JOINT MEETING OF THE GREATER MANCHESTER COMBINED AUTHORITY AND AGMA EXECUTIVE BOARD

AGENDA CIRCULATED ON: Thursday 16 February 2017

DATE: Friday 24 February 2017
TIME: At the rise of the GMCA meeting due to commence at 11:45am
VENUE: Council Chamber, Wigan Town Hall, Library Street, Wigan, WN1 1YN

Wifi- Login : GMCA, Passcode gmca123

AGENDA

1. APOLOGIES - attached

2. CHAIR’S ANNOUNCEMENTS AND URGENT BUSINESS

3. DECLARATIONS OF INTERESTS - attached
   To receive declarations of interests 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 GMIIST Officer at the start of the meeting.

4. MINUTES OF THE JOINT GMCA AND AGMA EXECUTIVE BOARD HELD ON 27 JANUARY 2017 - attached
   To consider the minutes of the meeting of the Joint GMCA & AGMA Executive Board held on 27 January 2017 as a correct record.

5. FORWARD PLAN OF STRATEGIC DECISIONS OF JOINT GMCA & AGMA - attached

6. MINUTES OF THE JOINT GMCA AND AGMA SCRUTINY POOL HELD ON 10 FEBRUARY 2017 - attached
   Minutes of the Joint GMCA and AGMA Scrutiny Pool meeting held on 10 February 2017 for information.

7. GM JOINT SCRUTINY POOL’S TASK AND FINISH GROUP ON COMMUNICATIONS - attached
   Report of Tony Lloyd, GM Interim Mayor and Councillor Angeliki Stogia, Chair of the Task & Finish Group

8. APPOINTMENT OF CHIEF INFORMATION OFFICER AND CHIEF RESILIENCE OFFICER – To Follow
   Report of Tony Lloyd, GM Interim Mayor and Councillor Rishi Shori, Portfolio Lead for Resilience and Mike Owen, Portfolio Lead Chief Executive for Resilience.
9. GREATER MANCHESTER HOUSING PROVIDERS UPDATE – To Follow
Report of Councillor Richard Farnell, Portfolio Lead for Planning & Housing and
Eamonn Boyln, Portfolio Lead Chief Executive for Planning & Housing.

Agenda Contact:
Sylvia Welsh
Democratic Services Team
GMIST

Tel: 0161 234 3383
Email: sylvia.welsh@agma.gov.uk

D.Hall,
AGMA Secretary

2
Section 6.1 of the AGMA constitution states that:

_The Board comprises the Leader of the Council of each of the Parties to this agreement. Each of the Parties will appoint for each Municipal Year two additional members of their Executive one of whom may substitute for the Leader as necessary. The Parties will inform the Secretary to the Board in writing of these annual appointments._

The Secretary has been advised of the following substitute members for the Executive Board for 2016/17. Any substitute attending today is requested to confirm his/her attendance under this item.

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<thead>
<tr>
<th>Authority</th>
<th>Executive Board Member</th>
<th>Named Substitute</th>
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<tr>
<td>Bolton</td>
<td>Cllr C Morris</td>
<td>Cllr L Thomas</td>
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<td>Bury</td>
<td>Cllr R Shori</td>
<td>Cllr J Lewis</td>
<td>Cllr T Holt</td>
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<td>Manchester</td>
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<td>Salford</td>
<td>Mr P Dennett</td>
<td>Cllr J Merry</td>
<td>Cllr P Boshall</td>
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<td>Cllr K Quinn</td>
<td>Cllr J Taylor</td>
<td>Cllr J Fitzpatrick</td>
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<td>Trafford</td>
<td>Cllr S Anstee</td>
<td>Cllr A Williams</td>
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<td>Cllr P Smith</td>
<td>Cllr D Molyneux</td>
<td>Cllr C Ready</td>
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Donna Hall
AGMA Secretary
Joint GMCA AGMA Executive Board Meeting on 24 February 2017

Declaration of Councillor’s Interests in Items Appearing on the Agenda

NAME: ______________________________

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<thead>
<tr>
<th>Minute Item No. / Agenda Item No.</th>
<th>Nature of Interest</th>
<th>Type of Interest</th>
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MINUTES OF THE JOINT MEETING OF THE GREATER MANCHESTER COMBINED AUTHORITY AND THE ASSOCIATION OF GREATER MANCHESTER AUTHORITIES EXECUTIVE BOARD, HELD ON FRIDAY 27 JANUARY 2017 AT BOLTON TOWN HALL

GM INTERIM MAYOR         Tony Lloyd (in the Chair)
BOLTON COUNCIL           Councillor Cliff Morris
BURY COUNCIL             Councillor Rishi Shori
MANCHESTER CC            Councillor Sue Murphy
OLDHAM COUNCIL           Councillor Jean Stretton
ROCHDALE MBC             Councillor Richard Farnell
SALFORD CC               City Mayor Paul Dennett
                         Councillor John Merry
STOCKPORT MBC            Councillor Alex Ganotis
TAMESIDE MBC             Councillor Kieran Quinn
TRAFFORD COUNCIL         Councillor Sean Anstee
WIGAN COUNCIL            Councillor Peter Smith

JOINT BOARDS AND OTHER MEMBERS IN ATTENDANCE

GMF&RS                    Councillor David Acton
GMWDA                     Councillor Nigel Murphy
TfGMC                     Councillor Andrew Fender

OFFICERS IN ATTENDANCE

Margaret Asquith         Bolton Council
Pat Jones-Greenhalgh     Bury Council
Geoff Little             Manchester CC
Carolyn Wilkins          Oldham Council
Steve Rumbelow           Rochdale MBC
Jim Taylor               Salford CC
Eamonn Boylan            Stockport MBC
Steven Pleasant          Tameside MBC
Theresa Grant            Trafford Council
Donna Hall               Wigan Council
Peter O’Reilly           GM Fire & Rescue Service
01/17 APOLOGIES

Apologies for absence were received and noted from Councillor Richard Leese (Manchester). Councillor Sue Murphy was in attendance in Councillor Leese’s absence. Apologies were also received and noted from Howard Bernstein (Manchester), Mike Owen (Bury) and Ian Hopkins (GMP).

