadership and management capacity of businesses and enterprise in Greater Manchester to increase productivity and skills utilisation.
 - ▶ Implement a Greater Manchester Good Employment Charter to improve skills utilisation and management standards and so raise productivity across all sectors.
 - ▶ Support all business and enterprise to adopt innovations and create new products, services and business models.
 - ▶ Sustain and develop the strong business support infrastructure, based around the Business Growth Hub, by further strengthening support to drive innovation (including business model innovation), productivity, workforce development and scaling up businesses in key sectors.
 - ▶ Drive further internationalisation of Greater Manchester's business and enterprise base, supporting exports, inward investment, and international partnerships.
- The specific actions identified in this chapter will contribute to, and complement, the delivery of those aspirations.

Greater Manchester's business base

The Prosperity Review highlighted the diversity of Greater Manchester's business base and the sophisticated mix of industries and supply chains in the city-region that creates multiple growth opportunities and diversification routes for business. The Review confirmed that Greater Manchester is a significant and growing UK international trading hub, and this is creating dividends for the economy in terms of strong FDI and the presence of highly productive foreign-owned firms in the city-region. International partnerships in the city-region span from IT giant Tech Mahindra's Salford HQ and innovation lab to the work of University of Manchester scientists at the Large Hadron Collider at CERN in Geneva.

Greater Manchester has a very strong track-record in attracting Foreign Direct Investment, and has invested in developing international partnerships to drive forward the city-region's priorities, including the Manchester-China Forum and the Manchester-India Partnership. This has made the city-region an international centre for business, and developed a nationally significant set of relationships and assets.

The Greater Manchester businesses that export are also the most productive, and are mainly in the manufacturing, digital and creative industries. However, in 2017 the city-region exported less than half the level of goods than would be expected for its size, despite strong performance in manufacturing exports.



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Business support

Greater Manchester has an extensive and mature network of business advice services, centred around the Business Growth Hub. This community includes the Manufacturing Champions Network, private partners and business membership bodies including the Chamber of Commerce, the Federation of Small Businesses and the Forum of Private Business. Businesses have access to private equity, including Venture Capital and Business Angels, and benefit from the services and advice of a strong financial and professional service sector alongside Enterprise Zones and incubator and accelerator spaces across the region. The Growth Hub hosts Innovate UK and the Enterprise Europe Network (EEN) resources that connect local, national and international innovation networks, and takes part in the Interreg North West Europe Programme as part of transnational consortia. The British Business Bank and Department for International Trade have set up Greater Manchester offices to support initiatives like the Northern Powerhouse Investment Fund.

However, business density levels are below the national average and, while there are highly productive firms in every sector, there is a long tail of less productive firms in the city-region - and productivity within sectors differs more than between sectors.

The Prosperity Review suggests the causes of this need to be addressed by improving leadership, management

skills, diversity and business models, and addressing low export rates, poor skills utilisation, and low levels of innovation adoption amongst firms.

Improving business productivity

To improve productivity, there must be a higher take-up of innovation across the business base, from adopting new internal processes, to developing new products, services and business models and finding applications for new scientific discoveries. Businesses will be supported to link to networks for knowledge and best practice exchange between peers, and clearly signposted to the available finance (including tax credits), support and advice. Government and Greater Manchester have already made significant investments in the Growth Hub, making it the largest in the country.

The Growth Hub and Greater Manchester partners will better coordinate existing business support programmes for increasing innovation and productivity, leadership and management, and supporting scale-ups to internationalise, as well as the wider business support offer available. Work will focus on enabling more local businesses to access this support, and providing more targeted support including one-to-one advice, mentoring and peer-to-peer programmes. Programmes will drive up leadership and management capacity to increase skills utilisation and innovation, and improve productivity.

Greater Manchester will also continue to rationalise regulation services to make access to advice and support simpler and easier for business, particularly regulations relating to innovation and exports.

To reinforce Greater Manchester's increasing contribution to UK soft power, existing global partnerships and approach to business (such as Manchester-India Partnership and Manchester-China Forum), and to build on the focus provided by this Local Industrial Strategy, Greater Manchester will launch a 'Global Prosperity Partnership Model', to be promoted by the Department for International Trade. This model will create city-to-city partnerships to build deep two-way relationships between cities, and strategic partners therein, in key markets and sectors through programmes on entrepreneurship, technology, IP exchange and collaborative R&D.

These thematic elements will give Greater Manchester and the UK useful insights into emerging technologies and innovations in overseas markets, such as green transport infrastructure advancements in China, to help accelerate commercial application in the UK. A balanced exchange that encourages the development of pilot zones and initiatives to encourage researcher collaborations and commercial spin-offs will underpin meaningful city-to-city collaboration.

To foster these partnerships, Greater Manchester will create a "soft landing" platform for international

entrepreneurs, academics and researchers and companies coming into Greater Manchester, and in the partner cities, such as Bangalore, India, to provide similar soft landing bases for Greater Manchester's high-growth scale-up companies and universities.

This will build on Greater Manchester's Global Scale-up Programme which will take Greater Manchester's most exciting businesses and give them access to strategic international growth advice and coaching from partners, supporting them to scale up and grow into new markets, export and internationalise their business strategy.

Greater Manchester's Global Prosperity Partnership Model will aim to grow high value city-to-city trade and technology or IP exchange, and attract inward investment, visitors and global talent, and support exporters and high growth companies to scale operations globally as well as attracting high value inward investors and research investment. The programme will also include a focus on attracting major global events, in alignment with the Greater Manchester Convention Bureau, and leveraging the talents of the international student base in the city-region.

Supporting all workers

Through programmes like 'Be the Business', 'Made Smarter', executive development programmes provided by the Business Growth Hub, and the Greater Manchester Productivity and Inclusive Growth Programme, Greater Manchester and government are supporting businesses to improve their leadership and management

capacity, as well as their efficiency and effectiveness. The Greater Manchester Good Employment Charter, which is being developed and implemented with employers and employees, will be another key lever for raising leadership and management amongst Greater Manchester's employers, improving productivity, wages, and job quality in all sectors, particularly those that have not traditionally engaged with public sector funded business advice. The Charter will also improve skills utilisation, raise employment standards and encourage employers to focus on the health and well-being of their workforce. It will use a tiered structure, backed up with support for employers, engaging a wide range of businesses, social enterprises, public service providers and voluntary and community sector organisations to help them progress to higher standards. Greater Manchester will also work with local universities to maximise the local impact of their excellent leadership and management training and development offer.

Greater Manchester will also develop a plan for increasing the productivity of big sectors in the 'foundational economy' - such as retail, hospitality and tourism, and social care. Greater Manchester will work with large employers in these sectors to help understand progression routes and skills gaps to inform the work of the skills partnership and help businesses develop plans to access new workers or tap unused skills among their existing workforce. Greater Manchester will continue to support the adult social care workforce, developing new roles,

better career prospects and leadership training, skills and development. As these sectors face many of the same challenges across the country, Greater Manchester's leadership will provide lessons for other areas.

The city-region is the home of the Cooperative Movement and has a strong history of innovation in business models and integrating social values with enterprise and economic activity. Greater Manchester has a strong embedded social value procurement policy, which is being updated to reflect Local Industrial Strategy objectives, including those relating to the foundational economy. A significant proportion of Greater Manchester's social enterprises work in the foundational economy sectors of health, community development, education and training, sport and leisure services. Greater Manchester will continue to create the optimum conditions for Social Enterprises to thrive and grow productive and valuable careers, products and services, including support and advice on development and innovation. The Business Growth Hub, itself a social enterprise, will provide a range of services from growth support, access to finance, specialist sector advice and leadership and workforce development, to cooperatives and social enterprises who are seeking growth. The forthcoming Greater Manchester Social Enterprise Strategy being developed by the sector will set out how the sector can support the implementation of this Local Industrial Strategy and promote good jobs, and innovation.

Sector deals

Government has agreed a series of sector deals that affect the Greater Manchester economy.

The **Life Sciences Sector Deals** aim to ensure pioneering treatments and medical technologies are produced in the UK to improve patients' lives and drive economic growth by coordinating substantial investment from government, private and charitable sectors. Investments include The Medicines Company big data project with the Greater Manchester Health and Social Care Partnership, to improve the understanding, management and economics of cardiovascular disease. QIAGEN, a leading provider of molecular testing solutions is partnering with Health Innovation Manchester to develop a genomics and diagnostics campus. IQVIA Ltd is investing in a Northern Prime Site with NHS research-ready hospitals in Greater Manchester, Leeds and Sheffield to use data-enabled approaches to design and deliver hundreds of additional clinical trials and real-world evidence studies.

Roche is investing an additional £30m in the UK, including £20m over three years into a precision cancer research partnership with The Christie in Manchester, making the UK a leading global hub for rare cancer trials and potentially benefiting nearly 5,000 patients annually.

Greater Manchester has the largest digital and creative sector outside London. National assets based in the city-region include Salford's MediaCityUK and The Factory. Innovation and creativity are synonymous with culture and a Greater Manchester Culture Strategy is being developed to create the conditions for creativity to flourish in every part of the city-region, enriching the lives of all residents and protecting, diversifying and growing Greater Manchester's unique culture, heritage strengths, assets and ecology. Government and the creative industries sector, through the Creative Industries Council, have agreed a **Creative Industries Sector Deal** that includes a range of activity to boost creative sector growth which Greater Manchester will benefit from.

Sector deals (continued...)

This includes the location of a regional hub of Tech Nation, which supports digital companies and start-ups, in Greater Manchester; successful projects as part of the £33m Audience of the Future Challenge, via the Industrial Strategy Challenge Fund, and a £4m Creative Scale Up programme to support creative firms in three English regions including Greater Manchester.

Greater Manchester is the third most visited UK city by international visitors, behind only London and Edinburgh. This includes a significant volume of business tourists attending conferences and events in the city-region. Our sporting assets - especially our leading football clubs - are a key driver of visitor numbers to the city-region. The hospitality, tourism and sport sector employs approximately 110,000 people in just under 10,000 businesses and provided £2.9bn GVA in 2016. Greater Manchester and government are working with businesses locally and across the UK to examine options for a **Tourism Sector Deal**. This will aim to address issues around job quality and seasonality of work, as well as supporting the development of a 10-year Visitor Economy Strategy.

Greater Manchester has R&D strengths in nuclear energy. The **Nuclear Sector Deal** sets out a vision for the nuclear industry to 2030 and proposals for government, sector and joint action to deliver this vision.

The research institutes and manufacturing companies in Greater Manchester include key aerospace specialisms and form part of the north west manufacturing cluster. The **Aerospace Sector Deal** positions the UK to take advantage of the global move towards hybrid electric and electric propulsion and to exploit valuable emerging markets such as drones and Urban Air Mobility. It sets out proposals for a UK Aerospace Research Consortium, which includes the University of Manchester; a new supply chain competitiveness programme; export champions; a future flight challenge; and support for engineering apprenticeships.

