Title: Corporate Issues & Reform

Date: Tuesday 19 June 2018

Time: 1:00 pm to 3:00 pm

Venue: Council Chamber, Trafford Council, Town Hall, Talbot Road, Stretford, M32 0TH (this meeting will be livestreamed)

<table>
<thead>
<tr>
<th>Item No</th>
<th>Title</th>
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<tbody>
<tr>
<td>1.</td>
<td>Appointment of Chair 2018/19</td>
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<td>2.</td>
<td>Appointment of Vice-Chair 2018/19</td>
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<td>3.</td>
<td>Membership for the 2018/19 Municipal Year</td>
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To note the Members appointed by the GMCA on 25 May 2018 for the 2018/19 Municipal Year:

**Membership:**

- Councillor Hamid Khurram, Labour Member for Bolton
- Councillor Tim Pickstone, Liberal Democrat Member for Bury
- Councillor Stella Smith, Labour Member for Bury
- Councillor Mary Watson, Labour Member for Manchester
- Councillor Annette Wright, Labour Member for Manchester
- Councillor Colin McLaren, Labour Member for Oldham
- Councillor Peter Malcolm, Labour Member for Rochdale
- Councillor David Jolley, Labour Member for Salford
- Councillor Yvonne Guariento, Labour Member for Stockport
- Councillor Linda Holt, Conservative Member for Stockport
- Councillor John Bell, Conservative Member for Tameside
- Councillor Gillian Peet, Labour Member for Tameside
- Councillor Ann Duffield, Labour Member for Trafford
- Councillor Nathan Evans, Conservative Member for Trafford
- Councillor Joanne Marshall, Labour Member for Wigan

**Substitutes:**

- Councillor Kevin McKeon, Labour Member for Bolton
- Councillor David Greenhalgh, Conservative Member for Bolton
- Councillor John Leech, Liberal Democrat Member for Manchester
- Councillor Hazel Gloster, Liberal Democrat Member for Oldham
- Councillor Ray Dutton, Labour Member for Rochdale
- Councillor Daniel Meredith, Labour Member for Rochdale
- Councillor Ann Stott, Conservative Member for Rochdale
- Councillor Daniel Meredith, Labour Member for Salford
- Councillor Tanya Burch, Labour Member for Salford
- Councillor Adrian Pearce, Labour Member for Tameside
4. Apologies for absence

5. Members’ Code of Conduct and Annual Declaration of Interest Form
To remind Members of their obligations under the GMCA Members’ Code of Conduct and to complete an annual declaration of interest form which will be published on the GMCA website.

6. Terms of Reference
To note the Committee's Terms of Reference.

Ordinary Business

7. Chair’s Announcements and Urgent Business
(if any) at the discretion of the Chair

8. Declarations of Interest
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.

9. Minutes of the meeting held 18 April 2018
To approve the minutes of the meeting as a correct record.

10. School Readiness Update
Report of Joanne Roney, Chief Executive Portfolio Lead for Children & Young People

11. GMFRS Performance Outturn 2017/18
Report of Dawn Docx, Interim Chief Fire Officer, GMFRS

12. Programme Update – Scrutiny Panel Brief
Report of Glen Martin, Programme Lead

13. a) GMCA Constitution Review 2018/19
b) Key Decisions and Budget Scrutiny
Reports of Liz Treacy, Monitoring Officer, GMCA

14. Work Programme
To identify and agree potential items for inclusion in the Committee’s Work Programme for the 2018/19 Municipal Year

15. To agree the Committee’s revised meeting dates and times for 2018/19:
- Tuesday 17 July 2018 at 6.00pm at Churchgate House, Manchester
- Tuesday 21 August 2018 at 6.00 at Churchgate House, Manchester
- Tuesday 18 September 2018 at 6.00pm at Churchgate House, Manchester
- Tuesday 23 October 2018 at 6.00pm at Churchgate House, Manchester
- Tuesday 20 November 2018 at 6.00pm at Churchgate House, Manchester
- Tuesday 11 December 2018 at 6.00pm at Churchgate House, Manchester
- Tuesday 22 January 2019 at 1.00pm at a venue to be confirmed
- Tuesday 12 February 2019 at 6.00pm at Churchgate House, Manchester
- Tuesday 19 March 2019 at 6.00pm at Churchgate House, Manchester
- Tuesday 16 April 2019 at 6.00pm at Churchgate House, Manchester
- Tuesday 22 January 2019 at 1.00pm at a venue to be confirmed
- Tuesday 12 February 2019 at 6.00pm at Churchgate House, Manchester
- Tuesday 19 March 2019 at 6.00pm at Churchgate House, Manchester
- Tuesday 16 April 2019 at 6.00pm at Churchgate House, Manchester
- Tuesday 21 May 2019 at 6.00pm at Churchgate House, Manchester
- Tuesday 18 June 2019 at 6.00pm at Churchgate House, Manchester
- Tuesday 16 July 2019 at 6.00pm at Churchgate House, Manchester

Notes:

- The Contact Officers for this agenda are Emma Stonier, † emma.stonier@greatermanchester-ca.gov.uk ‡ 0161 778 7009 and Susan Ford, Governance & Scrutiny, GMCA ‡ 0161 778 7009 † susan.ford@greatermanchester-ca.gov.uk.

- If any Member requires advice on any agenda item involving a possible Declaration of Interest, which could affect their ability to speak or vote are advised to contact Emma Stonier at least 24 hours in advance of the meeting.

- For copies of papers and further information on this meeting please refer to the website www.greatermanchester-ca.gov.uk. Alternatively, contact the above Officer.

- Please note that this meeting will be held in public and will be livestreamed (except where confidential or exempt information is being considered).

- This agenda was issued on 11 June 2018 on behalf of Eamonn Boylan, Secretary and Chief Executive, Greater Manchester Combined Authority, Churchgate House, 56 Oxford Street, Manchester M1 6EU

Eamonn Boylan
Secretary and Chief Executive, GMCA
1. PURPOSE OF REPORT

1.1 To remind Members that the GMCA’s Member Code of Conduct sets out high expectations with regard Members’ conduct. As Members of the GMCA’s overview and scrutiny committees are co-opted on to a GMCA Committee the GMCA’s code applies to them when they are acting in this capacity.

2. RECOMMENDATIONS

2.1 Members are asked to note the GMCA’s Member Code of Conduct (Appendix A) and to complete an annual register of interest form (Appendix B).

3. CONTACT OFFICERS

3.1 Susan.ford@greatermanchester-ca.gov.uk 0161 778 7009.

The following is a list of the background papers on which this report is based in accordance with the requirements of Section 100D(1) of the Local Government Act 1972. It does not include documents, which would disclose exempt or confidential information as identified by that Act.

None.

The above papers and documents may be inspected during normal office hours at GMCA, Churchgate House, 56 Oxford Street, Manchester M1 6EU.
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.

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.
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
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.
LOCALISM ACT 2011
GREATER MANCHESTER COMBINED AUTHORITY (GMCA)
CODE OF CONDUCT FOR MEMBERS

REGISTER OF MEMBERS’ AND SUBSTITUTE MEMBERS’ DISCLOSABLE PECUNIARY INTERESTS (IN ACCORDANCE WITH SECTIONS 30 AND 31 OF THE LOCALISM ACT 2011 AND THE RELEVANT AUTHORITIES (DISCLOSABLE PECUNIARY INTERESTS) REGULATIONS 2012 (S.I. 2012 No. 1464)), AND MEMBERS’ AND SUBSTITUTE MEMBER’S PERSONAL INTERESTS IN ACCORDANCE WITH PARAGRAPH 2.1 OF THE GMCA’S CODE OF CONDUCT FOR MEMBERS

I, ____________________________________________________________________________

Member of the GMCA’s Overview and Scrutiny Committee give notice that I have set out at PART 1 below under the appropriate heading the disclosable personal interests that I am required to notify to the GMCA’s Monitoring Officer in accordance with Sections 30 and 31 of the Localism Act 2011 and The Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012 and/or by virtue of Rule 16 of the GMCA’s Procedure Rules and that I have set out at PART 2 below the personal interests which I am required to notify to the GMCA’s Monitoring Officer under Paragraphs 7.1 and 7.2 of the Code of Conduct for Members adopted by the GMCA at its meeting on the 27 July 2012 and have put ‘NONE’ where I am not required to notify any disclosable personal interests or personal interests under any heading.

I am aware that in accordance with Section 30(3) of the Localism Act 2011, I am required to notify at PART 1 both my own disclosable personal interests and also any disclosable personal interests of
   (i) my spouse or civil partner,
   (ii) a person with whom I am living as husband and wife, or
   (iii) a person with whom I am living as if we were civil partners (“my Partner”), where I am aware that my Partner has the disclosable personal interest.
PART 1

DISCLOSABLE PECUNIARY INTERESTS

1. ANY EMPLOYMENT, OFFICE, TRADE, PROFESSION OR VOCATION CARRIED ON FOR PROFIT OR GAIN.

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<th>Member</th>
<th>Partner</th>
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NB: You need to include details of any employment or business in which you or your Partner are engaged. Employees should give the name of their employer. You should give the name of any company of which you or your Partner are a partner or remunerated director. Where you or your Partner hold an office, give the name of the person of the body which appointed you or your Partner (in the case of a teacher in a maintained school - the local education authority; in the case of an aided school - the school's governing body).

2. SPONSORSHIP

NB You must declare any payment or provision of any other financial benefit (other than from the GMCA) made or provided to you in respect of any expenses incurred by you in carrying out your duties as a Member / Substitute Member of the GMCA, or towards your election expenses, within the period of 12 months ending with the day on which you give your notification to the GMCA’s Monitoring Officer for the purposes of Section 30(1) of the Localism Act 2011 and/or by virtue of Rule 18 of the GMCA’s Procedure Rules. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.
3. **CONTRACTS WITH THE GMCA**

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<th>Member</th>
<th>Partner</th>
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NB You should describe all contracts of which you are aware, which are made between the GMCA and

(i) either yourself or your Partner or
(ii) a body in which you or your Partner have a beneficial interest (being 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 have a beneficial interest),

which are not fully discharged and which are contracts under which goods or services are to be provided or works are to be executed.

Please note that the reference to “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.