02/17 URGENT BUSINESS

There were no items of urgent business reported.

03/17 DECLARATIONS OF INTERESTS

There were no declarations of interest made by any Member in respect of any item on the agenda.

04/17 MINUTES OF THE JOINT GMCA AND AGMA EXECUTIVE BOARD HELD ON 16 DECEMBER 2016

The minutes of the meeting of the Joint GMCA and AGMA Executive Board held on 16 December 2016 were submitted for consideration.

RESOLVED/-

To approve the minutes of the meeting of the Joint GMCA and AGMA Executive Board held on 16 December 2016 as a correct record.

05/17 FORWARD PLAN OF STRATEGIC DECISIONS OF JOINT GMCA & AGMA

Consideration was given to a report advising members of those strategic decisions that were to be considered by the GMCA and AGMA Executive Board over the forthcoming months.

RESOLVED/-
To note the Forward Plan of Strategic Decisions, as set out in the report.

06/17 JOINT GMCA AND AGMA SCRUTINY POOL MINUTES HELD ON 13 JANUARY 2017

The minutes of the proceedings of the Joint GMCA and AGMA Scrutiny Pool held on 13 January 2017 were submitted.

RESOLVED/-

To note the proceedings of the Joint GMCA and AGMA Scrutiny Pool held on 13 January 2017.

07/17 JOINT GMCA AND AGMA AUDIT COMMITTEE HELD ON 20 JANUARY 2017

The minutes of the proceedings of the Joint GMCA and AGMA Scrutiny Pool held on 20 January 2017 were submitted.

RESOLVED/-

To note the proceedings of the Joint GMCA and AGMA Audit Committee held on 20 January 2017.

08/17 GREATER MANCHESTER REFORM – WHAT DIFFERENCE ARE WE MAKING?

Tony Lloyd, GM Interim Mayor introduced a report which provided Members with an update on the progress achieved in reforming services during 2016, highlighting the step-change in activity that has taken place this year. He expressed thanks to Donna Hall and the team for the work on this. He would be looking now to turn the report into a public facing document.

RESOLVED/-

1. To approve the contents of the report and the overall direction of reform.

2. To request Leaders and Chief Executives to attend the Turbo Charging Reform event on Friday 17th February at Leigh Sports Village.

3. To note the Case Study examples at Appendix One to the report of real improvements to our residents’ lives whilst reducing demand on public services.
Councillor Kieran Quinn Portfolio Lead for Investment Strategy and Finance, introduced a report setting out the revenue budget for both the Association of Greater Manchester Authorities (AGMA) and the Greater Manchester Combined Authority (GMCA) Non Transport functions for 2017/18. It also includes the forecast outturn position for 2016/17.

The proposed charges in respect of both the AGMA and GMCA functions (excluding transport) to be approved for 2017/18 are included within the report together with the recommended allocations to the Local Authority Councils of Greater Manchester.

RESOLVED/–

1. To note the report and the current AGMA revenue outturn forecast for 2016/17 which is projecting an underspend of £0.108 million after contributions to earmarked reserves.

2. To note the current GMCA revenue outturn forecast for 2016/17 which is projecting an underspend of £0.991 million after contributions to earmarked reserves.

3. To approve the budget relating to the AGMA and GMCA functions (non transport) in 2017/18 as set out in section 5 of this report.

4. To approve the adjustment to the district charge and transport levy to meet the costs of the financial assistance to the business growth hub in 2017/18 of £3.272 million as detailed in paragraphs 5.3 and 5.27 of the report.

5. To approve the charges to the GM District Councils in support of the AGMA functions for 2017/18 of £5.170 million as set out in Appendix 3 to this report, noting that this excludes items billed directly from lead districts.

6. To approve the charges on the GM District Councils in support of the GMCA functions (non transport) in 2017/18 of £8.385 million as set out in Appendix 4 to this report.

7. To note the position on reserves as identified in section 8 of the report.

8. To approve the use of reserves in 2017/18 as detailed in the report, most notably section 8 of the report.

9. To agree to delegate authority to the Treasurer to transfer funding between AGMA and the GMCA to be met from approved budgets or reserves as required in support of approved activities.
10/17 BUSINESS RATES POOL AND 100% BUSINESS RATES RETENTION PILOT

Councillor Kieran Quinn, Portfolio Lead for Investment Strategy and Finance, introduced a report setting out the latest position regarding the Business Rates Pool with the ten Greater Manchester (GM) Authorities and Cheshire East and Cheshire West and Chester and the arrangements for the Pool to continue in 2017/18 and an update on the position for the 100% Business Rates Retention Pilot and the basis on which the GMCA and Ten Districts are proceeding with the pilot.

RESOLVED/-

1. To note that all twelve Districts in the Business Rates Pool have signed up to continuing with the Pool for 2017/18. There will be an initial call on this levy in the following proportions of the levies generated by each Authority: Cheshire East and Cheshire West and Chester retain 50%, Trafford retain one-third with the remainder being pooled at GM level.