Places

Cultivating prosperous cities, towns and communities across the city-region.

All parts of Greater Manchester will be supported to realise their full potential, cementing Greater Manchester's role in rebalancing the UK economy and reducing regional disparities.

Greater Manchester has many place-based strengths: from the dynamic city centre, to the creative cluster around the Quays and the concentration of research excellence on the Oxford Road Corridor, to the industrial hubs in Trafford Park, Roldale, Wigan, and Bolton.

The town centres across the city-region are important hubs for employment, housing and transport. The community and voluntary sector make vital contributions to Greater Manchester's social, environmental and economic wellbeing. But the Prosperity Review highlighted that not all parts of Greater Manchester have benefited from the growth experienced over the past decade, and access to employment, opportunity and other assets is unequal.

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Greater Manchester's strategic priorities

To help realise the long-term strategic aspirations set out in this Local Industrial Strategy, Greater Manchester will:

- ▶ Ensure a thriving and productive economy in all parts of Greater Manchester, by maximising national and international assets, city and town centres, strategic employment locations and neighbourhoods.

- ▶ Reduce inequalities, promote diversity and improve prosperity by addressing barriers to participating in employment and accessing opportunities across the city-region.

- ▶ Building on city, growth and devolution deals and continue reforming public services to ensure local public services are focused on improving outcomes and reducing inequalities.

The specific actions identified in this chapter will contribute to, and complement, the delivery of those aspirations.



Delivering the ambitions of this Local Industrial Strategy requires all parts of the city-region to realise their full potential.

Through the implementation of this Local Industrial Strategy, Greater Manchester will seek to strengthen economic areas across the city-region based on their unique opportunities and challenges, building on the diversity of its people and places. The draft Greater Manchester Spatial Framework clearly sets out the key locations that will be prioritised to drive inclusive economic growth:

- ▶ The expanding city centre, which will further strengthen as the most significant economic location in the UK outside London, providing a concentration of jobs that are readily accessible from across Greater Manchester and beyond. The city centre includes the Oxford Road Corridor which is continuing to develop as a world-class innovation hub with a very high concentration of research activity and enhanced business connections.
- ▶ The Quays, which is expected to deliver sustained growth as a major business location including an internationally important digital and creative cluster.
- ▶ The wider area of economic activity at the heart of Greater Manchester, stretching from the Etihad Campus in the east, through the city centre and The Quays, to Trafford Park and the

Trafford Centre. This area includes key clusters of growth sectors, including the Salford Innovation Triangle which is emerging as a key site of research and innovation, and provides an enormous and extremely diverse range of businesses and jobs, which currently accounts for around one-quarter of employment in Greater Manchester and is expected to grow.

- ▶ Manchester Airport Enterprise Zone, with the expansion of the airport as the UK's primary international gateway outside London and the South East, providing easy business connectivity across the world, and increased employment activity around the airport site, Wythenshawe Hospital, and rail connections.
- ▶ The eight main town centres (Altrincham, Ashton-under-Lyne, Bolton, Bury, Oldham, Rochdale, Stockport and Wigan), which will be supported to provide a stronger focus for local economic activity by exploiting important advantages such as the direct mainline rail links to London from Stockport and Wigan, High Speed 2 and the university in Bolton.
- ▶ Port Salford, providing sustainable freight connections by water and rail and acting as an international gateway via upgraded facilities at the Port of Liverpool.

- ▶ The M62 North East Corridor, including the proposed development of 'Advanced Materials City' to accelerate opportunities in Greater Manchester's advanced materials manufacturing base and provide a physical home for the market for 2D materials, which will see a massive expansion of the existing employment areas forming a major facility similar in size to Trafford Park. This will help to deliver a better distribution of growth across Greater Manchester and boosting the economy of the northern part of the city-region.
- ▶ The Wigan-Bolton Growth Corridor is located in the north-west of Greater

Manchester, and will complement the M62 North-East Corridor to ensure that there are significant investment opportunities across the northern areas, helping to boost the competitiveness of all parts of the north. The Wigan-Bolton Growth Corridor proposals are smaller in scale than the M62 North-East Corridor, but are nevertheless important in supporting long-term economic prosperity. The M6 logistics hub in Wigan (extending into Warrington, St Helens and West Lancashire) provides a major cluster of warehousing and distribution activity with easy access to the Port of Liverpool via the M58.

Figure 6: Strategic locations



The complexity analysis undertaken for the Prosperity Review demonstrates opportunities to develop higher value industries across all districts of Greater Manchester, if the right networks and mix of policy interventions are in place.

Existing and new businesses will be supported to raise productivity and job quality, and Greater Manchester will act to stimulate new growth opportunities in underperforming areas. Each part of Greater Manchester and each industry sector will need a different mix of policy interventions to realise their full potential, which could include investment in infrastructure, skills, business support, design and marketing, or specialist incubator spaces and premises. Each Greater Manchester local authority has committed to setting out how the key issues identified in the Greater Manchester Local Industrial Strategy interlink with opportunities and barriers in their locality, and to develop action plans to coordinate Greater Manchester and district level implementation and to deliver real change in all parts of the city-region.

In some cases, to create the conditions for private sector investment and growth, it will be necessary to tackle the excessive costs of bringing brownfield sites back into use and to raise the quality and attractiveness of urban environments and town centres. Greater Manchester will take an integrated place-based approach to bringing forward strategic regeneration proposals in town centres and strategic sites, which integrate investment in land remediation, housing, transport and other infrastructure to create sustainable employment locations.

A key element of this will be to develop and support the unique culture and heritage of the city-region, improving desirability and the quality of place to attract and retain talent and investment, especially in town and city centres. Where appropriate, this will align with and build on the Greater Manchester Town Centre Challenge and the use of Mayoral Development Corporations.

But prosperous places are not just about employment sites and local jobs. The Prosperity Review is clear that, for parts of Greater Manchester with lower productivity, pay and living standards, there needs to be both better jobs across the city-region and better access to jobs. Greater Manchester will continue to deliver the Transforming Cities Fund in ways that support the ambitions in this strategy and underpin continued and inclusive growth. Improvements to the transport system are clearly key to enabling access to jobs in the centre, but so too is addressing non-transport barriers to economic participation, particularly around low skills and ill health. Interventions to improve skills, work and health interventions will be coordinated to reduce inequalities and improve outcomes for residents.

Key to this is integrating public services, so that they can be tailored to the unique circumstances of an individual and place, and so priorities like improving skills and increasing innovation are embedded and reflected in public services to find new place-based ways to approach industrial strategy. Greater Manchester will continue to build on the City and Growth Deals and the devolution of powers and resources to the city-region to reform and redesign public services.

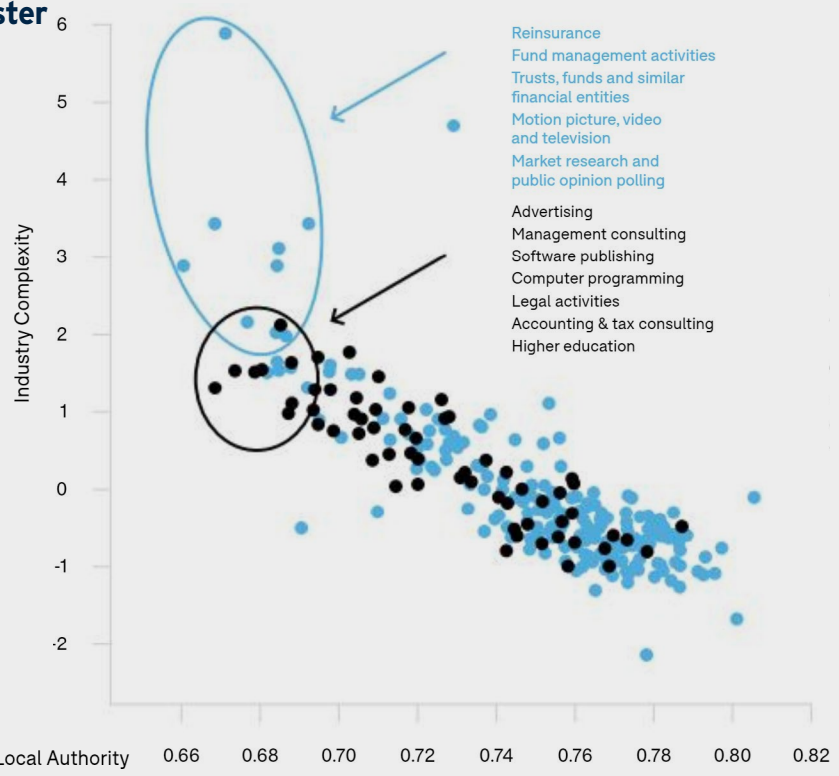
The Greater Manchester Model of Unified Public Services is the framework through which the city-region will ensure that all public services are focused on improving outcomes and reducing inequalities. Greater Manchester will continue to implement and review the city-region's emerging public service reform model, supported by existing innovation funding and other local funding streams.

Using evidence to identify potential opportunities

The University of Cambridge has undertaken pioneering analysis to identify new industrial opportunities based on what an area is currently good at and, crucially, where they have potential to move to higher product complexity, as this could be

advantageous in informing growth and capability upgrading. This analysis, undertaken for each Greater Manchester district, uses data on the current industry profile and skills mix, and uses this to identify possibilities to broaden into new specialisms.