4. **LAND IN THE AREA OF THE GMCA**

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<th>Member</th>
<th>Partner</th>
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You should include any land (including houses, buildings or parts of buildings and any interests as mortgagee) within the GMCA’s boundaries in which you or your Partner, either alone or jointly, have a proprietary interest for your or your Partner’s benefit. You should give the address or brief description to identify it. **If you live within the GMCA’s boundaries you should include your home under this heading** either as owner, lessee or tenant. You should also include any property from which you or your Partner receive rent, or of which you or your Partner are the mortgagee.
5. LICENCES TO OCCUPY LAND

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NB You should include any land (including buildings or parts of buildings) within the GMCA’s boundaries which you or your Partner have a right to occupy for 28 days or longer (either alone or jointly with others). You should give the address or a brief description to identify it.

6. CORPORATE TENANCIES

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<th>Member</th>
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NB You should list here any tenancies of properties of which you are aware, where the landlord is the GMCA and the tenant is a body in which you or your Partner have a beneficial interest (being 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 have a beneficial interest).

Please note that the reference to “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.”

7. SECURITIES

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<th>Member</th>
<th>Partner</th>
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You should list here any beneficial interest of you or your Partner in securities of a body where -

(a) that body (to your knowledge) has a place of business or land within the GMCA’s boundaries; and

(b) either -
   (i) the total nominal value of the securities held by you or your Partner 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.

Please note that the reference to “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"
PART 2

PERSONAL INTERESTS

1. BODIES TO WHICH YOU ARE APPOINTED OR NOMINATED BY THE GMCA

NB You should record here details of your position of general control or management, in any -

- Body to which you have been appointed or nominated by the GMCA as its representative.

2. INTERESTS IN CHARITIES, SOCIETIES AND OTHER BODIES

NB You should record here details of your position of general control or management, in any -

- Public authority or body exercising functions of a public nature;
- Company, industrial and provident society, charity, or body directed to charitable purposes. (Freemasons should include here membership of the Masonic Grand Charity)
- Body whose principal purposes include the influence of public policy, including party associations, trade union or professional association.
3. GIFTS AND HOSPITALITY

You should list here any person from whom you have received a gift(s) or hospitality with an estimated value of at least £100 (including multiple gifts and/or hospitality with an aggregate value of at least £100 from the same person). You should provide a description of the gift(s) or hospitality and the person you believe to be the source of the gift(s) and hospitality (including accumulative gifts and/or hospitality).

You should list any such gifts or hospitality which you have received within whichever is the shortest of the period of 3 years or the period since you were first elected as a Member / Substitute Member of the GMCA.

I recognise that it can be a CRIMINAL OFFENCE under Section 34 of the Localism Act 2011 to:-

i) fail to comply with the obligation to notify the GMCA’s Monitoring Officer of any disclosable pecuniary interests as required by Section 30(1) of the Localism Act 2011;

ii) provide information in relation to disclosable pecuniary interests that is materially false or misleading, and

iii) fail to comply with the obligation to notify the GMCA’s Monitoring Officer of any further disclosable pecuniary interests that require notification in accordance with Sections 30(2) and 30(3) of the Localism Act 2011.

I authorise this information to be made available in the GMCA’s Public Register of Member’s / Substitute Member’s Interests which will be published on the GMCA’s website as required by Section 29(6)(b) of the Localism Act 2011.

Signed:

Date:
OFFICE USE ONLY

RECEIVED

Signed .............................................. GMCA

Date ..............................................
GMCA OVERVIEW AND SCRUTINY COMMITTEES’
ROLE AND PURPOSE AND TERMS OF REFERENCE

Greater Manchester recognises that its ways of working and formal governance need to support transparent and publicly accountable decision-making. Effective Scrutiny is even more important in the light of the new powers that devolution brings.

In a Mayoral combined authority like Greater Manchester, there are three points of power and accountability.
- The directly elected Mayor exercising mayoral functions;
- The Combined Authority (GMCA), consisting of the 10 GM local authority Leaders and the directly elected Mayor acting collectively;
- The GMCA’s overview and scrutiny committees, holding both of the above to account.

Ultimately, all three of these sets of people are accountable to local people. An effective scrutiny function is a key part of this decision-making process.

The GMCA has established three thematic overview and scrutiny committees. The overarching purpose of these new structures is to improve the quality of decisions made by the GMCA and the 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.

GM’s three scrutiny committees are:
- Corporate Issues and Reform (GMCA as a corporate entity & public sector reform)
- Economy, Business Growth and Skills
- Housing, Planning and Environment (including transport and regeneration)

This structure will give the GMCA’s scrutiny function more capacity to respond and contribute to the increased volume and variety of work flowing through the new Mayoral GMCA and this structure. And it also meets new legislative requirements.¹

### Membership
- Fifteen members for each overview and scrutiny committee, appointed at the GMCA’s annual meeting in June.
- At least one member from each of GM’s ten Constituent Councils.
- Membership must reflect (as far as reasonably practicable) the political balance of the whole GMCA area.
- The GMCA will have regard to any nominations made by Constituent Councils.
- Members of the GMCA (including a Substitute Member) or an Assistant Portfolio Holder **may not** be a member of an overview and scrutiny committee.
- It is proposed that substitute members are allowed from the pool of nominations received at the annual meeting subject to the agreement of the GMCA.

### Chair
Each overview and scrutiny committee will appoint its own chair, who must be a member of one of the Constituent Councils who is an ‘appropriate person’. An appropriate person is:

1. A person who is not a member of a registered political party of which the Mayor is a member; or,
2. If the Mayor is not a member of a registered political party, a person who is not a member of the registered political party who has the most representatives on the GMCA; or,
3. If the Mayor is not a member of a registered political party and two or more parties have the same number of representatives, a person who is not a member of any of those parties.

These requirements also apply to the Chairing of any of the sub committees established.

### Quorum
- Two-thirds, that is ten committee members must be present for a meeting to be quorate.
- The two thirds requirement also applies to sub committees.

### Voting
- Each member of the overview and scrutiny committee to have one vote and no member is to have a casting vote.
- Whenever a vote is taken at a meeting it shall be by a show of hands, and voting can be recorded at the request of members present at the meeting.
Terms of Reference

The GMCA’s Overview And Scrutiny Committees’ role and function is as follows:

1. To **review or scrutinise decisions made, or other actions taken** by:
   i. the GMCA, including decisions delegated to officers and committees of the GMCA;
   ii. the Mayor in the exercise of general functions (but not Police and Crime Commissioner functions) including decisions delegated to officers, to the Fire Committee or to other members of the GMCA.

2. To **make reports or recommendations** to the GMCA or the Mayor (general functions only) concerning the discharge of their functions that are the responsibility of the GMCA.

3. To **make reports or recommendations** to the GMCA or the Mayor on matters that affect the GMCA’s area or the inhabitants of the area.

4. To **Call-In** decisions made by the GMCA or the Mayor (general functions only). Decisions that have been delegated by the GMCA or the Mayor to other committees or officers (or by the Mayor to another member of the GMCA) may also be called-in. If a scrutiny committee does call a decision in they can:
   i. **Direct that a decision is not to be implemented** while it is under review or scrutiny by the overview and scrutiny committee; and,
   ii. **Recommend that the decision be reconsidered**.

5. To **establish formal sub committees or informal task and finish groups** if they wish.

**Who Can Refer Matters to the GMCA’S Overview and Scrutiny Committees?**

- A member of the overview and scrutiny committee
- A member of the GMCA, including the Mayor
- A member of a constituent council

**Who Must Attend Meetings of the GMCA’S Overview and Scrutiny Committees?**

- Members (including the Mayor and the Deputy Mayor) or officers of the GMCA must attend meetings, if invited, to answer questions.
- Other people may be invited to attend meetings of the overview and scrutiny committee, but are not obliged to attend.

**Access to Information Requirements**

- Combined Authorities’ decision-making is now covered by Access to Information requirements, which means that 28 clear days’ notice has to be given before a key decision can be taken (unless the general exception or special urgency rules apply).
- The Register of Key Decisions enables the scrutiny committees to keep abreast of major decisions that are going to be taken by the
GMCA, the Mayor or decisions that have been delegated to officers (or by the Mayor to other members of the GMCA). See [https://www.greatermanchester-ca.gov.uk/downloads/file/306/register_of_key_decisions_june_2017](https://www.greatermanchester-ca.gov.uk/downloads/file/306/register_of_key_decisions_june_2017)

**Call-in**
- Each committee must publish proposals on how it proposes to exercise the power to call-in and its arrangements in connection with the exercise of that power. Each committee must obtain the GMCA’s consent to these proposals and arrangements.
- It is assumed that these proposals and arrangements will be the same for each committee.

The draft remit for each committee, set out below which will be reviewed in the light of the new Greater Manchester Strategy’s priorities. An initial cut of which priorities might be divided among the three committees is included at appendix 1.