2. To note that following consultation with the 10 GM Leaders and Interim Mayor, GM has indicated to CLG that it will participate in the 100% Business Rates Retention Pilot.

11/17 GREATER MANCHESTER FIRE & RESCUE BUDGET – 2017/18 & MEDIUM TERM FINANCIAL STRATEGY

Councillor David Acton, Chair of the GM Fire & Rescue Authority, presented a report which updated Leaders on Greater Manchester Fire and Rescue Authority’s latest modelling on the Medium Term Financial Strategy, Precept level increases, Capital Programme requirements, Reserves and Efficiency Plan.

RESOLVED/-

To note the contents of this report together with the attached supporting documents and to support the proposed 1.99% increase to the precept for 2017/18.

12/17 GREATER MANCHESTER WASTE DISPOSAL AUTHORITY BUDGET 2017/18

Councillor Nigel Murphy, Chair of the GM Waste Disposal Authority, presented a report which set out final proposals for the budget and levy for the GM Waste Disposal Authority (GMWDA) for the 2017/18 financial year and to outline potential budget requirements for the remainder of the Medium Term Financial Plan (MTFP) period to 2020/21.

The 2017/18 levy is proposed to increase by an average of 5.27%, which is in line with previous updates, and includes a higher than expected inflation
provision (2.7% compared to estimated 2.3%) following publication last week of the December 2016 Retail Price Index (excluding mortgages) (RPIx), which drives around 70% of the Unitary Charge increase under the Private Finance Imitative (PFI) Recycling and Waste Management Contract (the Contract)

RESOLVED/-

1. To note the proposals to increase the levy requirement for 2017/18 by a headline net 5.27%.

2. To note the proposals to move resources between GMCA and GMWDA in 2017/18, utilising the transport and waste levies, so as to ensure that the impact of a gross 53.50% increase is mitigated at district level.

3. To note the steps being taken to reduce future year’s levy burdens through the identification of cost reductions in the Contract.
1. INTRODUCTION

1.1 At their meeting on 24 June 2011, the GMCA agreed procedures for developing a Forward Plan of Strategic Decisions for the Authority, in line with the requirements of the GMCA’s constitution. The latest such plan is attached as the Appendix to this report.

2. RECOMMENDATIONS

2.1 GMCA and AGMA Executive Board members are invited to note, comment and suggest any changes they would wish to make on the latest Forward Plan of Strategic Decisions for the Joint GMCA and AGMA Executive Board; attached to this report.

3. FORWARD PLAN: CONSTITUTIONAL REQUIREMENTS

3.1 In summary the Secretary of the Joint GMCA and AGMA Executive Board meeting is required to:

- prepare a plan covering 4 months, starting on the first day of the month
- to refresh this plan monthly
- to publish the plan fourteen days before it would come in to effect
- state in the plan
  
  (i) the issue on which a major strategic decision is to be made;
  (ii) the date on which, or the period within which, the major strategic decision will be taken;
  (iii) how anyone can make representations on the matter and the date by which any such representations must be made; and
  (iv) a list of the documents to be submitted when the matter is considered

3.2 Key decisions are defined as being those which are likely:-
a. to result in the local authority incurring expenditure which is, or the making of savings which are, significant having regard to the local authority’s budget for the service or function to which the decision relates; or

b. to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.

In further guidance issued by the Secretary of State local authorities are required to "agree as a full council limits above which items are significant. The agreed limits should be published."

3.3 The constitution is also quite specific about the matters which would need to be included within the Forward Plan:-

- any matter likely to result in the GMCA and AGMA Executive Board incurring significant expenditure (over £1 million), or the making of significant savings; or

- any matter likely to be significant in terms of its effects on communities living or working in the area of the Combined Authority.

plus the following more specific requirements:-

1. a sustainable community strategy;

2. a local transport plan;

3. approval of the capital programme of the GMCA and TfGM and approving new transport schemes to be funded by the Greater Manchester Transport Fund;

4. other plans and strategies that the GMCA may wish to develop;

5. the preparation of a local economic assessment

6. the development or revision of a multi-area agreement,

7. the approval of the budget of the GMCA;

8. the approval of borrowing limits, the treasury management strategy and the investment strategy;

9. the setting of a transport levy;

10. arrangements to delegate the functions or budgets of any person to the GMCA;

11. the amendment of the Rules of Procedure of the GMCA;

12. any proposals in relation to road user charging
3.4 All the matters at 1-12 above require 7 members of the Joint GMCA and AGMA Executive Board to vote in favour, except those on road user charging, which require a unanimous vote in favour.

3.5 The attached plan therefore includes all those items currently proposed to be submitted to the Joint GMCA and AGMA Executive Board over the next 4 months which fit in with these criteria. Members should be aware that:

- Only those items considered to fit in with the above criteria are included. It is not a complete list of all items which will be included on the Joint GMCA and AGMA Executive Board agendas.

- Items listed may move dependent on the amount of preparatory work recorded and external factors such as where matters are dependent on Government decisions; and

CONTACT OFFICER:

Julie Connor 0161 234 3124  j.connor@agma.gov.uk
Sylvia Welsh 0161 234 3383  sylvia.welsh@agma.gov.uk
The Plan contains details of Key Decisions currently planned to be taken by the Joint Meeting of the Greater Manchester Combined Authority and AGMA Executive Board; or Chief Officers (as defined in the GMCA and AGMA constitution) in the period between 1 March 2017 to 30 June 2017.

Please note: Dates shown are the earliest anticipated and decisions may be later if circumstances change.