Manchester



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As an illustration for how this analysis could be used, the plot for Manchester shows 'related' opportunities for the city in market research and public opinion polling, trusts and fund management activities, and motion pictures, video and television, that complement the local authority's existing strengths in

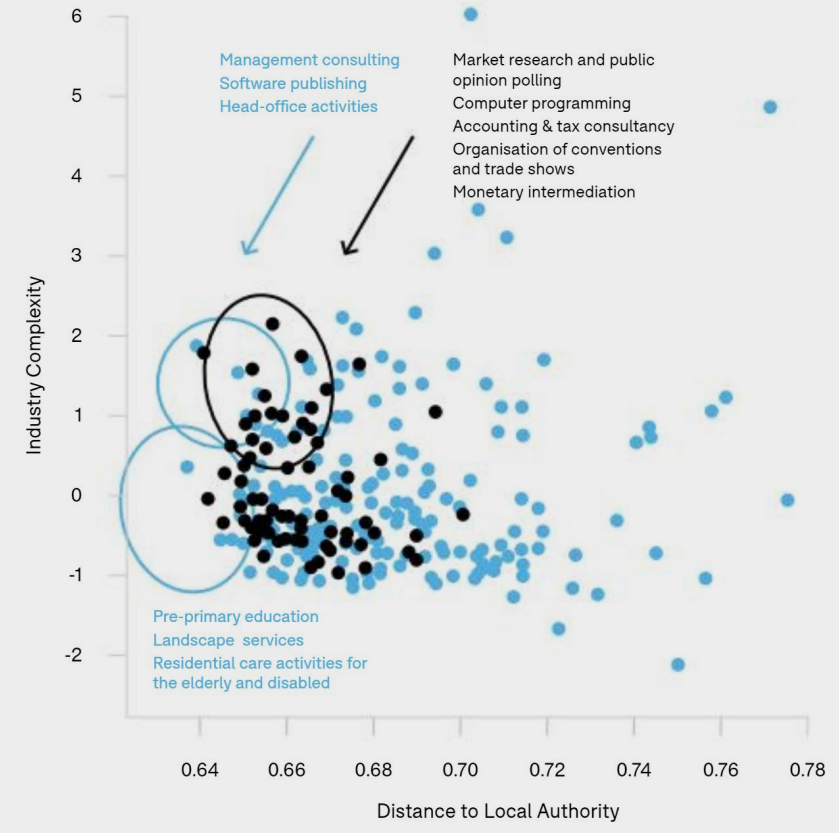
advertising, management consulting and computer programming. Not only are these specialisms well-aligned to Manchester's current industrial strengths, they also have higher product complexity, which is potentially positive for earnings and growth performance.

Using evidence to identify potential opportunities (continued...)

The plot for Stockport shows that, owing to its different set of existing capabilities, it has a number of 'related' opportunities including management consulting, software publishing and head-office activities

with a high product complexity and also some with a low product complexity, such as pre-primary education, landscape services, and residential care activities.

Stockport



Implementation

A place-based approach has been used to develop the Greater Manchester Local Industrial Strategy, and it is designed to be implemented in the same way: capitalising on strengths and opportunities and recognising the barriers to growth and prosperity that parts of the conurbation face.

This section sets out the overarching framework for implementing the strategy to ensure it delivers for the whole of Greater Manchester.

Shared outcomes

As well as setting out specific actions, this Local Industrial Strategy also sets out Greater Manchester's long-term aspirations and the specific outcomes local partners are aiming to achieve. These will help guide future action and evaluate progress. **By 2040, Greater Manchester will aim to have secured:**

- ▶ increased productivity and pay across sectors, particularly where they are currently behind national averages, driven by businesses which are well led and managed, innovative and trading and investing globally;
- ▶ a greater number of high-quality manufacturing opportunities in strategic sites across the city-region, giving a more productive manufacturing base close to transport links and population centres;
- ▶ a fully integrated and digitalised health and care system, creating and adopting the latest in preventative and assistive health technology, and helping people stay in the labour market and stay productive for longer;

- ▶ achievement of carbon neutrality in a way that improves quality of life for residents, minimises the productivity impact on current businesses and maximises commercial opportunities across Greater Manchester;
- ▶ recognition as one of the top five city-regions for the digital economy in Europe, with full fibre broadband and 5G coverage;
- ▶ a city-region skills and work system that enables people to realise their potential, supports emerging industries, and is responsive to employers; and
- ▶ a coordinated infrastructure system, with a transport network that provides clean and effective intra-GM commuting and leveraging connections throughout the UK: north-south (HS2) and throughout the Northern Powerhouse.

Successful implementation will require the coordinated efforts of local and national government, as well as a broad set of stakeholders including private business and social enterprise, public services, universities, and community and voluntary organisations.



This is a challenge, but it is also a great opportunity. Coordinating the implementation of cross-departmental policies in a place, and aligning those with local priorities and actions, will enable us to deliver increased prosperity and productivity more efficiently and effectively for Greater Manchester's people and places.

Success will also depend on how responses and solutions, products and services are designed at all levels of implementation, from integrated public services to bringing new products to market and digital transformation.

The civic authorities, business stakeholders and people across all sectors, from transport and architecture to digital applications and service design, will collaborate through a range of mechanisms to ensure optimal use of skills, processes and thinking to deliver successful outcomes for the whole of Greater Manchester.

The government will continue to support the Greater Manchester Local Industrial Strategy through implementation of Greater Manchester's devolution deal, and improved partnership as set out in this strategy.

The Local Enterprise Partnership Senior Sponsor will champion implementation of the Local Industrial Strategy in Whitehall on an ongoing basis.

Greater Manchester will develop an Implementation Plan setting out clear milestones, deliverables, and timings for the actions set out in this strategy. An annual review of progress will be produced, that will be reviewed at a meeting of a government and Greater Manchester Implementation Board, made up of senior officials from across government and Greater Manchester.

At a regional level, the Greater Manchester Local Industrial Strategy will inform, and be aligned with, the government's Northern Powerhouse Strategy, which is due to be refreshed in 2019. Greater Manchester will continue to engage with partners in the north, including other Local Enterprise Partnerships and Mayoral Combined Authorities creating Local Industrial Strategies, to take forward shared priorities in line with this Local Industrial Strategy.

This Local Industrial Strategy does not include any new spending commitments outside of existing budgets. Instead, it will inform the strategic use of local funding streams and, where relevant, spending and decisions at the national level. It will also help Greater Manchester decide on its approach to maximising the long-term impact of the new UK Shared Prosperity Fund once its details and priorities are announced at Spending Review.

To demonstrate progress towards the long-term vision set out by this Local Industrial Strategy, the Strategy contains a number of specific actions. Where these actions are locally led, these will be drawn from local budgets which exist for those purposes; where actions are shared between Greater Manchester and government, they will be funded from existing local and departmental budgets, with funding allocated for those specific purposes.

This strategy does not represent all the priorities and action being developed in Greater Manchester. As detailed in this Strategy, Greater Manchester will regularly review the latest evidence to continue designing the most effective approaches and interventions to be at the forefront of the future UK economy. This Strategy sets out long-term ambitions and will continue to evolve as the economy changes.

Within Greater Manchester, the implementation of this Local Industrial Strategy will be brought into the Greater Manchester Strategy Implementation and Performance Management framework, ensuring that the delivery of the Local Industrial Strategy is coordinated with other actions. This will ensure alignment with key related plans, including the draft Greater Manchester Spatial Framework, Public Services White Paper, Health and Social Care Prospectus, and 2040 Transport Delivery Plan.

In line with the national Local Enterprise Partnership Assurance Framework, the Greater Manchester Local Enterprise Partnership will produce an annual delivery plan and a qualitative end-of-year report to evaluate how the Local Enterprise Partnership and other partners have contributed towards achieving Industrial Strategy objectives.

Evaluation

The government is committed to devolution where there is a strong evidence base, robust governance and delivery track-record in place. Robust evaluation is an essential element of demonstrating these competencies.

Greater Manchester will put in place a comprehensive evaluation programme for the Local Industrial Strategy. This will include the following:

- ▶ Project evaluations for the specific schemes that are implemented as part of the Local Industrial Strategy. It is expected that all projects funded as part of the Local Industrial Strategy will be subject to robust evaluation with independent input. Wherever possible and proportionate, cutting-edge independent evaluation methods will be used from the outset of programmes. The results of these evaluations will be shared widely. The process evaluation, described below, will include a mechanism for agreeing and monitoring that project evaluation is being undertaken robustly.

- ▶ An independent overarching process and impact evaluation will be put in place to assess the efficacy of government and Greater Manchester in delivering against the objectives set out in this strategy. Results will be reported annually to both Greater Manchester and government. A three-year review will be undertaken in April 2022 on the quantitative impact of the strategy, recognising that interventions will have a lag before taking effect. This should include an assessment of whether the current set of interventions are effecting the desired change and assessing the latest evidence on 'what works' in collaboration with independent experts.

Results of the evaluation will also be presented annually to the national Industrial Strategy Council.

Annex 1: Contributors to the Greater Manchester Local Industrial Strategy

A selection of the key groups involved in the development of the Greater Manchester Local Industrial Strategy are set out below in alphabetical order. We are also indebted to the individual businesses and people who took the time to engage with the creation of this Industrial Strategy.

- ▶ Be the Business
- ▶ Bolton Council
- ▶ Bury Council
- ▶ Business Growth Hub
- ▶ Business Services Association
- ▶ Confederation of British Industry
- ▶ Construction Industry Training Board
- ▶ EEF - Manufacturers' Association
- ▶ Employment and Skills Advisory Panel
- ▶ Federation of Small Businesses
- ▶ Greater Manchester Ageing Hub
- ▶ Greater Manchester Business Advisory Panel
- ▶ Greater Manchester Centre for Voluntary Organisation
- ▶ Greater Manchester Chamber of Commerce
- ▶ Greater Manchester's Colleges and training providers
- ▶ Greater Manchester Combined Authority
- ▶ Greater Manchester Devolution Voluntary, Community and Social Enterprise Reference Group
- ▶ Greater Manchester Digital Summit
- ▶ Greater Manchester Foresight Group
- ▶ Greater Manchester Green Summit
- ▶ Greater Manchester Health and Social Care Partnership
- ▶ Greater Manchester Housing Providers
- ▶ Greater Manchester Local Enterprise Partnership
- ▶ Greater Manchester Public Health Directors
- ▶ Greater Manchester Youth Combined Authority
- ▶ Greater Manchester Universities
- ▶ Growth Company clients
- ▶ Health Innovation Manchester
- ▶ Institute of Directors
- ▶ Manchester City Council
- ▶ MIDAS
- ▶ Marketing Manchester
- ▶ North West Business Leadership Team

- ▶ Northern Powerhouse Partnership
- ▶ Oldham Council
- ▶ Pro-Manchester
- ▶ Rochdale Borough Council
- ▶ Salford City Council
- ▶ Stockport Metropolitan Borough Council
- ▶ Tameside Metropolitan Borough Council
- ▶ Think-tanks (local and national)
- ▶ Trade Unions
- ▶ Trafford Council
- ▶ Transport for Greater Manchester
- ▶ Wigan Council

References

1. Details of the Manchester Independent Economic Review are available here: <http://manchester-review.co.uk/>
2. Details of the Greater Manchester Independent Prosperity Review are available here: <https://www.greatermanchester-ca.gov.uk/news/independent-prosperity-review/>
3. The Greater Manchester and Cheshire East Science and Innovation Audit is available here: https://www.greatermanchester-ca.gov.uk/media/1136/science_audit_final.pdf
4. The Five Year Environment Plan for Greater Manchester, 2019-2024, is available here: https://www.greatermanchester-ca.gov.uk/media/1986/5-year-plan-branded_3.pdf
5. Details of the Manchester Airport Transformation Programme are available here: <https://www.mantp.co.uk/>



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Date: 28th June 2019

Subject: Greater Manchester Local Enterprise Partnership Membership Review

Report of: Councillor Richard Leese, Deputy Mayor & Portfolio Lead for Business & Economy

PURPOSE OF REPORT

The Greater Manchester Local Enterprise Partnership (GM LEP) terms of reference require that the LEP's private sector membership is reviewed every two years.