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<td>Matters of coordination and cross cutting policy themes</td>
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<td>Devolution and legislative matters</td>
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<td>Budget oversight and other financial matters</td>
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<td>GMCA organisational and staffing issues</td>
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<td>GM communications</td>
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<td>GM Connect data sharing</td>
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<td>GM’s reform work (including criminal justice, services for children, employment, skills and worklessness)</td>
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<td>Fire and rescue functions</td>
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<th>Economy, Business Growth &amp; Skills</th>
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<td>Science and technology</td>
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<td>GM’s global brand</td>
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<td>Improving GM’s international competitiveness</td>
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<td>Skills and Employment to support business growth</td>
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<td>Culture and sport.</td>
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</table>
| **Housing, Planning & Environment** | Draft remit to include –  
- Transport  
- Regeneration  
- Housing and Planning  
- Low Carbon  
- Waste |
|---|---|
| **Reporting Structures** | The formal governance of the relationship between scrutiny and those who exercise the functions of the Greater Manchester Combined Authority (the GMCA, the Mayor, and officers) is set out in the terms of reference.  
The work programme of each committee are likely to include pre-decision scrutiny and review of emerging policy areas. To facilitate this there will need to be a continuous dialogue between each of the three scrutiny committees, and between each committee, the GMCA, the Mayor and senior officers. |
| **Agenda Management & Report Format** | For discussion by the committees  
- A work programme will be agreed and prioritised by the committee, but further items may be referred to the committee at any time.  
- Two substantive items per meeting.  
- Reports or presentations should be brief – approximately four pages of text wherever possible and less than 10 slides.  
- All agenda items should state the reason the item is being taken by the meeting and be clear what ‘the ask’ of the committee is.  
- Background documents and for information items should be listed on the front page of the report.  
- A papers (reports and presentations) will be circulated in line with statutory requirements five working days before the meeting. |
| **Meeting Organisation** | **Meeting Frequency:** tbc but monthly in the first instance  
**Meeting Duration:** Usually 2 hours |
| **Meeting dates 2018-19** | Tuesday 17 July 2018 at 6.00pm at Churchgate House, Manchester  
Tuesday 21 August 2018 at 6.00 at Churchgate House, Manchester  
Tuesday 18 September 2018 at 6.00pm at Churchgate House, Manchester  
Tuesday 23 October 2018 at 6.00pm at Churchgate House, Manchester  
Tuesday 20 November 2018 at 6.00pm at Churchgate House, Manchester  
Tuesday 11 December 2018 at 6.00pm at Churchgate House, Manchester  
Tuesday 22 January 2019 at 1.00pm at a venue to be confirmed  
Tuesday 12 February 2019 at 6.00pm at Churchgate House, Manchester  
Tuesday 19 March 2019 at 6.00pm at Churchgate House, Manchester  
Tuesday 16 April 2019 at 6.00pm at Churchgate House, Manchester  
Tuesday 21 May 2019 at 6.00pm at Churchgate House, Manchester |
<table>
<thead>
<tr>
<th>Key Contacts</th>
<th>Susan Ford</th>
<th>Donna Parker</th>
<th>Liz Treacy</th>
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<tbody>
<tr>
<td><strong>GMCA Statutory Scrutiny Officer</strong></td>
<td>Susan Ford</td>
<td>Governance &amp; Scrutiny Support Officer</td>
<td>GMCA Monitoring Officer</td>
</tr>
<tr>
<td><a href="mailto:Susan.ford@greatermanchester-ca.gov.uk">Susan.ford@greatermanchester-ca.gov.uk</a></td>
<td><a href="mailto:donna.parker@greatermanchester-ca.gov.uk">donna.parker@greatermanchester-ca.gov.uk</a></td>
<td><a href="mailto:Liz.treacey@greatermanchester-ca.gov.uk">Liz.treacey@greatermanchester-ca.gov.uk</a></td>
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<td>07973877264</td>
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<tr>
<td><strong>Assistant Director Governance &amp; Scrutiny</strong></td>
<td>Julie Connor</td>
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<td><a href="mailto:Julie.connor@greatermanchester-ca.gov.uk">Julie.connor@greatermanchester-ca.gov.uk</a></td>
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## SCRUTINY OF GREATER MANCHESTER STRATEGY PRIORITIES

<table>
<thead>
<tr>
<th>GMS priority areas</th>
<th>Suggested Scrutiny Committee</th>
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<tbody>
<tr>
<td>Enablers: (Person-centred approach, Partnership and transparency, Leadership and</td>
<td>Corporate Issues and Reform</td>
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<td>accountability, Taking control of our future)</td>
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<tr>
<td>Priority 1: Children starting school ready to learn</td>
<td>Corporate Issues and Reform (Children’s Services aspects of this priority) and</td>
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<tr>
<td></td>
<td>Economy Business Growth and Skills for the Skills and apprenticeships</td>
</tr>
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<td>Priority 2: Young people equipped for life</td>
<td>Corporate Issues and Reform</td>
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<tr>
<td>Priority 3: Good jobs, with opportunities to progress and develop</td>
<td>Economy Business Growth and Skills</td>
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<tr>
<td>Priority 4: A thriving and productive economy in all parts of Greater Manchester</td>
<td>Economy Business Growth and Skills</td>
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<tr>
<td>Priority 5: World class connectivity that keeps Greater Manchester moving</td>
<td>Housing, Planning and Environment</td>
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<td>Priority 6: Safe, decent and affordable housing</td>
<td>Housing, Planning and Environment</td>
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<tr>
<td>Priority 7: A green city region and a high quality culture and leisure offer for all</td>
<td>Housing, Planning and Environment</td>
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<tr>
<td>Priority 8: Safe and strong communities</td>
<td>Corporate Issues and Reform (&amp; Police and Crime Panel)</td>
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<tr>
<td>Priority 9: Healthy lives, with good care available for those that need it</td>
<td>Joint Health Scrutiny</td>
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<td>Priority 10: An age-friendly Greater Manchester</td>
<td>Joint Health Scrutiny</td>
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### Corporate Issues & Reform Overview & Scrutiny Committee

**Declaration of Interests in Items appearing on the Agenda**

**NAME** ________________________________

<table>
<thead>
<tr>
<th>Minute Item No. / Agenda Item No.</th>
<th>Nature of Interest</th>
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MINUTES OF A MEETING OF THE GMCA CORPORATE ISSUES AND REFORM OVERVIEW AND SCRUTINY COMMITTEE WEDNESDAY 18 APRIL 2018 6.00PM, AT CHURCHGATE HOUSE, MANCHESTER

PRESENT

Councillor Nathan Evans          Trafford Council (Chair)
Councillor Debbie Newall          Bolton Council
Councillor Stella Smith           Bury Council
Councillor Pickstone             Bury Council
Councillor Zahra Alijah          Manchester City Council
Councillor Luke Raikes            Manchester City Council
Councillor Colin McLaren         Oldham Council
Councillor Ateeque Ur Rehman      Oldham Council
Councillor Peter Malcolm         Rochdale Council (Substitute Member)
Councillor David Jolley           Salford City Council
Councillor Yvonne Guariento      Stockport Council
Councillor John McGahan          Stockport Council
Councillor John Bell              Tameside Council
Councillor Leanne Feeley         Tameside Council

ALSO IN ATTENDANCE

Andy Burnham                    GM Mayor
Eamonn Boylan                   Chief Executive, GMCA
Simon Nokes                     Executive Director, GMCA
Dawn Docx                      Interim Chief Fire Officer, Greater Manchester Fire & Rescue Service (GMFRS)
Leon Parkes                     Assistant Chief Fire Officer – Service Support, GMFRS
Gwynne Williams                 Deputy Monitoring Officer, GMCA
Paul Argyle                    Multi-Agency Strategic Advisor to the Mayor and Deputy Mayor, GMCA
CI/52/17    APOLOGIES

Apologies for absence were received from Councillors Neil Butterworth (Rochdale Council) and Joanne Marshall (Wigan).

CI/53/17    CHAIR’S ANNOUNCEMENTS AND URGENT BUSINESS

There were no Chair’s Announcements or urgent business raised.

CI/54/17    DECLARATIONS OF INTEREST

Councillors Peter Malcolm and Debbie Newall declared a Personal Interest in ‘Item 5 – The Response to the Kerslake Report’ by virtue of receiving a Firefighters’ Pension from GMFRS.

CI/55/17    MINUTES OF THE MEETING HELD 16TH JANUARY 2018

The minutes of the meeting held 20th February 2018 and notes from the inquorate meeting held on 20th March 2018 were submitted for consideration.

Resolved/-

1. That the minutes of the Meeting held 20th February 2018 be approved as an accurate record.

2. That the notes from the inquorate meeting held on 20th March 2018, be noted.

CI/56/17    THE RESPONSE TO THE KERSLAKE REPORT

Consideration was given to a report of Dawn Docx, Interim Chief Fire Officer, GMFRS which detailed The Kerslake Report: an independent review into the preparedness for, and emergency response to, the Manchester Arena attacked on 22nd May 2017 that was published on 27th March 2018. An extract from The Kerslake Report which referred to ‘The
response of Greater Manchester Fire and Rescue Service (GMFRS) to the Arena attack, was detailed at the Appendix to the report. This report was requested by the Chair of the Committee.

The GM Mayor, Andy Burnham was in attendance and advised that he had commissioned a non-statutory independent review of the events and aftermath of the Manchester Arena Terrorist Attack in July 2017 as part of his role as Police and Crime Commissioner. The Review had focused on Greater Manchester’s preparedness for and response to the attack and the nine days that followed it. The Independent Review was chaired by Lord Bob Kerslake, the former Head of the Civil Service. The Review made a number of recommendations for Greater Manchester emergency services, Government, other local and national bodies, and the media. The report highlighted several areas that went well, which included:

- Investment in emergency planning meant people were generally able to act with a high degree of confidence.
- Actions by individuals and organisations on the night demonstrated enormous bravery and compassion.
- Good judgement was exercised by key emergency personnel at critical points during the evening.
- The civic response was exceptional.
- Vital support and comfort was provided by family liaison officers and bereavement nurses.
- The removal of the deceased from the Arena was treated with care and sensitivity.

The Review also identified three key areas which did not go so well, which included:

- GMFRS did not arrive at the scene and therefore played no meaningful role in the response for two hours. That meant a valuable resource was not available to assist on the scene.
- The set-up of an effective emergency response line for families was seriously hampered by the complete failure of a telephony system provided by Vodafone. This caused considerable distress on the night to families who were frantically seeking to find out more information about what had happened to their loved ones.
- The Panel was shocked and dismayed by the accounts of the families of their experiences with some of the media. They spoke of being ‘hounded’ and of a ‘lack of respect’. The Panel believes that for families to have experienced such intrusive and overbearing behaviour at a time of such vulnerability was completely and unacceptable.

The outcomes of the Review were to help ensure that Greater Manchester could be fully prepared for any future incidents and also to share learning across the country. At the same time Greater Manchester was learning from colleagues in London and in other international cities where there have been terrorist attacks too. Dawn Docx advised that since the preparation of the report the outcomes of the Review had been discussed at a national level and the role of the National Inter-Agency Liaison Officer was now being clarified.
The Committee had a detailed discussion on the content of the response and raised the following queries and comments:

A Member advised that she had recently attended a meeting of the Fire Task and Finish Group which had been set-up to co-design a focused performance report for GMFRS and suggested that a representative from the Fire Brigades Union could be invited to attend a future meeting of the Committee to discuss the morale of firefighters and how this could be improved moving forward. In response, Andy Burnham supported this request.

A Member advised that at the meeting of the Committee on 19th December 2017 the Interim Chief Fire Officer had attended and advised that the Committee was the body which had a statutory responsibility for scrutinising decisions relating to GMFRS. Firefighters had an extensive skillset and this could have assisted both Greater Manchester Police and North West Ambulance Service at the Arena attack, however, assistance from GMFRS was not requested. In response, Dawn Docx reported that the Review had highlighted the lack of communication between the agencies and improvements had now been put in place to ensure that this would not happen again as a GMFRS representative would be co-located with the other agencies at Gold Command and multi-agency learning would take place following the outcomes of the Review. In addition, procedures had now been changed at North West Fire Control to ensure that GMFRS were able to respond more flexibly to these type if incidents in the future.