If you wish to make representations in connection with any decisions please contact the contact officer shown; or the offices of the Greater Manchester Integrated Support Team (at Manchester City Council, P.O. Box 532, Town Hall, Manchester, M60 2LA, 0161-234 3124; info@agma.gov.uk) before the date of the decision.

### JOINT GMCA AND AGMA EXECUTIVE BOARD

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<th>Contact Officer</th>
<th>Description</th>
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<td><strong>31 March 2017</strong></td>
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| GM Spatial Framework             | **Portfolio Leader:** Councillor Richard Farnell  
                                | Portfolio Lead Officer: Eamonn Boylan               | Outcome of Consultation      | 31 March 2017                |
|                                  | Contact Officer: Chris Findley/Anne Morgan   |                                                      |                              |
| To be confirmed                  |                                             |                                                      |                              |
| Greater Manchester Residential Growth Strategy | **Portfolio Leader:**  
<pre><code>                            | Portfolio Lead Officer: Eamonn Boylan               | Response to the Spending Review to support the City Region’s aspiration for growth | To be Confirmed |
</code></pre>
<p>|                                  | Contact Officer: Steve Fyfe                  |                                                      |                              |</p>
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<td>100% Business Rates retention</td>
<td><strong>Portfolio Leader:</strong> Cllr Kieran Quinn</td>
<td>Proposed utilisation of proceeds.</td>
<td>To be confirmed</td>
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<td><strong>Contact Officer:</strong> Janice Gotts</td>
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<td>GMCA &amp; AGMA Scrutiny Pool Review</td>
<td><strong>Portfolio Leader:</strong> Tony Lloyd</td>
<td>Update on Implementation of the Scrutiny Pool Review</td>
<td>To be confirmed</td>
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### JOINT GMCA AND AGMA SCRUTINITY POOL

**MINUTES OF THE MEETING HELD ON FRIDAY 10 FEBRUARY 2017**

**AT MANCHESTER TOWN HALL**

**PRESENT:**

- **Bolton Council**
  - Cllr Kevin McKeon
  - Cllr Andrew Morgan

- **Bury MBC**
  - Cllr Stella Smith
  - Cllr Roy Walker

- **Manchester CC**
  - Cllr Ahmed Ali
  - Cllr James Wilson

- **Oldham MBC**
  - Cllr Cheryl Brock
  - Cllr Colin McLaren

- **Rochdale BC**
  - Cllr Neil Butterworth
  - Cllr Michael Holly
  - Cllr Sara Rowbotham

- **Salford CC**
  - Cllr David Jolley

- **Stockport MBC**
  - Cllr Yvonne Guariento
  - Cllr Iain Roberts

- **Tameside MBC**
  - Cllr John Bell
  - Cllr Gillian Peet

- **Trafford MBC**
  - Cllr Michael Young
  - Cllr Barry Brotherton

- **Wigan MBC**
  - Cllr John O’Brien
  - Cllr Pam Stewart

**IN ATTENDANCE**

- **GMCA**
  - Richard Paver
  - Cllr Angeliki Stogia

- **GMFRS**
  - Andrea Hefferman
  - Julie Connor
  - Lindsay Dunn
  - Susan Ford
  - John Bland

- **GMWDA**
  - Jayne Stephenson

- **OPCC**
17/09 APOLOGIES

Apologies were received from Cllr Zahara Aljah (Manchester), Cllr Barry Brotherton (Trafford), Cllr Jillian Collinson (Salford), Cllr Pam Dixon (Trafford), Cllr John McGahan (Stockport), Cllr Garth Harkness (Oldham), Cllr Debbie Newall (Bolton) and Cllr John Walsh (Salford).

17/10 CHAIRS ANNOUNCEMENTS AND URGENT BUSINESS

The Chair opened the meeting and welcomed all those present.

17/11 DECLARATIONS OF INTEREST

Non prejudicial declarations of interest in respect of agenda item 6 were received from Cllr John Bell (GMFRA), Cllr John O'Brien (GMFRA) and Cllr Michael Young (GMWDA).

17/12 MINUTES OF THE GMCA AND AGMA SCRUTINY POOL MEETING HELD ON 9 DECEMBER 2016

The Minutes of the GMCA and AGMA Scrutiny Pool meeting held on 13 January 2017 were submitted for consideration.

RESOLVED/-

To approve the Minutes of the GMCA and AGMA Scrutiny Pool meeting held on 13 January 2017.

17/13 GMCA/AGMA SCRUTINY WORK PROGRAMME AND FORWARD PLAN

Members received a report to review and amend the Work Programme for the Joint GMCA and AGMA Scrutiny Pool for 2016/17.

Susan Ford, GMIST informed members that an initial report and draft recommendations of the Communications Task and Finish Group would be shared at today’s meeting and an update by the renewable Energy Task and Finish Group will be brought to Scrutiny Pool in March.

RESOLVED/-

1. To note items for the 2016/17 Scrutiny Work Programme.

2. To note the progress with Scrutiny’s Task and Finish work as set out in section 2 of the report.
Richard Paver, Treasurer, GMCA introduced a presentation that provided Members with an overview of the GMCA and AGMA Budgets for 2017/18.

The presentation provided a high level summary of the reports which went to the meetings of the Greater Manchester Combined Authority, the Joint GMCA/AGMA Executive Board and the Police and Crime Panel on 27 January 2017. Links to these reports were highlighted in the covering report.

The Financial settlement for Local Authorities was issued on 15 December and for the districts and Fire Authority it represented year 2 of the 4 year settlement offered in 2016/17. For the Police and Crime Commissioner it represented a further 1 year settlement.