The current private sector members' terms of office expired on March 31st 2019. This report seeks GMCA endorsement of the recommendations regarding the future private sector membership for the period April 2019 until March 2021.

RECOMMENDATIONS:

The Greater Manchester Combined Authority is asked to endorse the following recommendations regarding private sector membership of the GM LEP:

- That nine existing private sector members' terms of office are renewed for another two year term (these members are Mike Blackburn, David Birch, Lou Cordwell, Juergen Maier, Professor Dame Nancy Rothwell, Lorna Fitzsimons, Fiona Gibson, Mo Isap and Richard Topliss);
- That two new private sector members are invited to join the LEP as full board members: Chris Oglesby and Amanda Halford;
- That the two private sector members standing down from the Board are thanked for their contribution: Michael Oglesby and Monica Brij.

CONTACT OFFICERS

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David Rogerson, Principal Policy and Strategy: david.rogerson@greatermanchester-ca.gov.uk

1. INTRODUCTION

- 1.1 The GM LEP sits at the heart of Greater Manchester's governance arrangements, offering private sector insight, guidance and challenge to the development of GM's strategic agenda in partnership with the GMCA
- 1.2 The LEP's terms of reference require that the LEP's private sector membership is regularly reviewed to ensure its membership remains relevant to this agenda and is fit for purpose.
- 1.3 As highlighted by the Chair at the LEP Meeting in January 2019, the LEP Terms of Reference set out that the LEP's private sector term of office is two years with members appointed using an open recruitment process.
- 1.4 It was agreed to review membership given that the current private sector members' terms of office expired on 31st March 2019 and to ensure that the Board is still meeting its strategic remit and is fit for purpose going forward.
- 1.5 A report setting out the process to review their private sector membership was discussed and agreed by the LEP Board in March 2019
- 1.6 This report sets out the process for reviewing the private sector membership and proposes a number of updates to board membership.
- 1.7 Public sector representatives on the Board are appointed annually via the GMCA and did not form part of this review.

2. LEP MEMBERSHIP REVIEW AND CANDIDATE RECOMMENDATIONS

- 2.1 The political and economic context has changed significantly since the last membership review in 2017 and it was therefore timely to carry out a comprehensive review to help ensure the board is best equipped to address the range of current issues and opportunities that Greater Manchester faces.
- 2.2 Penna Consultants were appointed to carry out the review on this basis commencing in late 2018.
- 2.3 The first stage of the review consisted of a review of the LEP's current private sector membership where those wishing to be re-appointed to the board were interviewed on the basis of the person specification and their wider skills and expertise.
- 2.4 At the January Board meeting, it was reported that Michael Oglesby had decided to step down from the Board due to poor health. Subsequently, Monica Brij also announced her departure from the Board as she has recently moved out of a private sector position and as such is no longer eligible for LEP Board membership.
- 2.5 Potential candidates to fill these Board vacancies were sourced via a four-week online recruitment campaign launched in early March on the GMCA and LEP websites along with leading media sites such as the Guardian and Sunday Times.
- 2.6 As in previous memberships reviews, this approach was complemented by publication on www.nonexecutivedirectors.com (a leading site for non-executive and trustee roles with over 35,000 registered members bringing global reach across all sectors and industries).

- 2.7 Similarly, the LEP also sought to boost the number of eligible women applying to join the LEP through advertising through a dedicated women directors' network (www.womendirectors.com).
- 2.8 Interviews of existing board members and new shortlisted candidates were carried out by the LEP chair and the Deputy Mayor Sir Richard Leese supported by the GMCA Strategic Lead for HR.
- 2.9 Following the conclusion of the membership review, the recommendations for the refreshed GM LEP private sector membership are set out in the table below:

LEP Private Sector Membership

Member	Role	Sector/Key Areas of Knowledge
Mike Blackburn (Chair)	Consultancy, Non-Executive Directorships	Consultancy Digital Communications
Dame Nancy Rothwell	President and Vice Chancellor, University of Manchester	Science Higher Education
Lou Cordwell	CEO, Magnetic North	Marketing and Communications Digital SME
Juergen Maier	Managing Director, Siemens UK	Science Advanced Manufacturing
David Birch	Consultancy	Professional Services/ Manufacturing Consultancy
Richard Topliss	Regional Director of RBS and Chair of the Manchester Growth Company	Financial Services
Chris Oglesby	CEO, Bruntwood Group	Land and Property Regeneration
Lorna Fitzsimons	Director, The Alliance Project	Textile Manufacturing Marketing and Communications SME
Fiona Gibson	Business Director, Octagon Theatre	Art and Culture Professional Services/Management Consultancy SME
Amanda Halford	General Manager, Strategy and Business Development – GE Healthcare, Life Science Division	Life Sciences

Mo Isap	Director & CEO of IN4.0 Plc	Digital Technology
EX-OFFICIO MEMBERS		
Vanda Murray	Portfolio of Non-Executive Directorships	Marketing Management Consultancy Finance
Iwan Griffiths	NW Chair PwC in the North	Financial Services Consultancy

Date: 28 June 2019

Subject: GMCA Capital Outturn 2018/19

Report of: Cllr David Molyneux, Portfolio Holder - Resources
Richard Paver, Treasurer to GMCA

PURPOSE OF REPORT

This report is to inform members of the Greater Manchester Combined Authority capital outturn for 2018/19.

RECOMMENDATIONS:

1. Note the 2018/19 outturn capital expenditure compared to the forecast position presented to GMCA in February 2019;
2. Approve the addition to the 2019/20 Capital Programme of the Clean Bus Technology programme which will be funded from the £5.98 million grant awarded by the Joint Air Quality Unit Department for Environment, Food and Rural Affairs (Defra) and Department for Transport (DfT) with further details as set out in section [8];
3. Note that under delegated Authority the addition of the Air Quality Monitoring Networks (AQMN) programme being delivered by TfGM on behalf of the 10 Local Authorities to the capital programme and the awarding of grants to Local Authorities as set out in section [8]; and
4. Note that under delegated Authority as outlined in the Mayor's Cycling and Walking Challenge Fund report of the 29 March 2019; the Wigan Bridgewater Canal Improvement scheme has been approved by the GMCA Chief Executive in consultation with the GM Mayor.

CONTACT OFFICERS:

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Name: Amanda Fox, Group Finance Lead (AGMA/GMCA)
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Name: Steve Warrener, Finance and Corporate Services Director, Transport for Greater Manchester
 Telephone: 0161 244 1025
 E-mail: steve.warrener@tfgm.com

Risk Management – An assessment of major budget risks faced by the authority are carried out quarterly as part of the reporting process – at the present time a significant proportion of the capital budget is funded through grant. In order to mitigate the risk of monetary claw back the full programme is carefully monitored against the grant conditions and further action would be taken as necessary.

Legal Considerations – There are no specific legal implications contained within the report.

Financial Consequences – Revenue – There are no specific revenue considerations contained within the report, however the revenue budget contains resources to meet the capital costs of the authority. Changes in the capital programme can affect the budget to meet these costs.

Financial Consequences – Capital – The report sets out the expenditure for 2018/19.

Number of attachments included in the report: 0

BACKGROUND PAPERS:

Report to Greater Manchester Combined Authority: ‘GMCA Transport, Housing and Economic Development and Regeneration Capital Programme 2017/18 – 2020/21’: 26 January 2018.

Report to Greater Manchester Combined Authority: ‘Transforming Cities Fund’ 29 March 2018.

Report to Greater Manchester Combined Authority: ‘Transforming Cities Challenge Fund’ 29 June 2018.

Report to Greater Manchester Combined Authority: ‘GMCA Capital Update 2018/19’ 27 July 2018.

Report to Greater Manchester Combined Authority: ‘GMCA Capital Update 2018/19’ 26 October 2018.

Report to Greater Manchester Combined Authority: ‘GMCA Capital Programme 2018/19 – 2021/22’ 15 February 2019.

TRACKING/PROCESS	
Does this report relate to a major strategic decision, as set out in the GMCA Constitution	No
EXEMPTION FROM CALL IN	
Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?	N/A

1. INTRODUCTION AND BACKGROUND

1.1 The Greater Manchester Combined Authority (GMCA) approved the 2018/19 Capital Programme at its meeting on 26 January 2018 and updated forecast outturns were provided on a quarterly basis during 2018/19.

1.2 GMCA's capital programme includes Greater Manchester Fire and Rescue Services, Economic Development and Regeneration programmes and the continuation of the programme of activity currently being delivered by Transport for Greater Manchester ("TfGM") and Local Authorities including the following elements:

- The Greater Manchester Transport Fund ('GMTF');
- Metrolink Phase 3 extensions;
- Metrolink Trafford Line extension;
- Other Metrolink Schemes;
- Transport Interchanges;
- Bus Priority;
- Other capital projects and programmes including Transforming Cities, Early Measures, Cycle Safety, Smart Ticketing and Cycle City Ambition Grant (CCAG 2);
- Growth Deal Major Schemes;
- Minor Works (including schemes funded by Integrated Transport Capital Block and Growth Deal);
- Capital Highways Maintenance and Pot-Hole funds
- Investments including Growing Places and Regional Growth Fund;
- Empty Home Programme;
- Economic Development and Regeneration Growth Deal Schemes;
- Fire Premises;
- Fire IT Schemes;
- Fire Vehicles & Equipment;
- Waste Operational Sites; and
- Waste Non-Operational Sites

1.3 The forecast for 2018/19 presented to GMCA on 15 February 2019 compared to actual capital expenditure for 2018/19 is summarised in Appendix A and the major variances are described in this report.

2. GREATER MANCHESTER TRANSPORT FUND (GMTF)

2.1 At its meeting on 12 May 2009, the AGMA Executive agreed to establish a Greater Manchester Transport Fund (GMTF), incorporating prioritised schemes based on delivering the maximum economic benefit (GVA) to Greater Manchester, consistent with positive package level social and environmental outcomes.

- 2.2 The GMTF programme is funded from a combination of grants from the Department for Transport; a 'top slice' from the Greater Manchester Integrated Transport Block (ITB) LTP funding; and from a combination of borrowings, to be undertaken by GMCA, and partly from local/third party contributions and local resources (including LTP and prudential borrowings).
- 2.3 The GMCA will repay the borrowings in full by 2045, in part through the application of Metrolink net revenues (being Metrolink revenues, net of operating, maintenance and other related costs); in part by the application of the annual ring-fenced levy contributions, which will be raised by GMCA, under its levying powers; and in part from local, third party, revenue contributions.
- 2.4 The GMCA and TfGM hold certain reserves which are ring-fenced to pay for and manage the risks of delivering their ongoing capital programme. This includes the capital programme reserve which will be utilised as the financing costs (which include both the interest costs and minimum revenue provision with respect to the borrowings, which have been or will be taken out to fund the delivery of the schemes

Metrolink Programme

- 2.5 The Metrolink Programme includes:
- Phase 3 programme;
 - Metrolink Second City Crossing('2CC'); and
 - SEMMMs Interface Works;
- 2.6 The total expenditure in 2018/19 was £5.8 million, compared to the forecast of £7.7 million. The variance is due to the revised phasing of risk allowances and of certain residual works.
- 2.7 The total forecast outturn cost is within the total approved budget.