Andy Burnham advised that the rendezvous point on the night was Manchester Cathedral, however, GMFRS crews followed their own protocol and deployed to Philips Park Fire Station, if they had attended the original rendezvous point they would have gathered intelligence from other agencies.

A Member mentioned that it was vital that North West Fire Control in Warrington and the GMFRS Command Room in Swinton act in a joined up way in response to any incident. Andy Burnham commented that the Review had highlighted the weaknesses at North West Fire Control and moving forward these arrangements would be reviewed to ensure that a joint Fire Control was still the correct decision for GMFRS.

Andy Burnham advised that the Review had made recommendations for National Emergency Response Arrangements to Government and he would be writing to the Prime Minister seeking Government support to implement these changes. He reported that Government had refused to fund the Kerslake Review.

A Members sought clarity that the Review would build in a more flexible approach to response if a similar incident was to occur. In response, Andy Burnham commented that the fire and rescue service culture was very different to other blue light services, in part responding to different operational challenges, and going forward this would be reviewed to implement a more flexible approach. Dawn Docx advised that a new Fire Plan was in the process of being written, that would be subject to consultation, and would focus on the future needs of both GMFRS and the local communities. Reference was made to the fire and
rescue services improved relationship with the Health and Safety Executive and that Government needed to develop national guidance for such incidents.

Paul Argyle advised that protocols were in place for bespoke incidents and collaboration did take place on a daily basis with other blue light services.

The Chair made reference to the low morale of firefighters within GMFRS which had been caused by the outcomes from the Arena attack, low recruitment, proposed changes to the shift system and the pay dispute which and had seen the withdrawal of firefighters responding to cardiac arrests. Another Member advised that he had reflected on the findings from the review and comments raised and sought clarity on how these would be progressed. In response, Andy Burnham advised that following the outcomes from the Kerslake Review a GMCA Transformation Review was being implemented and the terms of reference for the review were currently being finalised more details about the review would be submitted to the Committee in due course. The Review was due to conclude in December 2018.

The Chair made reference to the role of the current Fire Committee and in response, Andy Burnham advised that an internal governance review was in the process of taking place and a report would be submitted to the GMCA on 27th April 2018 detailing future proposals. He sought clarity on the cost implications of the review and how the non-fire and rescue service recommendations would be progressed. Also, could reports be sought from other attacks which had taken place both nationally and internationally to ensure that lessons could be learnt moving forward.

In conclusion, Andy Burnham confirmed that the he would report back to the Committee with a formal response to each part of the Review and would share with the Committee the letter to the Prime Minister detailing the recommendations which were the responsibility of Government. He reported that the Arena attack was a brutal test to all emergency services and to Greater Manchester as a whole and in response Greater Manchester stood-up well.

It was reported that Kathy Oldham was the appointed Chief Resilience Officer for GMCA and the role included leading the Civil Contingences Resilience Unit and developing a resilience strategy for Greater Manchester. Reference was also made to the David Anderson QC’s report on MI5 and police reviews following the attacks in London and Manchester between March and June 2017 that was published by Government on 5th December 2017.

Andy Burnham advised that he had also commissioned a Preventing Hateful Extremism and Promoting Cohesion Commission Board that was chaired by Councillor Rishi Shori. The Commission had been set-up to run parallel with the Independent Review into Greater Manchester’s preparedness and response to the Manchester Arena and the findings from the Commission were due to be reported by the end of June 2018.

Resolved/-

1. That the content of the report, and comments raised, be noted.
2. To circulate the terms of reference for the GMFRS’s Review.

3. The Committee be regularly updated on progress on GM’s response to the Kerslake Review and the broader review of GMFRS.

4. That at the request of the Committee a representative from the Fire Brigades Union be invited to attend a future meeting of the Committee.

CI/57/17 GREATER MANCHESTER STRATEGY (GMS) PERFORMANCE DASHBOARD

Consideration was given to a report of the Simon Nokes, Executive Director of Policy and Strategy, GMCA which presented a draft 2 year Greater Manchester Strategy (GMS) Implementation Plan and a copy of the first six-monthly GMS dashboard report that was detailed at the Appendix to the report.

The Committee welcomed the report and commented that the dashboard would provide a better understanding of performance in the round and would allow Members to drill into the detail of the 10 priorities.

It was reported that the dashboard would be updated every six-months and would be reported to the three Overview and Scrutiny Committees, the GMCA and the GM LEP.

Resolved/-

1. That the actions set out in the 2 year GMS Implementation Plan and comments raised, be noted.

2. That the Greater Manchester Strategy (GMS) Performance Dashboard, which had been updated to reflect feedback from the GMCA Overview and Scrutiny Committees, be noted.

3. That the 2 year GMS Implementation Plan and the GMS Performance dashboard, be noted, prior to being submitted to the meeting of the GMCA on 27th April 2018, for consideration and formal approval.

CI/58/17 WORK PROGRAMME 2017/18 AND 2018/19

The Committee received an updated work programme following comments and suggestions made at the last meeting.

The Committee were requested to review their work programme going forward, noting that June’s agenda contained six items and it was suggested that the (1) GMFRS Communications Update and (2) GM Public Sector Apprenticeship Approach Update be taken as written updates and the GMCA Communications and Engagement Strategy and the GMFRS Accelerated Recruitment Training 2018/20 be deferred until July’s meeting.
In conclusion, it was agreed that the work programme should be updated as follows:

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<tr>
<th>MEETING DATE</th>
<th>TOPIC</th>
<th>CONTACT OFFICER</th>
</tr>
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<tbody>
<tr>
<td>19 June 2018</td>
<td>GMFRS Quarter 4 Performance Update</td>
<td>Dawn Docx, GMCA</td>
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<tr>
<td>6.00pm</td>
<td>School Ready to Learn</td>
<td>Jane Forrest, GMCA</td>
</tr>
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<td></td>
<td>Task and Finish Group’s Update</td>
<td>Susan Ford, GMCA</td>
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<tr>
<td></td>
<td>GMFRS Communications Update (Written Update)</td>
<td>Dawn Docx, GMFRS</td>
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<td></td>
<td>GM Public Sector Apprenticeship Approach Update</td>
<td>Gemma Marsh, GMCA</td>
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<tr>
<td>17 July 2018</td>
<td>GMCA Communications and Engagement Strategy</td>
<td>Claire Norman, GMCA</td>
</tr>
<tr>
<td>6.00pm</td>
<td>GMFRS Accelerated Recruitment Training 2018/20</td>
<td>Dawn Docx, GMFRS</td>
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Resolved/- That the Committee’s Work Programme for the 2017/18 and 2018/19 be updated accordingly and considered at the next meeting of the Committee.

CI/59/17    FUTURE MEETING DATES 2018

Resolved:/

1. That the next meeting of the Corporate Issues Overview and Scrutiny Committee in the 2017/18 municipal year take place on Tuesday 19th June 2018 at 6.00pm at Churchgate House, Manchester

2. Agreed that the meeting dates for the Corporate Issues Overview and Scrutiny Committee in the 2018/19 municipal year, take place on the following dates:-

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<tr>
<th>Date</th>
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<tbody>
<tr>
<td>Tuesday 19 June 2018</td>
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<td>Tuesday 17 July 2018</td>
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<td>Tuesday 22 January 2019</td>
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<td>Churchgate House, Manchester</td>
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<td>Tuesday 19 February 2019</td>
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<td>Tuesday 19 March 2019</td>
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<tr>
<td>Tuesday 16 April 2019</td>
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</tr>
<tr>
<td>Tuesday 21 May 2019</td>
<td>6.00pm</td>
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1. PURPOSE OF REPORT

1.1 To provide an update on the School Readiness Work Programme in GM, including an overview of what is expected of a child by the age of 5 and the baseline performance for each local authority area.

2. RECOMMENDATION

2.1 That the Corporate Issues and Reform Overview & Scrutiny Committee endorse the contents of the report.

3. CONTACT OFFICERS

3.1 Jane Forrest, Assistant Director, Public Service Reform, GMCA.
Chris McLoughlin, Director of Children’s Services, Stockport MBC and lead DCS for School Readiness.

4. BACKGROUND

4.1 Following the meeting of the Corporate Issues & Reform O&S Committee on 21 November 2017, the Committee requested a progress update report on School Readiness, with particular reference to the implementation plan and the baseline performance for each GM local authority area, as well as a briefing on what is expected of a child by the age of 5 in a plain English format.

5. WHAT IS SCHOOL READINESS?: EXPECTATIONS AT AGE 5

5.1 The term ‘school readiness’ features in many reviews of education and statutory guidance. However, the precise characteristics of school readiness and the age of the child to which it applies are interpreted variously. There is no nationally agreed definition.

The government’s current measure of school readiness for children age 5 years is the statutory Early Years Foundation Stage Profile (EYFSP) which is completed for every child at the end of reception year. Children are defined as having reached a Good Level of Development (GLD) at the end of the EYFS if they achieve at least the expected level in the early learning goals in the prime areas of learning (personal, social and emotional development; physical development; and communication and language) and in the specific areas of mathematics, literacy, understanding the world, and expressive arts and design.
(specific areas of understanding the world and expressive arts and design are included in national reporting as a secondary measure within a child’s average point score). The early learning goals are presented in more detail in Annex A.

In 2014, an Ofsted survey\(^1\) of Early Years providers recorded one Primary School Head Teacher’s description of School Readiness as follows:

‘By four we would expect children to be ready to be separated from their parent or carer, to be able to demonstrate listening skills in being able to show interest and pay attention to a subject or stimulus. To have enough language to be able to express themselves if they need something and be able to communicate something about what makes them who they are, such as name, age and something about family or relevant factors in their life. To be able to interact with an adult and/or a peer. For example, during play to be able to take turns and take some responsibility for their actions. We think that children should be able to focus on, and show interest in, their work and the world around them. To make observations, notice things and ask questions. To be able to hold a book, understand some aspects of narrative and respond to some boundary setting’ (Are You Ready: Good Practice in School Readiness, Ofsted 2014).