When the final settlement for GM is announced it will be on the basis of participation in the 100% business rates pilot. It is recognised that there will be significant developments during 2017 with an Elected Mayor for the City Region and the increase in devolved powers. The scope of the Combined Authority will be extended as the transfer of responsibilities for the Police and Crime Commissioner and Greater Manchester Fire and Rescue Service. Within this context, the budgets for both GMCA and AGMA are being presented for 2017/18 only.

David Daughney, Head of Finance, TfGM gave an overview of the Transport budget review process and levy. Following scrutiny, the recommendation was for a standstill in the levy, after adjustments and a refund to districts of £88million this becomes £104million. The budgets for 2017/18 include additional costs in relation to both ‘non avoidable’ items and new responsibilities and activities. Key issues in the transport budget, the levy budget position for 2017/18 and a summary of the Transport Capital Budget were highlighted to Scrutiny Pool members.

A member asked what the level of transport related reserves for 2016/17 and 2017/18 are forecast at and if Transport Capital Budget Metrolink Schemes was attributable to the new scheme in Trafford.

Officers clarified that the forecast for 31 March 2017 was £157m and the budgeted balance for 31 March 2018 was £46m. The £20m increase in Metrolink Capital Schemes is mainly made up of the Trafford Park extension, however other schemes such as the second City crossing were incorporated into this amount.

Richard Paver provided an overview of non transport revenue budgets with associated priorities, pressures, risks and proposed savings for 2017/18, including detail of AGMA and GMCA reserves.

Members of the Pool asked for a breakdown of the Mayoral Election costs and expressed their concern with regards to the cost implications associated with ensuring each eligible individual receives a candidate booklet rather than one per household.

Officers explained that the amount reflects the cost of administering the stand alone election and it anticipated that the amount will be significantly less for future elections as
they will coincide with districts elections. Furthermore, the model for conducting the election is overseen by the Electoral Commission.

A member asked if the amount budgeted for the GM Spatial Framework would be likely to increase following consultation. Richard Paver confirmed that the estimate for this was reasonable for both 17/18, 18/19 through to completion.

A member asked if it was a coincidence that the savings proposals for 2017/18 were 10% for each budget heading. Officers reported that 10% was the savings target set for the various activities.

The grant funding regime for 2017/18 was discussed along with the requirement to negotiate borrowing powers that need to be in place for 8 May 2017 for the GMCA.

Andrea Hefferman, Director of Corporate Support, Greater Manchester Fire and Rescue Authority (GMFRA) provided a budget summary and position statement for GMFRA. In order to secure a four year funding position, the Authority had submitted their efficiency plan to the Home Office which requires savings to 2019/20 of £13.5m. Frontline fire fighter posts are expected to reduce to deliver savings of £7.8m and there are savings of £4.6m related to back office functions.

With regards to the Fire Authority precept, GM are the second lowest stand alone Fire Authority in the country and GMFRA are seeking to increase their precept by 1.99% in 2017/18. It was reported that 2016/17 would see the first recruitment in 7 years of fire fighter posts and a further 100 will be recruited in this current year. Diversity has been promoted in the recruitment process which has resulted in a more reflective workforce of the communities served. Budget pressures such as resourcing large scale incidents such as the 2015 Boxing Day floods and the lack of capital grant funding and national changes to the fire and rescue service were highlighted as potential risks to the efficiency plan.

Members welcomed the approach with regards to recruiting and asked for clarification on the numbers of women and from the BME community to reflect a more diverse workforce. It was confirmed that recruitment had not yet taken place, however attracting a more diverse range of applicants is a key area of focus to ensure that the service reflects the communities it serves.

A member asked for clarification on the additional cost implications as a result of not implementing the new shift duty system for fire fighters. It was explained that the implication of not introducing the system meant greater operational flexibility was not being achieved. The Deputy Chair of GMFRA and Vice Chair of Scrutiny clarified that negotiations with staff and trade unions to implement shift changes are ongoing in order to reach agreement and negotiate a settlement to sustain the community safety of the residents of GM at the same time as delivering savings.

It was confirmed that income potential of the new training facility at Bury was not included in the budget at this stage as this is speculative.

Jayne Stephenson, Chief Finance Officer, provided an update on the Office of the Police and Crime Commissioner precept and budget proposals for the one year settlement on behalf of the Police and Crime Commissioner (PCC).
The police grant for 2017/18 has been cut by 1.4%, therefore an increase to the police precept of £5 was proposed and supported by the Police and Crime panel. The precept increase will raise additional income with a commitment to be used for an additional 70 front line police constables. Officer recruitment will sustain police officer numbers, replacing officers that leave the force through natural turnover. This is regarded as an opportunity to transform the diversity of GMP’s police officers.

Members welcomed the figures provided with regards to the recruitment from BME background. However, the gender balance was not reflected in the report and was an area that Scrutiny Pool were interested in. Jayne Stephenson provided a verbal update on the recruitment of women police officers and gave an overview of those in senior rank up to and including Assistant Chief Constable level. The figures for gender are available and it was agreed that these would be circulated to members.

A member asked about the policy not to replace PCSO’s in GM. Jayne Stephenson clarified that there is not a policy to not replace them, there is however a training capacity issue. The current priority is to recruit police officers, 100 of which were previously PCSO’s. The number of PCSO’s at the end of year will be 598 and this figure will increase to 658 next year.

A member asked if the Police and Crime Commissioner had responsibility for witnesses and if so, was there any funding attached to this. It was confirmed that this is nationally funded but there was further potential for devolution of services provided to victims and witnesses.

John Bland, Treasurer and Deputy Clerk of Greater Manchester Waste Disposal Authority (GMWDA) introduced the budget and levy 2017/18 and the medium term financial plan to 2021/22 to the Scrutiny Pool.