Metrolink Renewal and Enhancement Capital Programme

- 2.8 The total expenditure for 2018/19 was £1.1 million, compared to the forecast of £2.1 million. This variance is primarily due to the phasing of a number of renewals that are now scheduled to be undertaken in 2019/20.
- 2.9 The total forecast outturn cost is within the total approved budget.

Bus Priority Programme

- 2.10 The total expenditure in 2018/19 is £0.3 million, compared to the forecast of £0.7 million. The variance is primarily due to final accounts being settled at levels lower than originally forecast.
- 2.11 The Air Quality Monitoring Networks (AQMN) programme has been submitted for inclusion in the Programme and further details on this scheme are included in Section 8 of this report.

2.12 The total forecast outturn cost is within the total approved budget.

Park and Ride

2.13 The total expenditure in 2018/19 was £0.2 million, which is in line with the forecast.

2.14 The total forecast outturn cost is within the total approved budget.

Bolton Town Centre Transport Strategy (BTCTS)

2.15 The total expenditure for 2018/19 was £0.4 million, compared to the forecast of £0.6 million. The variance is primarily due to certain residual works now anticipated to be completed in 2019/20

2.16 The total forecast outturn cost is within the total approved budget.

A6 to Manchester Airport Relief Road

2.17 Stockport MBC is responsible for the delivery of the A6MARR, which will result in the expenditure largely comprising grant payments to Stockport MBC.

2.18 The total expenditure for 2018/19 was £23 million, compared to the previous forecast of £31.7 million. The variance is primarily due to certain final account agreements across a number of activities now being forecast to be finalised in future years.

2.19 The total forecast outturn cost is within the total approved budget.

Stockport Town Centre Access Plan

2.20 Stockport MBC is responsible for the delivery of Stockport Town Centre Access Plan, a Growth Deal DfT retained scheme.

2.21 The total expenditure for 2018/19 is £15.7 million compared to the previous forecast of £14.1 million. The variance is due to construction works progressing ahead of schedule, over autumn and winter.

2.22 The total forecast outturn cost is within the total approved budget.

3. METROLINK TRAFFORD EXTENSION

3.1 The Metrolink Trafford Line Extension will extend Metrolink as far as the Trafford Centre.

3.2 The total expenditure for 2018/19 of £83.8 million, is in line with the forecast of £84.2 million.

3.3 Total forecast outturn cost is within the total approved budget.

4. OTHER CAPITAL SCHEMES & PROGRAMMES

4.1 Other capital projects include:

- Smart Ticketing;
- Cycle City Ambition Grant 2 (CCAG);
- Cycle Safety;
- Transforming Cities (TCF) / Mayoral Challenge Fund (MCF);
- Joint Air Quality Unit (JAQU) Early Measures; and
- Clean Bus Technology.

- 4.2 The total expenditure on Smart Ticketing for 2018/19 was £1.6 million, compared to the forecast of £1.7 million. However, following a review of appropriate allocation of costs between capital and revenue budgets, the net capital expenditure in 2018/19 was £0.6 million.
- 4.3 The total expenditure for CCAG 2 for 2018/19 is £7.7 million compared to the forecast of £8.2 million. The variance is primarily due to a small number of Local Authority delivered interventions being phased into future years.
- 4.4 The Alan Turing Way/Ashton New Road junction cycle safety scheme expenditure of £0.1m for 2018/19 is in line with the forecast.
- 4.5 The £243 million Transforming Cities Fund (TCF) / Mayoral Challenge Fund (MCF) programme includes £160 million allocated to a Mayoral Challenge Fund to support the delivery of the proposals in the Cycling and Walking Commissioners 'Made to Move' report and the emerging 'Streets for all Strategy', with the remaining £83 million allocated for the provision of additional Metrolink tram capacity and supporting infrastructure, as approved at the March 2018 GMCA meeting.
- 4.6 The total expenditure for 2018/19 for the additional Metrolink Tram capacity and supporting infrastructure programme is £23.0 million which is in line with the forecast.
- 4.7 The Cycling and Walking MCF Programme 2018/19 total expenditure is £0.4 million which compared to the forecast of £0.8 million. This £0.4 million variance is due to the phasing of initial design activities for the Local Authorities schemes with the variance in expenditure now to be incurred in 2019/20.
- 4.8 The Wigan Bridgewater Canal Improvement MCF scheme has received delegated approval to proceed and the costs are included in the Capital Programme in 2019/20. The scheme will see the upgrade of 1.4 kilometres of a key section of the Bridgewater Canal towpath with works due to be complete by the end of June 2019.
- 4.9 Joint Air Quality Unit (JAQU) Early Measures Investment Funding (EMIF) 2018/19 expenditure is £0.4m which is in line with the forecast expenditure.
- 4.10 The total forecast outturn cost is within the total approved budget for these programmes.

5. GROWTH DEAL MAJORS SCHEMES

- 5.1 The Growth Deal 1 Majors programme consists of 12 major schemes that are being delivered by TfGM and the Local Authorities. One scheme (Stockport Town Centre Access Plan), is a DfT retained scheme as noted above.
- 5.2 TfGM Growth Deal 1 Majors consists of three Interchange related developments (Stockport, Wigan and Ashton link roads), Highways network improvements (Bolton and Salford), Metrolink Improvements and the development of Salford Central rail station. The 2018/19 total expenditure for these schemes is £18.2 million compared to the forecast of £17.2 million. This variance primarily is due to the Ashton Interchange project progressing ahead of forecast.
- 5.3 Local Authority Growth Deal 1 Majors consists of a number of Highways schemes, two Wigan schemes (A49 and M58 link roads); a Rochdale scheme (South Heywood); a scheme developed jointly between Manchester and Salford with Manchester as lead (Regent Rd/Water St); and a further Manchester scheme (Great Ancoats St). The total 2018/19 expenditure for these schemes is £12.7 million compared to the £11.4 million forecast. Works on Regent Road have now recommenced following the appointment of a new contractor after the previous contractor fell into administration, which has led to expenditure on the scheme being £0.8 million below forecast. The other Local Authority schemes are £2.1million ahead of forecast mainly due to the commissioning of advance utility diversion works allowing the schemes to progress ahead of forecast.
- 5.4 The Growth Deal 3 programme includes a combination of both major and minor schemes. The total expenditure for 2018/19 is £4.7 million, compared to the forecast of £5.1 million. The variance is primarily due to a rephasing of main construction into future years on the Local Authority Interventions.
- 5.5 Total forecast outturn cost for all schemes remains within the total approved budget.

6. MINOR WORKS

- 6.1 The Minor Works Programme is a combination of schemes being delivered by the Local Authorities and TfGM.
- 6.2 The programme consists of schemes funded from a combination of Integrated Transport Block (ITB), Growth Deal 1 (GD1) and Growth Deal 2 (GD2).
- 6.3 The total expenditure for 2018/19 was £8.1 million, compared to the forecast of £8.8 million. The variance is predominately due to spend on Local Authority Interventions being lower than the forecast.
- 6.4 Total forecast outturn cost is within the total approved budget.

7. GMCA CONTROLLED TRANSPORT SCHEMES

Traffic Signals

- 7.1 In 2018/19, total expenditure amounted to £2.4 million compared to £2.5 million forecast as at January 2019. The variance is due to a decrease in works throughout quarter 4. All traffic signals are externally funded and the annual amount will fluctuate year on year dependant on the level of new installations and developments.

Capital Highways Maintenance

- 7.2 In 2018/19, total expenditure amounted to £32.7 million compared to £34.2 million forecast as at January 2019. The variance is due to National Productivity Investment Fund schemes being lower than the current forecast.

8. ADDITIONS TO THE CAPITAL PROGRAMME

Clean Bus Technology Fund

- 8.1 In September 2017, the Joint Air Quality Unit (Department for Environment, Food and Rural Affairs (Defra) and Department for Transport) announced funding to support projects to retrofit buses with technology accredited to reduce tailpipe emissions of nitrogen oxides. The opportunity was open to all local authorities in England and Wales.
- 8.2 TfGM submitted a bid on behalf of GMCA and was successfully awarded the maximum funding allowed £3 million, with £1.5 million to be spent in 2018/19 and a further £1.5 million to be spent in 2019/20. This will fund the retrofitting of 187 buses.
- 8.3 In February 2019 successful authorities were given the opportunity to bid for up to £3 million additional funds and TfGM successfully secured funds of £2.994 million to retrofit a further 176 vehicles. The full amount of £5.994 million has now been released to GMCA.
- 8.4 In order to determine the allocation of the funds originally awarded, TfGM ran a procurement type exercise inviting bids based on how often vehicles travelled on 10 priority roads across GM. To select these priority roads officers assessed all bus routes in GM and assessed vehicles by age, class and type that intersected the PCM (Pollution climate model) links. To qualify for the tender, vehicles were also required to be Euro IV/V rated, less than 10 years old and operators had to demonstrate that they had sourced an CVRAS accredited technology supplier. Compliant bids were received from three operators (First, Stagecoach and Transdev/Rosso) to retrofit 108 vehicles, at a cost of £1.82 million. A further £1.18 million remained outstanding.
- 8.5 In order to determine the allocation of the remaining funding, TfGM completed a second tender exercise. This exercise sought to identify buses which intersected with 147 priority road links, identified by government and local modelling as likely to have levels of NO₂ in breach of legal limits (more than 40 µg/m³) beyond 2020, if no action is taken. The previous eligibility criteria based on age, Euro rating and supplier accreditation also remained. This tender round was oversubscribed. Compliant bids were received from four operators: First, Stagecoach, Arriva and Rosso/Transdev, and covered a possible 270 buses at a cost exceeding £4.4 million. These bids were ranked based on retrofit costs and a number of

quality questions relating to: annual vehicle mileage; departures per day; number of trips per day intersecting with priority road links; and installation and monitoring of the equipment and vehicles. This ranking process established 79 buses (operated by First and Stagecoach) which could be retrofitted within the remaining funding (total cost £1,167,000).