Based on the work of Mary Sheridan (From Birth to Five Years), Public Health England have described School Readiness in terms of the following milestones which are considered to be normal for child development at approximately 4 years of age:

- Recognise numbers and quantities in the everyday environment
- Participate in music activities such as singing
- Have good oral health
- Are able to take turns, sit, listen and play
- Are able to communicate their needs and have a good vocabulary
- Are able to socialise with peers and form friendships
- Are independent in eating
- Develop motor control and balance for a range of physical activities
- Are independent in getting dressed and going to the toilet
- Have received all childhood immunisations
- Are well nourished and within normal weight for height

A key action within the GM School Readiness Work Programme is to develop a new GM outcomes framework for school readiness. This will take account of the statutory EYFSP alongside a broader range of indicators of, and factors contributing to, positive child development. This will include a strong focus on prevention and intervention at the earliest opportunity. E.g. perinatal and infant mental health.

Importantly, School Readiness in GM not only encompasses a child’s readiness for school, but also a school’s readiness of children. This is reflected in our work to engage with schools about their role as system leaders.

6. BASELINE PERFORMANCE FOR EACH LOCAL AUTHORITY

\(^1\) Are You Ready?: Good Practice in School Readiness
6.1 Greater Manchester (GM) remains an outlier in Early Years (EY) outcomes compared to the national average, with only 68% of all eligible children achieving a good level of development at the end of the Early Years Foundation Stage (EYFS) (reception) in 2016/17, compared with 71% nationally. This equates to approximately 12,000 children starting school this September who have not reached a good level of development.

The following chart shows the percentage of GM children achieving a GLD by district.

Annex B provides a breakdown of performance in each local authority area against the 7 key areas of the EYFS Profile.

7. IMPLEMENTATION PLAN

7.1 In recent months, considerable work has been undertaken across GM to shape our future approach to ensuring school readiness. By capturing existing good practice and identifying new opportunities, a new 2 year School Readiness Action Plan has been put in place. This builds upon the foundations created through the Start Well: Early Years Strategy, whilst aligning future priorities with the recently refreshed Greater Manchester Strategy (GMS).

Delivery of the Action Plan will be overseen by the GM School Readiness Board which will report to the GM Reform Board and the GM Children’s Health and Wellbeing Board. The full action plan is provided in Annex C.

The plan sets out a broad range of activity against 4 key objectives:
• support parents to give their child a healthy start, with good early development
• ensure high quality Early Years services
• provide our children with excellent places to play, develop and learn
• provide strong leadership and systems infrastructure

The action plan contains 16 key actions:

• Re-establish the GM EY strategy with prioritisation and investment challenge across localities
• Produce a GM outcomes framework with agreed measures across localities for the purpose of adding value to the development of young people including mental health outcomes
• Strengthen data sharing, governance and digitalisation

• Develop a high-quality workforce
• Develop an evaluation framework for interventions
• Integrate services around the child and family at neighbourhood level
• Provide evidence-based parenting programmes
• Strengthen prevention and provide consistent antenatal care
• Co-produce 'High Need' pathways
• Implement evidence-based approaches to developing speech, language and communication
• Develop the best possible services to support parent and infant mental health
• Develop a resilience and support package for Early Years providers
• Improve access to high quality early years settings
• Provide access to good quality green spaces
• Support Schools to be as system leaders in Early Years
• Strengthen the role of the Voluntary & Community Sector

Recent progress in relation to the work programme includes:

• School Readiness investment bid finalised and approved by the Population Health Transformation Fund
• Early Years Wider Reference Group re-established with new ToR and membership as a key advisory and delivery group to support the SR Board
• Senior Responsible Officers identified for key areas in the action plan
• Initial scoping of GM Speech and Language priorities undertaken.
• School Readiness Board held.
• Digitisation project progressed, including workshop held to identify data requirements for an integrated EY record.
• Performance and insight report produced following engagement with localities. Initial findings used to inform next phase of work to develop GM Outcomes and Performance Framework.
• Work undertaken with the Behavioural Insights Team to develop speech and language proposals and approval sought by the SR Board
• National Literacy Trust commissioned to deliver GM Campaign and HELLO framework
• 1st meeting of the voluntary sector school readiness group arranged with draft ToR prepared.
• Commissioned research on the 2,3 and 4 year old offer in GM
• Initial scoping of work undertaken with the Chair of the GM Nursery Heads group to address the ‘schools as system leaders’ aspect of the SR work programme.
• Initial scoping of antenatal pathway development work, including review of an existing pathway
• Meetings held with potential investors and investment round table planned for June
• Testing a prototype for the digitisation of records in the Early Years in Salford
• An investible proposition developed for a GM perinatal and infant mental health pathway
• A bid into the transformation fund around oral health in the under 5s in four priority localities
• Investment in workforce development with regards smoking in pregnancy
• Development of transformation plans to scale whole family early intervention approach, integrated provision at neighbourhood level - £30m re-profiled Troubled Families funding to support whole system reform including targeted support for 0-5 year olds.
• Development of an All Age Early Intervention and Prevention strategy, integrating Early Years into broader early intervention models at locality level
• Identification of CCG Commissioning priorities 2018/19
• Development of a risk stratification model in Wigan and a minimum-viable testing approach in Stockport which can now be shared across GM
• Piloting an Adverse Childhood Experiences initiative within broader place-based integration
• Piloting PAUSE and Strengthening Families programmes within broader Children’s Services Review

Over the coming months, our priorities include:

• Speech and Language action planning to be completed and delivery commenced
• Further work undertaken with Early Education leads and Nursery Head Teachers to agree actions and support delivery.
• First meeting of the VCSE workstream group to establish an action plan to support the SR work-programme
• Investment round table to be held
• Digitisation project progressed, including agreement of specification for EY data sharing
• Review of existing locality performance frameworks to inform development of a new GM Outcomes Framework for GM
• Development of proposals for Essential Parent to develop an online resource to support parents (in line with EYDM)
• Implementation of National Literacy Trust campaign (HELLO framework)
• Work to develop a risk stratification tool to be developed as part of the High Needs Pathway

8. NEXT STEPS

4.1 Next steps include:

• To drive delivery of the School Readiness work programme as described in this report.

• To work with the Committee’s task and finish group for School Readiness to support work programme delivery.

The following is a list of the background papers on which this report is based in accordance with the requirements of Section 100D(1) of the Local Government Act 1972. It does not include documents, which would disclose exempt or confidential information as identified by that Act.

• Improving School Readiness, 21st November, 2017 – report presented to Corporate Issues & Reform O&S Committee on 21 November 2017

The above papers and documents may be inspected during normal office hours at GMCA, Churchgate House, 56 Oxford Street, Manchester M1 6EU.
Annex A

The Early Learning Goals

The prime areas

Communication and language

Listening and attention: children listen attentively in a range of situations. They listen to stories, accurately anticipating key events and respond to what they hear with relevant comments, questions or actions. They give their attention to what others say and respond appropriately, while engaged in another activity.

Understanding: children follow instructions involving several ideas or actions. They answer ‘how’ and ‘why’ questions about their experiences and in response to stories or events.

Speaking: children express themselves effectively, showing awareness of listeners’ needs. They use past, present and future forms accurately when talking about events that have happened or are to happen in the future. They develop their own narratives and explanations by connecting ideas or events.

Physical development

Moving and handling: children show good control and co-ordination in large and small movements. They move confidently in a range of ways, safely negotiating space. They handle equipment and tools effectively, including pencils for writing.

Health and self-care: children know the importance for good health of physical exercise, and a healthy diet, and talk about ways to keep healthy and safe. They manage their own basic hygiene and personal needs successfully, including dressing and going to the toilet independently.

Personal, social and emotional development

Self-confidence and self-awareness: children are confident to try new activities, and say why they like some activities more than others. They are confident to speak in a familiar group, will talk about their ideas, and will choose the resources they need for their chosen activities. They say when they do or don’t need help.

Managing feelings and behaviour: children talk about how they and others show feelings, talk about their own and others’ behaviour, and its consequences, and know that some behaviour is unacceptable. They work as part of a group or class, and understand and follow the rules. They adjust their behaviour to different situations, and take changes of routine in their stride.

Making relationships: children play co-operatively, taking turns with others. They take account of one another’s ideas about how to organise their activity. They show sensitivity to others’ needs and feelings, and form positive relationships with adults and other children.

The specific areas
Literacy

Reading: children read and understand simple sentences. They use phonic knowledge to decode regular words and read them aloud accurately. They also read some common irregular words. They demonstrate understanding when talking with others about what they have read.

Writing: children use their phonic knowledge to write words in ways which match their spoken sounds. They also write some irregular common words. They write simple sentences which can be read by themselves and others. Some words are spelt correctly and others are phonetically plausible.

Mathematics

Numbers: children count reliably with numbers from 1 to 20, place them in order and say which number is one more or one less than a given number. Using quantities and objects, they add and subtract two single-digit numbers and count on or back to find the answer. They solve problems, including doubling, halving and sharing.

Shape, space and measures: children use everyday language to talk about size, weight, capacity, position, distance, time and money to compare quantities and objects and to solve problems. They recognise, create and describe patterns. They explore characteristics of everyday objects and shapes and use mathematical language to describe them.

Understanding the world

People and communities: children talk about past and present events in their own lives and in the lives of family members. They know that other children don’t always enjoy the same things, and are sensitive to this. They know about similarities and differences between themselves and others, and among families, communities and traditions.

The world: children know about similarities and differences in relation to places, objects, materials and living things. They talk about the features of their own immediate environment and how environments might vary from one another. They make observations of animals and plants and explain why some things occur, and talk about changes.

Technology: children recognise that a range of technology is used in places such as homes and schools. They select and use technology for particular purposes.

Expressive arts and design

Exploring and using media and materials: children sing songs, make music and dance, and experiment with ways of changing them. They safely use and explore a variety of materials, tools and techniques, experimenting with colour, design, texture, form and function.

Being imaginative: children use what they have learnt about media and materials in original ways, thinking about uses and purposes. They represent their own ideas, thoughts and feelings through design and technology, art, music, dance, role-play and stories.
Performance baseline for each local authority area

**Percentage of children at expected level - Communication and language**

- England = 82%

**Percentage of children at expected level - Physical development**

- England = 87.5%

**Percentage of children at expected level - Personal, Social & Emotional Development**

- England = 85%
Percentage of children at expected level - Expressive Arts and Design

England = 87%

- Bolton: 79
- Bury: 88
- Manchester: 80
- Oldham: 75
- Rochdale: 78
- Salford: 84
- Stockport: 89
- Tameside: 81
- Trafford: 88
- Wigan: 80
- GM: 82

0 20 40 60 80 100

Percentage of children at expected level - Expressive Arts and Design
Greater Manchester will provide strong leadership and systems infrastructure to ensure we provide integrated Early Years services with people at the centre.