The 2017/18 levy is proposed to increase by an average of 5.27%, which is in line with previous updates. There are proposals to move resources between GMCA and GMWDA in 2017/18, utilising the transport and waste levies, so as to ensure that the impact of a gross 53.50% increase is mitigated at district level on an invest to save basis. Steps are being taken to reduce future year’s levy burdens through the identification of cost reductions in the contract and work on further promoting recycling and utilizing targeted proportionate enforcement action for non-compliance.

A member asked if it was likely that we will reach a stage were low grade plastics can be recycled. John Bland explained it was more cost effective to design these plastics out of the system and revert to using recyclable packaging.

A member expressed their concern with regards to the underlying need for an investment of £77m and asked if there would be any similar proposals going forward. John Bland explained that the details of contract were part of commercial negotiations.

RESOLVED/-

1. To note the report.
2. To provide information with regards to gender recruitment statistics in GMP to Scrutiny Pool.

17/15 GMCA COMMUNICATIONS AND TASK AND FINISH GROUP RECOMMENDATIONS

Councillor Angeliki Stogia, Chair of the GMCA Communications Task and Finish Group presented the findings of the GM Scrutiny Pool’s task and finish group on communications.

The report’s findings offered valuable insights into the way that the GMCA’s work is perceived by internal and external stakeholders where, during this time of rapid change, effective and consistent communication is vital part of GMCA’s relationship with residents.

Some of the report’s recommendations anticipate activity already being taken forward by the newly convened GM Communications Team. However it is hoped that task and finish group’s findings will inform thinking about the development of communications products for elected members and residents and be built into future work planning and decision making about GM communications. It is anticipated that the GM communications team overseen by the GMCA and the deputy head of paid service will ensure that the recommendations are progressed and provide updates back to GM Scrutiny.

The recommendations were summarised and discussed and subject to any amendments will report to the GMCA on 24 February.

Members offered support for the report and the recommendations and discussed the requirement to engage all parties as soon as possible in order to support the upcoming Mayoral election.

Officers updated Scrutiny Pool on the development of a new web site that would provide key messages with regards to the role of the Mayor and the new devolved powers. Members requested that consideration should be given to wider communication and engagement with key stakeholders that do not necessarily use the internet or social media.

RESOLVED/-

1. To note and endorse the recommendations in the report and presentation.

2. To endorse for consideration and approval of the GMCA/AGMA Joint meeting on 24 February.

17/16 SCHEDULE OF MEETINGS 2016/17

10 March 2017
7 April 2017

All meetings would be held 1:00pm - 3:00pm at Manchester Town Hall unless otherwise advertised.

CHAIR
JOINT GREATER MANCHESTER COMBINED AUTHORITY & AGMA EXECUTIVE BOARD MEETING

Date: 24th February 2017
Subject: Report of the GM Joint Scrutiny Pool’s Task and Finish Group on Communications
Report of: Tony Lloyd, GM Interim Mayor, Councillor Angeliki Stogia, Chair of the Task & Finish Group and Andrew Lightfoot, Deputy Head of Paid Service

PURPOSE OF REPORT

This report sets out the findings of the GM Scrutiny Pool’s task and finish group on GMCA communications convened by Cllr Angeliki Stogia (Manchester). These findings have been reviewed, and unanimously adopted by the Scrutiny Pool at their meeting on February 10th 2017. The Pool requested that the report’s findings and recommendations should be considered by the GMCA/AGMA Joint meeting on the 24th February.

The report’s findings offer valuable insights into the way that the GMCA’s work is perceived by internal and external stakeholders where, during this time of rapid change, effective and consistent communication is vital part of GMCA’s relationship with our residents. Some of the report’s recommendations anticipate activity already being taken forward by the newly convened GM Communications Team. However it is hoped that task and finish group’s findings will inform thinking about the development of communications products for elected members and residents and be built into future work planning and decision making about GM communications. It is anticipated that the GM communications team overseen by the GMCA and the deputy head of paid service will ensure that the recommendations are progressed and provide updates back to GM Scrutiny.

RECOMMENDATIONS:

The meeting of the Joint GM Combined Authority and AGMA Executive Board are asked to agree and support the following recommendations:

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<th>1. Leadership of GMCA Communications</th>
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<td>1.1 Review the current leadership arrangements for communications as soon as possible to ensure that the GMCA’s lead member for communication (and lead chief executive) have the capacity to effectively oversee and drive:</td>
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<td>a. the development of the GMCA’s high level messaging</td>
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<td>b. the refresh the GMCA’s strategic communications plan (draft to be reviewed by Scrutiny Pool in March 2017). The plan should:</td>
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<td>• set out agreed principles of communication including a commitment to foster meaningful participation with a broader group of stakeholders and actively engage in the</td>
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| 2. Mayoral Elections and beyond | That the GMCA should  
2.1 Continue to provide Mayoral candidates accurate information about GM’s key messages about the GMCA and devolution developed as part of 1.1 (March 2017)  
2.2 Commission a campaign that focuses on ‘what devolution can do for you’ to harness public interest and provide opportunities:  
  • to engage the public in the democratic process;  
  • to dispel myths and misconceptions around devolution;  
  • to bring alive the possibilities for jobs and transport, health and social care.  
The campaign should utilise the GMCA’s emerging branding strategy and should be concise, highly visual, use plain language and deliver key messages on key policy areas (first products available before start of pre-election period March 2017)  
2.3 Develop a ‘Greater Manchester elects’ website with full facts in plain English describing what the Mayor of GM and GMCA/AGMA each can do (as soon as possible).  
2.4 Provide briefings on the main policy areas of the GMCA’s work including local examples to ‘bring this work to life’ to elected members, staff, residents and media outlets (March 2017).  
2.5 Develop and agree protocols for communications between GMCA and the Mayor’s office (June 2017). |
| 3. Member and staff engagement | That the GMCA should  
3.1 Provide ongoing training and support to enhance member and staff confidence to communicate the devolution process (part of strategic communications plan)  
3.2 Proactively engage elected members and staff of public services organisations in the development of GMCA’s key messages for emerging policies/areas of work and the tailored communications products (key milestones to be set out in communications plan).  
3.3 Provide clear information to elected members, the public and communities of interest to show how they can provide input into policy-making and engage in the scrutiny/challenge the decision-making process (ongoing - part of recommendations included in 1 and 2 above). |
4. Measure and describe success