- 8.6 The total cost of Phase 1 and 2 of the programme will be £3 million.
- 8.7 In February 2019 authorities were given the opportunity to bid for up to £3 million additional funds to expand their existing Clean Bus Technology Fund schemes. TfGM submitted a bid based on the prices and ranking established during the previous tender exercise. This identified an additional 176 buses (across all 4 operators who tendered) which could be retrofitted within the available funding (an actual cost of £2,994,000). TfGM were informed in March 2019 that this bid had been successful and the resulting funding has now been released to the CA.
- 8.8 This report is seeking the release of £5,981,000 of the awarded funding to enable TfGM to facilitate the retrofit programme.
- 8.9 Successful operators are required to sign Terms and Conditions confirming where the retrofitted buses will be deployed, to ensure maximum benefit to Greater Manchester's Clean Air objectives. Following submission of invoices for retrofit orders, operators will be awarded 50% funding with the remaining 50% awarded upon completion of the retrofit work. Operators will be required to provide a monthly report to TfGM on the installation timescales and operational status of the retrofitting and on-going monitoring and performance checks of installed retrofit technology will be undertaken, to ensure grant conditions are adhered to.

Greater Manchester Air Quality Monitoring Network Upgrades

- 8.10 A review of Greater Manchester's existing air quality monitoring network was commissioned by TfGM in 2016. This comprised a full audit of the current configuration of the network, including an assessment of the type, age and number of air quality monitoring stations. The review concluded that investment in monitoring equipment was required in order to provide a robust set of data to inform the decision making of the general public and for supporting UK Government EU obligations. This involved both the replacement of existing and investment in additional monitoring equipment.
- 8.11 The investment in the air monitoring equipment will be made by GM Local Authorities, funded by grants from budget allowances within the Cross City Bus scheme. The estimated amounts to be granted are set out below:

Local Authority	New station £'000	Replacement £'000	Total Grant £'000
Bolton	46	-	46
Rochdale	46	-	46
Tameside	46	24	70
Wigan	46	14	60
Bury	-	45	45
Stockport	-	35	35
Trafford	-	36	36
	184	154	338

8.12 The grants above will be used to:

- Establish new air quality monitoring stations within the Bolton, Rochdale and Wigan local authority areas to monitor particulate matter (PM2.5, PM10) and oxides of nitrogen (NOx);
- Decommission an existing monitoring station at the Two Trees School in Tameside and establish a new monitoring station within the Tameside local authority area to monitor particulate matter (PM2.5, PM10) and oxides of nitrogen (NOx);
- Replace NOx analysers at five existing monitoring stations in the Bury, Stockport, Tameside and Trafford local authority areas; and
- Replace PM10 monitors at eight existing monitoring stations in the Bury, Stockport, Tameside, Trafford and Wigan local authority areas.

8.13 To deliver the proposed upgrades to the monitoring network TfGM have procured a framework agreement for the purchase and installation of new and replacement air quality monitoring equipment. Each local authority where it is proposed to install new/replacement monitoring equipment will 'call off' this framework agreement to procure their own monitoring equipment requirements with the capital costs of the new/replacement equipment reimbursed to the local authorities via a grant claim submitted following the completion of the works.

8.14 Delivery Agreements will be entered into to define the outputs which must be attained in order to qualify for the drawdown of funds. These agreements will also define the maximum sums payable to each district.

8.15 The recommendations of this review have been endorsed by Greater Manchester's Air Quality Working Group and the approach to delivering the upgrades to the AQMN have been endorsed by the GM Clean Air Steering Group.

9. ECONOMIC DEVELOPMENT AND REGENERATION FUNCTIONS

Growing Places Fund (GPF)

- 9.1 The Growing Places Fund (GPF) originally secured by the Combined Authority in 2012/13 totalled £34.5 million of capital funding which is being used to provide up front capital investment in schemes.
- 9.2 The remaining £0.3 million has been utilised within 2018/19, taking the full spend to £34.5 million.

Recycled RGF / GPF

- 9.3 Both the Regional Growth Fund and Growing Places Fund's loans started to be repaid in 2015/16, with the strategy being that a perpetual fund is created to support businesses and enable growth. It should be noted that the forecast will be subject to change once specific loans are approved and the timing of payments confirmed. Within 2018/19 £4.1 million was recycled from available capital receipts.

GM Loans Fund

- 9.4 The Greater Manchester Loan Fund ('GMLF' or 'the Fund') was established in June 2013 in response to market constraints which significantly reduced the availability of debt finance.
- 9.5 The Fund was set up to provide debt finance of between £100k and £500k to small and medium enterprises in the Greater Manchester region, with the objective of generating business growth, creating and safeguarding jobs.
- 9.6 For 2018/19 £5.5 million was defrayed, in-line with previous forecasts.

Empty Homes Programme 2015-18

- 9.7 Following a bid to the Homes and Communities Agency, up to £3.542 million was available between 2015 and 2018 to deliver 232 units. Due to delays in the programme start, the total amount drawn down was £2.4 million delivering 139 homes, with £0.9 million expended within 2018/19 as per the previous forecast.

Housing Investment Fund

- 9.8 The Greater Manchester Housing Fund has been designed to accelerate and unlock housing schemes. It will help build the new homes to support the growth ambitions across Greater Manchester.
- 9.9 To facilitate this DCLG have provided a £300 million loan to provide the up-front funding. The loan with DCLG novated to the Authority from Manchester City Council on the 16 March 2019, however loans out to third parties had not novated as at 31 March 2019, therefore no expenditure has been recorded by the Authority within 2018/19 with the exception of £0.1 million for an investment with HIVE homes.

Growth Deal – Economic Development and Regeneration Projects

- 9.12 Skills Capital (round one) – Actual spend in 2018/19 was £0.7 million compared to the previous forecast of £0.6 million. The variance is due to the timing of grant award payments. The remaining budget will be defrayed over 2019/20.
- 9.13 Skills Capital (round two and three) - £71 million has been allocated to Skills Capital under rounds 2 and 3 of the Growth Deal. It is proposed that the allocation will deliver four strands of investment as follows;
- Large Redevelopment of Further Education
 - Priority Sectors
 - Smaller Investment Projects
 - Digital Skills
- 9.14 Actual expenditure within 2018/19 was £1.9 million as per the previous forecast.
- 9.15 Life Sciences – The GM&C Life Sciences Fund is a seed and early stage venture capital fund targeting life sciences businesses located in the Greater Manchester and Cheshire & Warrington region. Actual spend in 2018/19 was £1.6 million compared to the previous forecast of £2.1 million. Fluctuations will occur as investments are agreed and confirmed.
- 9.16 Graphene Engineering Innovation centre (GEIC) – Actual spend in 2018/19 was £1.9 million as per the previous forecast.
- 9.17 International Screen School Manchester – Actual spend in 2018/19 was £0.7 million compared to the previous forecast of £2.8 million. The project is now underway with an updated spend profile.
- 9.18 Cyber Innovation Hub - This project proposes to fit out and purchase IT equipment for the hub with Manchester City Council as the delivery partner. The forecast spend for 2018/19 is nil as per the previous forecast, with the £5 million being profiled over 2019/20 and 2020/21.

10. GREATER MANCHESTER FIRE AND RESCUE SERVICE

- 10.1 The Capital expenditure for 2018/19 has reduced from a forecast of £5.6 million to actual spend of £5 million due to slippage on Estates and ICT and acceleration on Vehicles and Equipment, the variances have been reprofiled into 2019/20.

11 WASTE

- 11.1 Spend on the Raikes Lane Energy from Waste Facility has involved reinstating the turbine building. The budgeted spend included a sum of money to replace the turbine that was also damaged in the fire in September 2017. This sum has been carried forward into 2019/20 to match the anticipated lead in time for delivery.
- 11.2 The balance on spend on Mobile Plant and Equipment has been carried forward into 2019/20. Orders have been placed and the total final spend is expected to be in the region of £9.95 million.

- 11.3 MBT modification spending has been carried forward to 2019/20. Delays at the start of the process during contract negotiations meant timelines had to be moved.
- 11.4 Spend on the former landfill sites has been limited to the smaller projects with work rescheduled for 2019/20. The intensity of work on the MBT modifications has restricted the time available to this area.

12 RECOMMENDATIONS

- 12.1 The recommendations appear at the front of this report.

	Budget 2018/19	Current Forecast 2018/19	Actuals 2018/19	Variance
	£'000	£'000	£'000	£'000
Greater Manchester Transport Fund	22,822	11,398	11,200	(198)
Road Schemes (Stockport)				
Stockport Town Centre Access Plan (DfT retained scheme)	14,226	14,119	15,736	1,617
A6 MARR / SEMMMS	23,304	31,698	22,997	(8,701)
Stockport Council Schemes total	37,530	45,817	38,732	(7,085)
Other Metrolink Schemes				
Trafford Extension	70,508	84,172	83,796	(376)
Other Metrolink Schemes total	70,508	84,172	83,796	(376)
Other Capital Schemes				
Wythenshawe Interchange	-	8	(32)	(40)
Other Capital Schemes	1,314	1,747	621	(1,126)
CCAG 2	7,235	8,159	7,739	(420)
Transforming Cities (Metrolink)	7,000	22,989	22,973	(16)
Mayors Challenge Fund (Cycling and Walking)	10,000	800	369	(431)
Cycle Safety	120	128	77	(51)
Early Measures Fund	3,000	278	351	73
Other Capital Schemes total	28,669	34,109	32,098	(2,011)
Growth Deal				
TfGM Majors	19,862	17,179	18,229	1,050
Local Authorities Majors	14,001	11,404	12,712	1,308
Growth Deal 3 TfGM schemes	-	1,270	1,517	247
Growth Deal 3 Local Authorities	8,673	3,830	3,138	(692)
Growth Deal total	42,536	33,683	35,596	1,913
Minor Works				
ITB Local Authorities and TfGM	1,770	950	21	(929)
Growth Deal 1 Local Authorities	1,896	530	76	(454)
Growth Deal 2 Local Authorities	8,447	3,046	3,809	763
Growth Deal 2 TfGM Schemes	6,976	4,313	4,179	(134)
Minor Works total	19,089	8,839	8,084	(755)
Traffic Signals (Externally Funded)	2,500	2,500	2,369	(131)
Highways Maintenance	34,577	34,167	32,739	(1,428)
Total Capital - Transport	258,232	254,685	244,614	(10,071)
GPF	1,486	341	341	-
Recycled GF / RGF Capital Receipts	15,000	6,020	4,120	(1,900)
GM Loans Fund	8,127	5,550	5,550	-
Empty Homes Programme	857	915	915	-
Housing Investment Fund	141,774	8,061	125	(7,936)
Growth Deal - Skills Capital	1,780	560	658	98
Growth Deal - Skills Capital Round 2 & 3	1,500	1,946	1,946	-
Growth Deal - Life Sciences Fund	2,000	2,100	1,629	(471)
Growth Deal - GEIC	2,046	1,908	1,908	-
Growth Deal - International Screen School Manchester	2,800	2,800	688	(2,112)
Growth Deal - Cyber Innovation Hub	850	-	-	-
Total Capital - Economic Development & Regeneration	178,220	30,201	17,880	(12,321)
Estates Related	3,223	1,040	362	(678)
IT Schemes	914	210	171	(39)
Vehicles and Equipment	9,575	4,348	4,434	86
Total Capital - GM Fire & Rescue	13,712	5,598	4,967	(631)
Operational Sites	6,125	11,840	8,776	(3,064)
Non-Operational Sites	450	75	93	18
Total Capital - Waste	6,575	11,915	8,869	(3,046)
Total Capital	456,739	302,399	276,330	(26,069)