<table>
<thead>
<tr>
<th>Workstream</th>
<th>SJO</th>
<th>Action</th>
<th>Action lead</th>
<th>Start date</th>
<th>Completion date</th>
<th>Progress (RAG)</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>a</td>
<td>Rapidly identify ‘what works’ in localities to inform strategy refresh and investment. Evaluate current interventions (where relevant) across GM to support decommissioning of activity where there is no evidence of sufficient improved outcomes.</td>
<td>Shirley Woods-Gallagher</td>
<td>Apr-18</td>
<td>Sep-18</td>
<td>Report for SR Board consideration</td>
</tr>
<tr>
<td>b</td>
<td>Refresh the GM EY Strategy and develop GM Standards</td>
<td>Programme Lead</td>
<td>Jun-18</td>
<td>Sep-18</td>
<td>Revised and updated version of the GM EY Strategy produced and signed off by SR Board</td>
<td></td>
</tr>
<tr>
<td>c</td>
<td>Produce a single, system-wide investment plan and commissioning framework aligned to GM outcomes framework for school readiness with agreed approaches to centralised vs. localised investment i.e. commercialising across the three categories listed below: Category 1: Locally-led strategic commissioning, Category 2: GM standards commissioning, Category 3: GM-level commissioning.</td>
<td>Programme Lead</td>
<td>Jun-18</td>
<td>Mar-19</td>
<td>System-wide investment plan and commissioning framework produced and signed off by SR Board (March-19)</td>
<td></td>
</tr>
<tr>
<td>d</td>
<td>Engage with investors and host a GM investment roundtable to explore additional investment opportunities from external partners.</td>
<td>Shirley Woods-Gallagher</td>
<td>Apr-18</td>
<td>Sep-18</td>
<td>Investment roundtable hosted (June-18) and investment opportunities identified</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>a</td>
<td>Develop a GM SR outcomes framework to drive improvement</td>
<td>GMCA PSR Team</td>
<td>Apr-18</td>
<td>Sep-18</td>
<td>GM SR Outcomes Framework produced and agreed by SR Board</td>
</tr>
<tr>
<td>b</td>
<td>Create a school readiness improvement dashboard to display input and outcome measures aligned to the revised priorities for the programme.</td>
<td>Julian Cox</td>
<td>Apr-18</td>
<td>Nov-18</td>
<td>Improve dashboard produced and aligned with new GM SR Outcomes Framework</td>
<td></td>
</tr>
<tr>
<td>c</td>
<td>Identify earliest markers for developmental delay and appropriate early intervention and prevention activity</td>
<td>Shirley Woods-Gallagher</td>
<td>Apr-18</td>
<td>Sep-18</td>
<td>Earliest markers for developmental delay identified and incorporated into the GM SR Outcomes Framework</td>
<td></td>
</tr>
<tr>
<td>d</td>
<td>Agree core data sets and requirements</td>
<td>Phil Swann</td>
<td>Apr-18</td>
<td>Aug-18</td>
<td>Core data sets and requirements agreed</td>
<td></td>
</tr>
<tr>
<td>e</td>
<td>Make available mobile solutions for the EY workforce.</td>
<td>Phil Swann</td>
<td>Apr-18</td>
<td></td>
<td>Mobile solutions in place across the EY workforce</td>
<td></td>
</tr>
<tr>
<td>f</td>
<td>Establish the School Readiness Digitisation Task and Finish Group to take the digitisation work forwards.</td>
<td>Phil Swann</td>
<td>Apr-18</td>
<td></td>
<td>Task and Finish Group established</td>
<td></td>
</tr>
<tr>
<td>g</td>
<td>Create a school readiness digitisation framework and GM standards for intervention programme.</td>
<td>Phil Swann</td>
<td>Jun-18</td>
<td>Sep-18</td>
<td>Design agreed for SR central EY portal</td>
<td></td>
</tr>
<tr>
<td>h</td>
<td>Develop an intervention and prevention activity framework</td>
<td>Phil Swann</td>
<td>Jun-18</td>
<td>Aug-18</td>
<td>Stakeholder engagement Strategy developed</td>
<td></td>
</tr>
<tr>
<td>i</td>
<td>Final business cases for funding to support School Readiness Digitisation developed and approved by appropriate boards (portal and UA components).</td>
<td>Phil Swann</td>
<td>Jun-18</td>
<td>Aug-18</td>
<td>Business case for SR digitisation funding approved</td>
<td></td>
</tr>
<tr>
<td>j</td>
<td>Evaluation Report for Proof of Concept with Oldham / Bridgewater to be developed by July and shared for comment</td>
<td>Phil Swann</td>
<td>Jun-18</td>
<td>Aug-18</td>
<td>Evaluation report developed</td>
<td></td>
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<tr>
<td>3</td>
<td>a</td>
<td>Develop an implementation plan for a high-quality workforce</td>
<td>Programme Lead</td>
<td>Aug-18</td>
<td></td>
<td>Suitable workforce strategy written and approved by SR Board</td>
</tr>
<tr>
<td>b</td>
<td>Develop a strategic approach to use of the apprenticeship levy as a GM level to support entry and progression within the early years sector.</td>
<td>GMCA PSR Team</td>
<td>Aug-18</td>
<td>Jan-19</td>
<td>Documented approach agreed as part of the sustainable workforce strategy</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>a</td>
<td>Develop a communications plan, including a brand for school readiness</td>
<td>Claire Norman</td>
<td>Apr-18</td>
<td>May-18</td>
<td>GM SR brand established</td>
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</tbody>
</table>
### Actions

<table>
<thead>
<tr>
<th>Workstream</th>
<th>Suggested SRO</th>
<th>Actions</th>
<th>Action Lead</th>
<th>Start date</th>
<th>Completion date</th>
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<tr>
<td>7</td>
<td>Julie Cheetham (Bcc)</td>
<td>a. Evaluate and review current approaches and provision in GM.</td>
<td>GMCA PSR Team</td>
<td>Jun-18</td>
<td>Sep-18</td>
</tr>
<tr>
<td></td>
<td></td>
<td>b. Data analysis to be undertaken to identify need across GM.</td>
<td>Programme Lead</td>
<td>Jun-18</td>
<td>Aug-18</td>
</tr>
<tr>
<td></td>
<td></td>
<td>c. Produce options for commissioning (GM or locally) which include workforce development.</td>
<td>Programme Lead</td>
<td>Sep-18</td>
<td>Dec-18</td>
</tr>
<tr>
<td></td>
<td></td>
<td>d. Implement universal antenatal parenting classes across GM.</td>
<td>Programme Lead</td>
<td>Apr-19</td>
<td>Apr-20</td>
</tr>
<tr>
<td></td>
<td></td>
<td>e. Work with voluntary sector to enhance parenting skills within communities.</td>
<td>Programme Lead</td>
<td>Jun-18</td>
<td>Apr-20</td>
</tr>
<tr>
<td>8</td>
<td>Julie Cheetham (Bcc)</td>
<td>a. Evaluate and review current approaches and provision in GM.</td>
<td>GMCA PSR Team</td>
<td>Jun-18</td>
<td>Sep-18</td>
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<tr>
<td></td>
<td></td>
<td>b. Data analysis to be undertaken to identify need across GM.</td>
<td>Programme Lead</td>
<td>Jun-18</td>
<td>Aug-18</td>
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<td></td>
<td></td>
<td>c. Produce options for commissioning (GM or locally) which include workforce development.</td>
<td>Programme Lead</td>
<td>Sep-18</td>
<td>Dec-18</td>
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<tr>
<td></td>
<td></td>
<td>d. Implement universal antenatal parenting classes across GM.</td>
<td>Programme Lead</td>
<td>Apr-19</td>
<td>Apr-20</td>
</tr>
<tr>
<td>9</td>
<td>Julie Cheetham (Bcc)</td>
<td>a. Evaluate and review current evidence based targeted parenting classes.</td>
<td>GMCA PSR Team</td>
<td>Jun-18</td>
<td>Aug-18</td>
</tr>
<tr>
<td></td>
<td></td>
<td>b. Data analysis to be undertaken to identify need across GM.</td>
<td>Programme Lead</td>
<td>Jun-18</td>
<td>Aug-18</td>
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<tr>
<td></td>
<td></td>
<td>c. Produce options for commissioning (GM or locally) which include workforce development.</td>
<td>Programme Lead</td>
<td>Sep-18</td>
<td>Dec-18</td>
</tr>
<tr>
<td></td>
<td></td>
<td>d. Implement targeted antenatal parenting classes across GM.</td>
<td>Programme Lead</td>
<td>Apr-19</td>
<td>Apr-20</td>
</tr>
<tr>
<td>10</td>
<td>Chris McLoughlin</td>
<td>a. Review and evaluate &quot;risk assessment&quot; / approaches in maternity</td>
<td>GMCA PSR Team</td>
<td>Mar-18</td>
<td>Jul-18</td>
</tr>
<tr>
<td></td>
<td></td>
<td>b. Co-produce and design &quot;risk assessment&quot; / approach and ensure it includes ACEs.</td>
<td>Programme Lead</td>
<td>Aug-18</td>
<td>Oct-18</td>
</tr>
<tr>
<td></td>
<td></td>
<td>c. Co-produce and design system integrated support and identify suitable evidence based interventions.</td>
<td>Programme Lead</td>
<td>Oct-18</td>
<td>Jan-19</td>
</tr>
<tr>
<td></td>
<td></td>
<td>d. Test and evaluate b and c.</td>
<td>Programme Lead</td>
<td>Feb-19</td>
<td>Sep-19</td>
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<tr>
<td></td>
<td></td>
<td>e. Consolidate and review evaluation and implement recommendations.</td>
<td>Programme Lead</td>
<td>Oct-19</td>
<td>Nov-19</td>
</tr>
<tr>
<td></td>
<td></td>
<td>f. Agree commissioning.</td>
<td>Programme Lead</td>
<td>Aug-19</td>
<td>Nov-19</td>
</tr>
<tr>
<td></td>
<td></td>
<td>g. Produce options for commissioning (GM or locally) which include workforce development.</td>
<td>Programme Lead</td>
<td>Aug-19</td>
<td>Nov-19</td>
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</tbody>
</table>
**ALL CHILDREN STARTING SCHOOL READY TO LEARN**

Provide our children with excellent places to play, develop and learn

<table>
<thead>
<tr>
<th>Workstream</th>
<th>Suggested DRG</th>
<th>Actions</th>
<th>Action Lead</th>
<th>Start date</th>
<th>Completion date</th>
<th>Delivered/Outputs</th>
<th>Progress (RAG)</th>
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<tbody>
<tr>
<td>11.1</td>
<td>Develop the best possible services to support parent and infant mental health</td>
<td></td>
<td>Pat McKelvey</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>11.2</td>
<td>Improve access to high quality early years settings</td>
<td></td>
<td>Cathy Stanback</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11.3</td>
<td></td>
<td></td>
<td>Jane Forrest</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>11.4</td>
<td></td>
<td></td>
<td>Chris McLoughlin</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

**11.1 Develop the best possible services to support parent and infant mental health**

- **Identify and scope work to form clear actions**
  - Pat McKelvey
  - GICA PSR Teams
  - Apr-18
  - Jul-18
  - Finalise Parent and Infant Mental Health pathway to ensure sufficient provision and early intervention and prevention approaches, including consideration of pre-conception approaches.
  - Pat McKelvey
  - Bc
  - Bc

**11.2 Improve access to high quality early years settings**

- **Develop actions to ensure continued provision of high quality nursery provision in all areas of GM. Includes contingency for sufficiency of provision, workforce training, leadership/management, Ofsted, collaboration opportunities.**
  - GMCA PSR Teams
  - Jun-18
  - Sep-18

- **Commission deep dive research into 2, 3 and 4 year old offers work towards establish what a secure base to mean for children, good or outstanding settings.**
  - Shirley Woods-Gallagher
  - Apr-18
  - May-18
  - Finding of deep dive research published.