The GMCA’s communications team should

4.1 Co-produce with local communication teams (as well as TFGM, Fire and Rescue, Health, Police and Crime Unit etc.) a clear statement of what the GMCA communications team and locality communications officers should expect from each other in terms of effectively communicating GMCA messages in the localities, taking into account the recommendations of this task and finish group.

4.2 Develop a clear set of metrics to measure the success of the GMCA’s communication strategy, building on the results of the Local Government Association survey.

4.3 Report back on this work to GMCA scrutiny at regular intervals the first report to be in March 2017

CONTACTS:
Elected Member: Cllr Angeliki Stogia cllr.a.stogia@manchester.gov.uk
Officer - Susan Ford - s.ford@agma.gov.uk

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<th>TRACKING/PROCESS</th>
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<tr>
<td>Does this report relate to a Key Decision, as set out in the GMCA Constitution or in the process agreed by the AGMA Executive Board</td>
<td>No</td>
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<td>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?</td>
<td>N/A</td>
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<th>AGMA Commission</th>
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1. Introduction

1.1. In September 2016 Scrutiny Pool’s meeting agreed to establish a task and finish group to investigate the GMCA’s approach to communications.

1.2. The following members engaged in the communications task and finish group’s work:

- Cllr Cllr Kevin McKeon (Bolton)
- Cllr Andrew Morgan (Bolton)
- Cllr Debbie Newall (Bolton)
- Cllr Zahra Alijah (Manchester)
- Cllr Angeliki Stogia (Manchester)
- Cllr Colin McLaren (Oldham)
- Cllr Sara Rowbotham (Rochdale)
- Cllr David Jolley (Salford)
- Cllr John Walsh (Salford)
- Cllr John Bell (Tameside)
- Cllr Pam Dixon (Trafford)
- Cllr John O’Brien (Wigan)
- Cllr Pam Stewart (Wigan)

2. Scope and Remit of the GMCA Communications Task and Finish Group

2.1. Public interest in the Combined Authority, its priorities and the role of devolution continues to grow along with a desire for a greater understanding of how this will impact on residents.

2.2. The upcoming election campaign of GM’s first elected Mayor will give a huge opportunity to engage the public. It is vital that the key messages outlining GM’s vision, and the strategy that underpin it, are effectively communicated to enable elected members, residents and the staff of public sector organisations understand the GMCA’s work and its relevance to their lives.

2.3. The review looked at how GM’s ambitions are currently communicated to communities, and, using an asset based approach, sought to understand the challenges and explore ways in which this could be improved?

- What is the current communication to – elected members, staff, and the public
- Who communicates?
- What messages are communicated?
- Are current communications fit for purpose and how can they be more effective?
2.4. The task and finish group met five times with each meeting structured as an informal discussion focused on the issues set out above.

2.5. Those who provided input into the group’s meetings included:

**Internal stakeholders:**
- Donna Hall (Chief Executive of Wigan MBC, and Secretary to the GMCA, who is supporting the GMCA’s work on engagement and consultation).
- Andrew Lightfoot (Deputy Head of Paid Service to the GMCA, who has oversight of the GMCA communications function)
- Shelley Wright (Director of Communications and Engagement, Greater Manchester Fire and Rescue Service)
- Members of the GM Communication Leads Meeting (communications professionals from across GM’s local authorities, and other public sector agencies including health, fire, police, and the Police and Crime Commissioner’s Office.

**External stakeholders:**
- Rachel Ward - Campaign Company
- Francesca Gains - Professor of Politics University of Manchester
- Ross Macrae - GMCA but formerly Better Together (working on the Scottish Referendum campaign)
- Beth Perry - Jam and Justice
- Rachael Gibbons - Reclaim Project
- Harriet Andrews - The Politics Project
- Insight team from the Greater London Authority

2.4. This review of the GMCA’s current approach to communications provides recommendations which the GM Communications Team may use to inform their work across the GMCA and partner agencies.

**HEADLINE FINDINGS**

3.1. There was remarkable consistency in stakeholders’ analysis of the challenges faced in effectively communicating the GMCA’s work. This gives the task and finish group confidence that their recommendations, if implemented, will have a positive impact on the challenges identified. This will help GM to better communicate its key messages, which in turn will encourage greater electoral and public engagement and dialogue in its work.