Financed by:	£000
<u>GMCA Resources</u>	
Borrowing	80,405
Revenue Contribution to Capital Outlay	16,175
Capital Grants	138,943
External Contributions	2,369
<u>TfGM / District Resources</u>	
Third Party Contributions	167
District Contributions	6,555
Total Transport	244,614
Borrowing	5,675
Capital Grants	8,085
Useable Capital Receipts	4,120
Total Economic Development and Regeneration	17,880
Capital Grants	868
Revenue Contribution to Capital Outlay	4,099
Total GM Fire and Rescue Service	4,967
Borrowing	6,785
Revenue Contribution to Capital Outlay	2,084
Total Waste	8,869
Total Funding	276,330

Date: 28 June 2019

Subject: GMCA Revenue Outturn 2018/19

Report of: Cllr David Molyneux, Portfolio Holder - Resources
Richard Paver, Treasurer to GMCA

PURPOSE OF REPORT

This report is to inform members of the Greater Manchester Combined Authority revenue outturn for 2018/19.

RECOMMENDATIONS:

1. Note that the Mayoral General revenue outturn position for 2018/19 shows a favourable position of £1.1 million after transfers to Earmarked reserves;
2. Note that the Mayoral General – GM Fire & Rescue revenue outturn position for 2018/19 shows a favourable position of £0.4 million after transfers to Earmarked reserves;
3. Note the GMCA General Budget revenue outturn position for 2018/19 which shows a favourable position of £0.6 million after transfers to earmarked reserves;
4. Note the GMCA transport revenue outturn position for 2018/19 is in line with budget after transfers to earmarked reserves;
5. Note the Waste outturn position for 2018/19 which is in line with budget after transfers to earmarked reserves;
6. Note the TfGM revenue position for 2018/19 is in line with budget after transfers to earmarked reserves;
7. Approve the transfer (to) / from Earmarked Reserves as set out in section 5 of the report which are incorporated in the annual accounts;
8. Note that the final outturn position is subject to the completion of the annual external audit to be finalised by 31 July 2019 which will be reported to the GMCA Audit Committee at its meeting in July; and
9. Note that appropriate adjustments to the 2019/20 budget will be brought forward in due course.

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Risk Management – An assessment of major budget risks faced by the authority are carried out quarterly as part of the reporting process – the risks are identified within the report.

Legal Considerations – There are no specific legal implications with regards to the 2018/19 budget update.

Financial Consequences – Revenue – The report sets out the outturn position for 2018/19.

Financial Consequences – Capital – There are no specific capital considerations contained within the report.

Number of attachments included in the report: 0

BACKGROUND PAPERS:

Report to Greater Manchester Combined Authority: 'Revenue Update 2018/19' 15 February 2019.

Report to Greater Manchester Combined Authority: 'Revenue Update 2018/19' 26 October 2018.

Report to Greater Manchester Combined Authority: 'Revenue Update 2018/19' 27 July 2018.

Report to Greater Manchester Combined Authority: 'Mayoral General Budget' 20 February 2018.

Report to Greater Manchester Combined Authority: 'GMCA / Mayoral General Budget Overview': 26 January 2018.

Report to Greater Manchester Combined Authority: 'Mayoral General Budget and Precept proposals' 26 January 2018.

Report to Greater Manchester Combined Authority: 'GMCA Revenue Transport Budget' 26 January 2018.

Report to Greater Manchester Combined Authority: 'GMCA Economic Development & Regeneration Revenue Budget 2018/19' 26 January 2018.

TRACKING/PROCESS	
Does this report relate to a major strategic decision, as set out in the GMCA Constitution	No
EXEMPTION FROM CALL IN	
Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?	N/A

1. INTRODUCTION

- 1.1 The report details the GMCA revenue outturn position for 2018/19, covering Mayoral General Budgets (Including GM Fire & Rescue), GMCA General Budget, Transport (Including TfGM) and Waste.

2. SUMMARY POSITION

- 2.1 The summary Outturn position for the year ending 31 March 2019 shows an underspend against budget of £2.2 million after transfers to earmarked reserves. The table below details the position:

Function / Service	Approved Budget 2018/19 £000	Outturn 2018/19 £000	Outturn Variation 2018/19 £000
Mayoral General	20,751	19,640	(1,111)
Mayoral General - GM Fire & Rescue	160,230	159,810	(420)
GMCA General Budget	57,051	56,416	(635)
Transport	324,305	324,305	-
Waste	197,347	197,347	-
Total GMCA and Mayoral General	759,684	757,518	(2,166)
Memorandum Item			
TfGM	158,860	158,860	-

3. VARIATION ANALYSIS

Mayoral General Budget

- 3.1 The Outturn position for the year ending 31 March 2019 shows an underspend after transfers to/(from) earmarked reserves of £1.1 million. This is in relation to lower than anticipated costs for the GM Spatial Development Plan and A Bed Every Night.

Mayoral General – GM Fire and Rescue

- 3.2 The outturn position for the year ending 31 March 2019 shows an underspend after transfers to/(from) earmarked reserves of £0.4 million.
- 3.3 The pay underspend is mainly attributable to the number of uniformed posts being lower than the establishment figure of 1430 posts throughout the year, however part of this underspend will fund interim overtime and pre-arranged overtime.

- 3.4 For non-pay, the part year effect of a number of budget savings from the line by line budget review undertaken as part of Programme for Change have now been reflected. This is offset by budget pressures in a number of areas including business rates and some planned savings required in 2018/19, which may not be delivered in year, as they are now incorporated within Programme for Change.

GMCA General Budget

- 3.5 The outturn position for the year ending 31 March 2019 shows an underspend after transfers to/(from) earmarked reserves of £0.6 million.
- 3.6 This is predominately a mix of staffing underspends due to vacancies and external deposit interest being earned on temporary investments.

Transport

- 3.7 The outturn position for the year ending 31 March 2019 shows a balanced budget after transfers to/(from) earmarked reserves.

Waste

- 3.8 The outturn position for the year ending 31 March 2019 shows a balanced budget after transfers to/(from) earmarked reserves.

4. TRANSPORT FOR GREATER MANCHESTER (TfGM)

- 4.1 The table below summarises the full year outturn and budget of income and expenditure of TfGM.

	2018/19 Budget £m	2018/19 Outturn £m	Variance £m
Resources			
Total Levy	121.66	119.70	(1.96)
Rail Grant	1.86	1.86	-
Utilisation of other reserves	7.50	5.51	(1.99)
Metrolink funding from Revenue / Reserves	9.33	11.29	1.97
Mayoral Precept	3.95	3.95	-
Earnback Revenue Grant/Reserves	13.50	4.88	(8.62)
Other Grants	1.06	7.15	6.09
Total Revenue	158.86	154.34	(4.52)
Call on Resources			
Concessionary Support	67.18	64.28	2.90
Supported Services	27.11	26.45	0.66
Accessible Transport	4.61	4.61	-
Operational Costs	53.65	52.69	0.96
Financing	6.31	6.31	-
Total Expenditure	158.86	154.34	4.52
Surplus/(Deficit)	-	-	-

- 4.2 The outturn was in line with the budgeted breakeven position, although with lower than budgeted drawdowns from Reserves for the reasons set out below.
- 4.3 The amount of Transport levy allocated to TfGM was £1.96 million lower than budget due to a higher net surplus and subsequent contribution from Metrolink reserves.
- 4.4 The utilisation of other reserves was £2.0 million lower than budget due to lower spend on concessionary reimbursement and lower spend on Scheme Development, the latter due to rephrasing of certain activities into the following financial year.
- 4.5 The utilisation of Earnback Revenue Grant was £8.6 million lower than budget mainly due to lower expenditure on Bus Reform, with a number of activities being rephased into 2019/20.
- 4.6 The outturn for Other Grants income, and the related expenditure, reflects grants received and/or utilised during the year including Highways England Funding for the North West Quadrant Study; expenditure on grants carried forward from 2017/18 into 2018/19 including Sustainable Travel funding; and also relates to additional grant income from Defra in relation to funding the development of the Business Case for the Clean Air Plan for GM.
- 4.7 Concessionary expenditure was lower than budget as a result of lower volumes and therefore lower spend on both the English National Concessionary Travel Scheme and the Women's Concessionary Travel Scheme.

4.8 Operating costs were lower than budget due to lower expenditure on Bus Reform, as described above, offset by higher expenditure on schemes funded by grants awarded during the year or carried forward from the prior year, as described at section 4.5 above.