- **Explore options to provide continuity of AV support into EY settings.**
  - Programme lead
  - Jun-18
  - Sep-18
  - Options identified.
### Greater Manchester will be at the leading edge of providing our children with excellent places to play, develop and learn

<table>
<thead>
<tr>
<th>Workstream</th>
<th>Task</th>
<th>Dates</th>
<th>Progress (RAG)</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Provide access to good quality green spaces</strong>&lt;br&gt;Jane Forrest</td>
<td>a</td>
<td>Engage VCSE to explore support for early years and green spaces. Explore private sector support if required.</td>
<td>GMCA PSR Team&lt;br&gt;Jun-18&lt;br&gt;Dec-18</td>
<td>Means of VCSE support for identified&lt;br&gt;green spaces for children to play.</td>
</tr>
<tr>
<td></td>
<td>b</td>
<td>Execute the GMFS to consider the provision and preservation of high quality green spaces for children to play.</td>
<td>GMCA PSR Team&lt;br&gt;Jun-18&lt;br&gt;Dec-18</td>
<td>GMFS documents the importance of preserving high quality green spaces for children to play</td>
</tr>
<tr>
<td><strong>Support Schools to be as system leaders in Early Years</strong>&lt;br&gt;Cathy Starbuck</td>
<td>a</td>
<td>Consult with headteachers and scope a leadership role for schools within the GM early years model.</td>
<td>GMCA PSR Team&lt;br&gt;Jun-18&lt;br&gt;Mar-19</td>
<td>New leadership role model scoped and agreed</td>
</tr>
<tr>
<td></td>
<td>b</td>
<td>Roll-out of the model across GM (upon successful evaluation).</td>
<td>Programme Lead&lt;br&gt;Jun-18&lt;br&gt;Mar-20</td>
<td>Model rolled out across GM</td>
</tr>
<tr>
<td><strong>Strengthen the role of the Voluntary &amp; Community Sector</strong>&lt;br&gt;Rahimona Ahmed</td>
<td>a</td>
<td>Work with VCSE sector to explore where they can play a direct role in supporting all aspects of the Action Plan, including through the VCSE Concordat with GMCA/Mayor. (Include consideration of mainstream finance.)</td>
<td>GMCA PSR Team&lt;br&gt;Jun-18&lt;br&gt;Dec-18</td>
<td>VCSE subgroup established and integrated within GMFS governance and delivery framework. VCSE funding actions identified and implemented</td>
</tr>
<tr>
<td></td>
<td>b</td>
<td>Sustain voluntary and community sector role in early years delivery through an outcomes based commissioning approach</td>
<td>Programme Lead&lt;br&gt;Jun-18&lt;br&gt;Mar-20</td>
<td></td>
</tr>
</tbody>
</table>
1. PURPOSE OF REPORT

1.1 The report provides the Committee with an overview of the GMFRS’s achievements and performance against its purpose and aims over the preceding year.

2. RECOMMENDATIONS

2.1 Members are invited to provide comments on the contents of the report.

3. CONTACT OFFICERS

3.1 Dawn Docx, Interim Chief Fire Officer, GMFRS
docxd@manchesterfire.gov.uk
Andrew Lightfoot, Deputy Chief Executive, GMCA
Andrew.Lightfoot@greatermanchester-ca.gov.uk
Clare Monaghan, Assistant Director Policing, Crime, Criminal Justice and Fire, GMCA
Clare.Monaghan@greatermanchester-ca.gov.uk

4. BACKGROUND

4.1 At the meeting of the Corporate Issues and Reform Overview and Scrutiny Committee held on 19th December 2017, the Interim Chief Fire Officer attend the meeting and presented three reports namely:-

- Greater Manchester Fire and Rescue Service (GMFRS) Prevention, Protection and Response risks;
- Greater Manchester Fire and Rescue Service (GMFRS) Governance Update

4.2 As part of the Work Programme 2017/18 Member requested a further update on GMFRS performance at the March meeting of the Committee.

4.3 A copy of the GMFRS Performance Outturn 2017/18 is detailed at Appendix 1 to the report.
The following is a list of the background papers on which this report is based in accordance with the requirements of Section 100D(1) of the Local Government Act 1972. It does not include documents, which would disclose exempt or confidential information as identified by that Act.

- The above papers and documents may be inspected during normal office hours at GMCA, Churchgate House, 56 Oxford Street, Manchester M1 6EU.
This report aims to provide a summary of the corporate key performance indicators (KPIs) underpinning the Greater Manchester Fire and Rescue Service Model. The information contained in this report builds upon the quarterly updates and will also provide a view of how performance this financial year compares with:-

- GMFRS historic annual performance (5 years where data is available)
- Performance versus target and/or year on year annual comparisons/forecasts
- Comparison data for the last 3 years (where available) in relation to: other Fire and Rescue Services similar to ourselves, known as the ‘METs Family Group’, where appropriate data is available (N.B. 2017/18 data for West Midlands is not available and therefore they have not been included) and other Fire and Rescue comparison data published by the Home Office in 2016/17

1. During 2017/18 there have been a total of 33,074 incidents (fires, false alarms and special service calls) which is a reduction 4.5% when compared to 2016/17. With the exception of West Midlands FRS all other METs brigades have observed an increase.

In 2016/17 the Home Office commented that for the first time, in 2016/17, all FRSs in England attended more non-fire incidents than fires; 31% of all incidents attended by FRs in 2016/17 were non-fire incidents compared with 29% that were fires. However this is not the case for GMFRS as there are still more fire incidents as a proportion of all incidents although non-fire incidents have steadily increased – during 2017/18, 19% of the overall total incidents attended were non-fire, compared with 39% that were fires. The largest incident type continues to be fire false alarms at 42%.

2. During 2017/18 there have been 8,567 deliberate fires, an increase of 4% when compared to 2016/17. With the exception of London FRS all METs brigades have also reported an increase in this year in comparison to last. It should also be noted that deliberate fire volumes for London FRS are significantly lower than any brigade due to a different approach in the recording ‘motive’, i.e. accidental or deliberate.

3. The average response time for the 1st GMFRS appliance to attend an emergency incident this year was 5 minutes 38 seconds, which has achieved the target of 5 minutes 45 seconds and is comparable to the 5 minutes 32 seconds recorded during 2016/17. (This is the time taken for the 1st appliance to attend the scene once the alert is received at the fire station and does not include call handling time).

In 2016/17 the Home Office produced response data in relation to all FRs which highlighted that the average response time to primary fires in England in 2016/17 was 8 minutes 44 seconds……the GMFRS average response time to primary fires was 7 minutes 14 seconds, 1 minute 30 seconds better than the England average. GMFRS has the 5th best average response time when comparing to our Mets family group.

4. Accidental dwelling fires (ADFs) have increased by 2.77% (+55 incidents) this year when compared to 2016/17. GMFRS consistently has the highest volume of ADFs of all the METs brigades, with London and South Yorkshire also observing an increase.

5. Sadly during 2017/18, 21 people died as a result of a fire incident, 8 of which were accidental. In 2016/17 there were 17 fire related deaths, 11 of which were accidental.

6. The number of non-domestic fires in handled in 2017/18 by GMFRS increased by 2.71% in comparison to 2016/17. Despite this the volume of non-domestic fires (buildings) per 1,000 non-domestic premises in Greater Manchester is one of the lowest of the METs family group.

7. There have been a total of 14,016 false alarms attended this year, an increase of 3.6% when compared to 2016/17. With the exception of West Yorkshire all the METs FRs have noted an increase. At GMFRS, 42% of all false alarms in 2017/18 originated from an automatic fire alarm (FADA) in a non-domestic property. Performance in this area is extremely varied across the other METs brigades.

8. During 2017/18, 6,296 special service calls (SSCs) have been attended which is a reduction of 27% when compared to 2016/17. The main reason for this is due to there being fewer medical incident type calls, the majority of which were associated with the Emergency Medical Response (EMR) trial whereby operational crews were dispatched in parallel with North West Ambulance Service (NWAS) when someone suffered a suspected cardiac arrest. GMFRS’ involvement in this trial ceased in September 2017.
9. During 2017/18 there have been a total of 33,285 Safe and Well visits made to homes across Greater Manchester which is an increase of 19% when compared to the number delivered in 2016/17. At GMFRS Safe and Well visits were introduced in September 2015 – these expanded the scope of the previously named ‘home safety check’ to include health and wellbeing, whilst still focusing on fire risk reduction. As a result of the broader remit of the service the visits take longer and this has resulted in a reduction in overall volumes.

The number of home visits made by brigades is varied and influenced by demographics, socio-economic factors and the wide ranging prevention activities undertaken by the individual FRs.