**LEADERSHIP**

3.2. The complexity, breadth and fast-moving nature of the GMCA’s work means that delivering straightforward communications products and messages is both essential and challenging. Since the appointment of the interim mayor there have already been some significant improvements on GMCA communications including webcasts of meetings and the publication of meeting agendas and minutes online. The interim mayor has oversight of GMCA communications, but there is no specific leader portfolio with overall responsibility for communications (which was the case until June 2016). Each thematic leader portfolio holder is responsible for communications relating to their policy area, while wider leadership team and the central communications team act to coordinate messages and campaigns. The task and finish group found that the current procedure for both internal and external communications has proved to be inconsistent, disjointed and reactive. Communications would hugely merit from a more streamlined approach where communication issues can be spotted early, dealt with effectively when they arise and a succinct communications programme where proactive positive coverage of key policies is planned in advance.
3.3. It is widely acknowledged by internal and external stakeholders that there is more work to do to inform elected members, staff of public sector organisations and residents about the work of the GMCA and devolution. This is supported by the findings of July 2016 Local Government Association funded survey of elected members and staff in public sector organisations across GM. This survey asked respondents about their understanding and views on the GMCA and its work. The survey found that the majority of staff and elected members felt positively about the GMCA, and want to contribute to making a success of the GMCA’s work. However, many wanted to be better informed and felt they needed more effective communications products to help with this.

3.4. The group recognise and welcome the fact that work is gathering pace to improve the coordination and staffing of the GMCA’s communications functions as part of transition arrangements. Whilst the new Mayor will provide a real opportunity to engage the public via a figurehead that will be clearly identified with the GMCA and devolution, the group would like to see a greater focus and a powerful GMCA communications function that has impact in the run up to the election. A more proactive approach is needed, for as one interviewee put it GM needs ‘more than a 20th century comms strategy for a 21st century devolution process’.

MESSAGING AND TONE

3.5. GM messages often do not resonate with people: they are perceived to be complicated and confusing with language used often not being suitably accessible. Sometimes this is because of the technical subtleties of local government processes and the nuances of political debate, but we need to remember that the GMCA and devolution are just enablers, not an end in themselves. Therefore the focus of GM’s messaging should be to explain how GMCA and devolution will help drive better outcomes for the people of GM. ‘What would it take for citizens of GM to understand and be able to contribute to the success of devolution?’

3.6. The GMCA and devolution are seen by some as a threat, so it is crucial to articulate what devolution is – more decisions taken locally to provide better jobs, housing, transport and social care across Greater Manchester. It is also important to explain how the checks and balances work and how elected members, the public and communities of interest can get involved providing an input to policy making (through scrutiny and by accessing information) and how they can engage with the process as well as challenge decision making.

3.7. Given there is considerable variability in people’s understanding of the work of the GMCA and devolution we need simpler messages, in plain language about things people can readily identify with. There was a broad consensus from elected members and groups that were consulted as well as communications professionals and officers that to be effective, GM messages needed be tailored and layered. Furthermore, messages need to be made more relevant for districts/localities/neighbourhoods and for specific audiences i.e. those more informed and those who have a poor or no understanding. The GMCA needs to give a higher profile to the human interest side of its work, for instance, what would the five significant things that devolution has done/or could deliver for people locally?

3.8. There are some extremely positive things to tell about devolution including a number of health and social care organisations who are seen as ‘vanguard’ innovative at the forefront—brought about by devolution, but not necessarily connected in people’s minds to devolution.

1 Quote from Action Research Collective Jam and Justice December 2016
2 Ibid.
CONSULTATION AND ENGAGEMENT

3.9. Recently the GMCA has embarked on a number of consultations: two about the legislation needed to implement the provisions of GM’s devolution agreements; a number relating to the GM Spatial Framework; and an open ‘conversation’ about GM’s future which will be used to inform the writing of the refreshed Greater Manchester Strategy.

3.10. Given the challenges faced in understanding the work of the Authority there was consensus from internal and external stakeholders alike that the number and technical nature of these consultations were bewildering, particularly for non-local government professionals. So an unintended consequence of embarking on a consultation that doesn’t make sense to ordinary people can actually lead to disengagement and cynicism. GM needs to guard against this by having a more nuanced, strategic and long term approach where consultation is seen as a process of fostering broader and meaningful participation.

3.11. One way of addressing this challenge is to tailor a consultation’s approach, to make it more relevant to a district, neighbourhood or group, which helps people to identify with GM messages. Experience of previous consultations indicates that this approach increases levels of engagement. The ‘piggybacking’ of GM messages as part of existing public engagement sessions also provides opportunities to ‘drip-feed’ GM messages to stakeholders.

3.12. Many organisations across GM struggle to engage with some so called ‘hard to reach’ groups and individually commission work to ensure that all groups have the opportunity to engage and participate. Feedback from elected members and groups indicated that many residents would prefer to find out about GMCA and the services it provides from a range of sources, networks and organisations. The task and finish group felt there might be value in learning from and working with these stakeholders across the GM footprint to ensure high quality engagement with all groups.

3.13. Finally, it is worth mentioning the Greater London Authority’s (GLA) approach to opinion research is heavily focused on capturing qualitative information (rather than survey work). They have found this the most effective way to identify the ‘real’ issues for Londoners. This approach is extensively used to inform the communications and policy work of the GLA.

RESOURCES

3.14. There needs to be a realistic assessment of the resource needed to deliver an expanded GMCA communications function. This is particularly important when bringing together communications professionals from a number of different organisations as part of the GMCA’s transition process in advance of having adopted a clearly defined communication strategy and delivery plan. There is an urgent need to assess what skills are needed to deliver the strategy and address gaps in resources and expertise. The group were keen that individuals were supported to overcome the challenge of ‘double-hatting’, and to ensure that new GMCA roles, tasks and skills needed are clearly defined.

3.15. The group are keen to lobby the GMCA to ensure that appropriate resource is allocated to delivering an enhanced communication function going forward.

4. RECOMMENDATIONS

See the front of the report.