5. CONTRIBUTION TO EARMARKED RESERVES

5.1 The contribution to specific earmarked reserves is summarised in the table below:

Earmarked Reserves and Balances	Opening Balances 1 April 2018 £000s	Transfers (in)/out £000s	Closing Balances 31 March 2019 £000s
Mayoral General			
Bus Services Operators Grant	-	(1,684)	(1,684)
Total Mayoral General Earmarked Reserves	-	(1,684)	(1,684)
Mayoral General			
Capital Reserve	(10,559)	1,608	(8,951)
Earmarked Budgets Reserve	(4,500)	2,542	(1,958)
Revenue Grants Unapplied	(5,350)	4,289	(1,061)
Insurance Reserve	(2,849)	-	(2,849)
Business Rates Reserve	(2,123)	-	(2,123)
Restructuring Reserve	(418)	-	(418)
Innovation and Partnership CYP	(127)	-	(127)
Projects Reserve	(244)	244	-
Transformation Fund	(500)	(3,104)	(3,604)
Total Mayoral General - GM Fire & Rescue	(26,670)	5,579	(21,091)
GMCA General Budget			
Reform and Investment Fund	(3,182)	396	(2,786)
Youth Contract	(2,438)	27	(2,411)
City Deal	(2,183)	297	(1,886)
GM Trailblazer	(1,734)	-	(1,734)
Growing Places Fund	(1,554)	-	(1,554)
Housing First	-	(1,105)	(1,105)
One Public Estate	(1,033)	379	(655)
Creative Scale Up Project	-	(650)	(650)
Life Chances	(4,789)	(211)	(5,000)
LEP Strategic Plans Funding (LEP)	(474)	(108)	(581)
Planning & Delivery Fund	-	(544)	(544)
Business Rates Top Up	(34,305)	(20,085)	(54,390)
RGF/GPF Interest and Arrangement Fees	(7,441)	(1,475)	(8,916)
GM Connect	(1,850)	727	(1,123)
Churchgate House Accommodation	-	(700)	(700)
Other GMCA General Earmarked Reserves	(2,542)	462	(2,081)
Total GMCA General Budget	(63,525)	(22,589)	(86,114)
Transport			
Earn-back Revenue	(8,227)	(1,953)	(10,180)
Clean Air Plan	(1,003)	(3,224)	(4,227)
Manchester Western Loop	(775)	176	(599)
Integrated Ticketing Reserve	(12,500)	-	(12,500)
Capital Programme Reserve	(14,224)	(85,772)	(99,996)
Business Rates Growth Pilot & Levy	(46,073)	(6,105)	(52,178)
Other Transport Earmarked Reserves	(1,358)	751	(607)
Total Transport Reserves	(84,160)	(96,126)	(180,286)
Waste			
Waste Engagement Activities Reserve	(466)	364	(102)
Waste Disposal Insurance Reserve	(8,604)	(4,090)	(12,694)
Waste Interest Rate Reserve	(2,000)	-	(2,000)
Waste pension Deficit Funding Reserve	(812)	-	(812)
Waste MTFP Funding Reserve	(116,184)	79,824	(36,360)
Waste Optimisation and Efficiency	(5,000)	-	(5,000)
Waste Composition Analysis	(500)	314	(186)
Waste Lifecycle Reserve	(3,911)	-	(3,911)
Total Waste Reserves	(137,477)	76,413	(61,064)

Date: 28 June 2019

Subject: GM Housing Investment Loans Fund – Investment Approval Recommendations

Report of: Paul Dennett, Portfolio Holder for Housing, Homelessness and Infrastructure and Steve Rumbelow, Portfolio Lead Chief Executive for Housing, Homelessness and Infrastructure

PURPOSE OF REPORT

This report seeks Greater Manchester Combined Authority (“Combined Authority”) approval of the GM Housing Investment Loans Fund loan detailed in the recommendation below.

RECOMMENDATIONS:

The Greater Manchester Combined Authority is requested to:

- a. Approve the GM Housing Investment Loans Fund loan in the table below, as detailed further in this and the accompanying Part B report;

BORROWER	SCHEME	DISTRICT	LOAN
Prestbury Holdings Ltd	Laurel Banks	Trafford	£0.921m

- b. Delegate authority to the GMCA Treasurer acting in conjunction with the GMCA Monitoring Officer to prepare and effect the necessary legal agreements.

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BACKGROUND PAPERS:

1. Housing Investment Fund (report to GMCA, 27 February 2015)
2. GM Housing Fund – Updated Investment Strategy (report to GMCA, 27 July 2016)

TRACKING/PROCESS		
Does this report relate to a major strategic decision, as set out in the GMCA Constitution		YES
EXEMPTION FROM CALL IN		
Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?		NO PUBLIC DOMAIN RELEASE DATE: 28 JUNE 2034
TfGMC	Overview & Scrutiny Committee	

Risk Management – see paragraph 5

Legal Considerations – see paragraph 6

Financial Consequences – Revenue – see paragraph 7

Financial Consequences – Capital – see paragraph 8

1. INTRODUCTION & OVERVIEW

- 1.1 In line with the agreed governance process for the GM Housing Investment Loans Fund (“the Fund”), the Combined Authority is asked to approve the loans detailed in section 2, which have been recommended for approval by the Fund’s Credit Committee.
- 1.2 The total value of offers of loans from the Fund approved by the Combined Authority to date is £434.5m, and the total value of equity investments made by the Fund is £2m. If the recommendations set out in this report are agreed, the value of loan offers will increase to £435.4m.
- 1.3 Affordable housing and section 106 agreements are dealt with at a local level in line with local policies, national planning legislation and the government’s National Planning Policy Framework. As agreed at the December 2018 meeting of the GMCA, the majority of the surpluses generated from the Fund will be ring fenced to support provision of additional housing affordable to GM residents, supporting the Mayors Town Centre Challenge and tackling issues such as rogue landlords, empty homes and improving standards within the Private Rented Sector. A report seeking approval to a proposition for utilising some of these surpluses is to be discussed elsewhere on the agenda.
- 1.4 The GM Housing Vision was approved via the GMCA in January 2019. This sets the context for housing delivery within GM and paves the way for the GM Housing Strategy, to be discussed elsewhere on the GMCA agenda, and a revised GM Housing Investment Loans Fund Investment Strategy that will be brought to the GMCA for approval in the following months. Alongside the launch of the GM Spatial Framework, the agreement to these strategic documents will be a pivotal point in shaping the way housing is brought forward across Greater Manchester and setting the objectives and focus of future investments made from the Fund.

2. LOAN APPROVALS SOUGHT

- 2.1 Prestbury Holdings Ltd are seeking a loan of £0.921m from the GM Housing Investment Loans Fund for the construction of 5 town houses on a scheme known as Laurel Banks in Altrincham. The scheme, for which planning permission was obtained in Nov 2018, will deliver 5 units and support an SME developer within the GM area. There is a CIL contribution of c£16k with no affordable housing provision in line with local planning policy.
- 2.2 Further details of the scheme and proposed terms of the loans are included in the accompanying Part B report, to be considered in the confidential part of the agenda on account of the commercially sensitive nature of the information.

3. RISK MANAGEMENT

- 3.1 The structure and security package proposed for the loan in order to mitigate lending risks are given in the accompanying Part B report.

3.2 The loan will be conditional upon a satisfactory outcome of detailed due diligence and ongoing confirmation from Monitoring Surveyors acting on the Fund's behalf that the scheme is being delivered satisfactorily.

4. LEGAL CONSIDERATIONS

4.1 A detailed loan facility and other associated legal documentation will be completed for the scheme ahead of the first loan payment.

5. FINANCIAL CONSEQUENCES – REVENUE

5.1 The borrowers will be required to meet the Fund's legal, due diligence and monitoring costs and there is no requirement for additional revenue expenditure by GMCA / MCC in addition to the approved Core Investment Team budget.

6. FINANCIAL CONSEQUENCES – CAPITAL

6.1 The proposed loan will be sourced from the £300m GM Housing Investment Loans Fund, including the recycling of loans repaid to the Fund.

7. RECOMMENDATION

7.1 The Combined Authority is recommended to approve the loan in line with the terms set out in the accompanying report.

Date: 28 June 2019

Subject: GM Investment Framework Project Updates

Report of: Councillor David Molyneux, Portfolio Lead Leader for Finance & Investment and Resources and Eamonn Boylan, Portfolio Lead Chief Executive for Finance & Investment

PURPOSE OF REPORT

This report seeks Greater Manchester Combined Authority (“Combined Authority”) approval for a convertible loan investment into PowerLinks Media Limited. The investment will be made from recycled funds. This report also provides an update on FPE Global Holdings Limited.

Further details regarding the investment are included as a more detailed report, considered in the confidential part of the agenda due to the information relating to the business affairs of the company.

RECOMMENDATIONS:

The Greater Manchester Combined Authority is requested to:

- a) agree that the funding application for PowerLinks Media Limited (convertible loan investment of £500,000) be given conditional approval and progress to due diligence;
- b) delegate authority to the Combined Authority Treasurer and Combined Authority Monitoring Officer to review the due diligence information in respect of the company, and, subject to their satisfactory review and agreement of the due diligence information and the overall detailed commercial terms of the transaction, to sign off any outstanding conditions, issue final approvals and complete any necessary related documentation in respect of the investment at a) above.

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 Bill Enevoldson: bill.enevoldson@greatermanchester-ca.gov.uk

BACKGROUND PAPERS:

TRACKING/PROCESS		
Does this report relate to a major strategic decision, as set out in the GMCA Constitution		YES
EXEMPTION FROM CALL IN		
Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?		NO PUBLIC DOMAIN RELEASE DATE: 28 JUNE 2034
TfGMC	Overview & Scrutiny Committee	

Risk Management – see paragraph 4

Legal Considerations – see paragraph 5

Financial Consequences – Revenue – see paragraph 6

Financial Consequences – Capital – see paragraph 7

1. INTRODUCTION AND OVERVIEW

- 1.1 The Combined Authority maintains and develops a pipeline of projects submitted by applicants seeking funding from either the Combined Authority's Regional Growth Fund Programme or Growing Places Fund allocation. These projects are assessed against criteria based on the GM Investment Strategy, developed to underpin the economic growth of GM.
- 1.2 This assessment incorporates:
- a) an appraisal by the GM Core Investment Team; and
 - b) a review by a sub group of GM Chief Executives.

2. INVESTMENT RECOMMENDED FOR APPROVAL IN PRINCIPLE

2.1 PowerLinks Media Limited, Manchester Sector: Digital & Creative

The business case in respect of PowerLinks Media Limited ("PowerLinks"), requesting a convertible loan investment of £500,000 alongside private sector investment of at least £1,500,000, has been submitted to, and appraised by, the Core Investment Team and subject to the outcome of the due diligence is recommended to the Combined Authority for conditional approval.

PowerLinks is an advertising technology company that has developed a platform that acts as a stock exchange for buyers and sellers of online advertising. Auctions occur in the milliseconds that it takes for a webpage to load. The resultant advert is tailored to the design and layout of the hosting website, which improves the likelihood of the user clicking through and ultimately making a purchase.

PowerLinks is being headquartered in Manchester, and forecasts to create 19 jobs over 3 years. The investment will help to fund this increase in employees, in addition to the working capital associated with growth.

Summary appraisal notes on the investment are included as a more detailed report, considered in the confidential part of the agenda due to the information relating to the business affairs of the company.

3. PROJECT UPDATE

3.1 FPE Global Holdings Limited ("FPE")

In June 2014, the GMCA approved a loan of £750,000 to FPE in order to enable the Company to relocate to a new site, invest in plant and machinery and ensure that the new site was operationally ready for increased manufacturing and testing.

In November 2017 the business entered into Administration owing the GMCA £703k. The Administrators do not believe a distribution will be made to unsecured creditors and as a result the debtor of £703k has been written off.

Income of £140k was received during the life of the loan and this has been added back to the recycled funds.

4. RISK MANAGEMENT

The investment noted in this paper will be governed under the existing investment framework which includes several levels of review and ongoing monitoring of performance.

5. LEGAL CONSIDERATIONS

The legal agreement will be based upon the existing templates for the fund, amended for the specific requirements of the individual funding arrangements.

6. FINANCIAL CONSEQUENCES – REVENUE

There are no revenue implications.

7. FINANCIAL CONSEQUENCES – CAPITAL

The proposed investment will be made from recycled funds.