10. The level of sickness absence at GMFRS in 2017/18 stood at 4.72%, an increase when compared to the 3.91% recorded in 2016/17. Year to date the average 'days lost' to sickness absence at GMFRS is 9.7 days which is higher than the 8.2 days reported in 2016/17. This does, however, compare favourably to the 10.2 days reported by Greater Manchester Local Authorities in 2016/17. The ‘National Fire & Rescue Service Occupational Health Performance Report’ (April – December 2017), highlighted that:

- The % of total working days/shifts lost to sickness per Green Book staff member at GMFRS was 4.36% which is the highest of all the METs brigades
- Tyne & Wear and Manchester FRS' recorded zero shifts lost to sickness for Retained Firefighters
- The % of total working days/shifts lost to sickness per Wholetime Firefighter at GMFRS was 4.96%, compared with 5.64% at London FRS

11. There has been a 50% increase in the instances of hostilities towards firefighters when attending an incident this year when compared to 2016/17. A report published by the Home Office in relation to attacks on firefighters in 2016/17 commented that “The percentage of incidents where attacks have occurred has remained at around 0.1% of all incidents attended.” At GMFRS during 2017/18 there were 93 incidents involving an attack on firefighters, which equates to 0.28% of all incidents attended.

12. The female % of the GMFRS workforce for 2017/18 stands at 20.10% - an increase of 0.66% when compared to 2016/17. The percentage of the workforce from black and minority ethnic groups in 2017/18 is 4.33% - a reduction of 0.14% when compared to 2016/17.

The ‘Fire and rescue workforce and pensions statistics: England, April 2016 to March 2017’, published by the Home Office in October 2017 commented that “5.2% of firefighters were women in England in 2017. This compares with 5% in the previous year. Since 2010 the main cause in the increase in the proportion of women firefighters has been a decrease in the number of men firefighters….3.9% of firefighters were from an ethnic minority group in England in 2017. This compares with 3.8% in the previous year. This has been caused by the number of white firefighters decreasing by a greater rate than the number of firefighters from an ethnic minority group.

At GMFRS in 2017/18, 4.36% of firefighters were women, compared with 2.80% in the previous year and the proportion of firefighters from an ethnic minority group at GMFRS during 2017/18 was 4.2%, compared with 3.34% in the previous year.

Please note comparison data for incidents is up to and including 2017/18, Prevention and Response comparison data has been sourced from the Home Office whose most recent publication is for 2016/17; 2017/18 is not yet available. Absence data has been sourced from the Cleveland Report published in December 2017.
Emergency Response
Greater Manchester Fire and Rescue (GMFRS) 2017/18

Reduce the number of emergency calls, deaths and injuries, crime and disorder. Maintain a high state of preparedness for emergencies.

**All Incidents**

In 2017/18 GMFRS attended a total of 33,074* incidents (fires, false alarms and special service calls), a reduction of 4.5% (1570) when compared with 2016/17. The reduction is associated with fewer special service calls (SSCs).

**Deliberate Fires**

During 2017/18 GMFRS have dealt with 8,567 deliberate fires compared with 8,234 in 2016/17, which is an increase of 4% (333). The increase is associated predominantly with deliberate secondary fires.

The increase observed in ‘all fires’ this year is due to the higher volume of deliberate fires experienced during quarter 1 which is a trend also reflected in other FRSS. Deliberate fires are those that are started intentionally and concern:

- Primary fires – involve property and/or casualties and/or involves five or more fire appliances
- Secondary fires – involve objects/materials such as single trees, refuse containers etc.

We continue to work with partner agencies and GMP to reduce deliberate fires and are in the process of setting up a data sharing agreement with GMP to support a joint approach to reducing deliberate/ASB related incidents.

**Supporting Indicators/Benchmarks**

- **Emergency Response**
  - **Greater Manchester Fire and Rescue (GMFRS) 2017/18**
  - Reduce the number of emergency calls, deaths and injuries, crime and disorder. Maintain a high state of preparedness for emergencies.

**Context and challenges**

The increase observed in ‘all fires’ this year is due to the higher volume of deliberate fires experienced during quarter 1 which is a trend also reflected in other FRSS. Deliberate fires are those that are started intentionally and concern:

- Primary fires – involve property and/or casualties and/or involves five or more fire appliances
- Secondary fires – involve objects/materials such as single trees, refuse containers etc.

We continue to work with partner agencies and GMP to reduce deliberate fires and are in the process of setting up a data sharing agreement with GMP to support a joint approach to reducing deliberate/ASB related incidents.

The average response time to emergency incidents for 2017/18 was within the target of 5 minutes 45 seconds at 5 minutes 38 seconds, although this is slightly higher than the 5 minutes 32 seconds recorded during 2016/17. (This is the time taken for the 1st appliance to attend the scene once the alert is received at the fire station and does not include call handling time).

97.36% of appliances were crewed and available during 2017/18, which is an improvement when compared to the 96.84% reported during 2016/17. The main reasons impacting this area are associated with the lack of take up of overtime, reductions in available staff, sickness absence, annual and emergency leave and overall operational staffing numbers.

Operational workforce capacity – the uniformed establishment for GMFRS is 1,430 and is currently showing 172 vacancies. The front line uniformed establishment is 1,239 and is currently showing 1,092 (a shortfall of 147 fire fighters). A significant recruitment campaign is underway aimed at recruiting 332 fire fighters over 2 years. Additional fire fighters are required because in addition to the current vacancy levels, we are losing approximately 10 fire fighters every month due to retirements and other factors.
Emergency Response
Greater Manchester Fire and Rescue (GMFRS) 2017/18

Reduce the number of emergency calls, deaths and injuries, crime and disorder. Maintain a high state of preparedness for emergencies.

<table>
<thead>
<tr>
<th>Accidental Dwelling Fires</th>
<th>2017/18*</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Bolton</td>
<td>197</td>
<td></td>
</tr>
<tr>
<td>Bury</td>
<td>128</td>
<td></td>
</tr>
<tr>
<td>Manchester</td>
<td>498</td>
<td></td>
</tr>
<tr>
<td>Oldham</td>
<td>171</td>
<td></td>
</tr>
<tr>
<td>Rochdale</td>
<td>162</td>
<td></td>
</tr>
<tr>
<td>Salford</td>
<td>198</td>
<td></td>
</tr>
<tr>
<td>Stockport</td>
<td>190</td>
<td></td>
</tr>
<tr>
<td>Tameside</td>
<td>166</td>
<td></td>
</tr>
<tr>
<td>Trafford</td>
<td>142</td>
<td></td>
</tr>
<tr>
<td>Wigan</td>
<td>180</td>
<td></td>
</tr>
</tbody>
</table>

GMFRS attended 2,037 accidental dwelling fires (ADFs) during 2017/18, an increase of 2.77% (55) when compared to 2016/17.

Supporting Indicators/Benchmarks

<table>
<thead>
<tr>
<th>Accidental Dwelling Fires</th>
<th>2017/18*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bolton</td>
<td>51</td>
</tr>
<tr>
<td>Bury</td>
<td>41</td>
</tr>
<tr>
<td>Manchester</td>
<td>177</td>
</tr>
<tr>
<td>Oldham</td>
<td>50</td>
</tr>
<tr>
<td>Rochdale</td>
<td>71</td>
</tr>
<tr>
<td>Salford</td>
<td>91</td>
</tr>
<tr>
<td>Stockport</td>
<td>37</td>
</tr>
<tr>
<td>Tameside</td>
<td>42</td>
</tr>
<tr>
<td>Trafford</td>
<td>45</td>
</tr>
<tr>
<td>Wigan</td>
<td>78</td>
</tr>
</tbody>
</table>

There have been 683 non-domestic fires in 2017/18, which is an increase of 2.71% (18) when compared to the volume attended during 2016/17.

Context and challenges

There have been 21 deaths as a result of fire incidents in 2017/18, compared with 17 during 2016/17.

<table>
<thead>
<tr>
<th>All Fire deaths</th>
<th>2013/14</th>
<th>2014/15</th>
<th>2015/16</th>
<th>2016/17</th>
<th>2017/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire deaths; Deliberate</td>
<td>8</td>
<td>0</td>
<td>7</td>
<td>6</td>
<td>13</td>
</tr>
<tr>
<td>Fire deaths; Accidental</td>
<td>10</td>
<td>12</td>
<td>13</td>
<td>11</td>
<td>8</td>
</tr>
<tr>
<td>Injuries from fire</td>
<td>232</td>
<td>226</td>
<td>202</td>
<td>221</td>
<td>198</td>
</tr>
</tbody>
</table>

Four of the deliberate fires deaths in 2017/18 occurred at the same house fire.

During 2017/18, 94% of accidental dwelling fires were confined to the room of origin and 83% were found to have been fitted with a smoke alarm – this compares favourably to the Home Office report 2016/17, which reported that “Fires where a smoke alarm was not present accounted for 27% of all dwelling fires”.

In 2017/18 those property types which accounted for over half of all non-domestic fire incidents were:

1. Retail 14%
2. Food and drink 10%
3. Industrial manufacturing 10%
4. Public administration, security and safety, e.g. prisons 9%
5. Residential homes 9%

A number of post incident activities are taken following on from a fire in a dwelling and non-domestic property to help reduce and manage volumes such as; Safe and Wells visits, liaising with local partners, enlisting the support of the local Business/Community Safety Advisor and Prevention team members, audits and inspections, local/national targeted campaigns and messages etc.
The volume of business safety activities is reflective of the number of specialist Fire Safety staff being significantly below establishment. Additionally, and following on from the Grenfell Tower major incident, resources have been redistributed in support of the High Rise Task Force and associated activities.

The ‘all false alarms’ key performance indicator consists of 3 main types of false alarm:

1. False alarm due to apparatus – alarms originating from an automatic fire alarm system.
2. False alarm good intent - calls made in good faith in the belief that the FRS really would attend an incident.
3. Malicious false alarms - incidents where persons have deliberately activated a fire alarm system or have contacted North West Fire Control (NWFC) indicating an occurrence of fire where this is not the case.

FADA make up the majority of false alarms with the following property types accounting for just over 50% of the total volume; Hospitals/Medical care, Education, Retail and Offices and Call Centres. The area protection teams work with business premises providing advice and guidance in order to reduce the number of FADA. In addition to this we are exploring policy changes in relation to our attendance to FADA.

A total of 2721 business safety engagement activities have been delivered in 2017/18, which is fewer than the 4096 recorded during 2016/17. There has been a 34% reduction in 2017/18 when compared to 2016/17.
## Prevention and Protection

Greater Manchester Fire and Rescue (GMFRS) 2017/18

Reduce property damage, economic loss and damage to the environment. Provide improved quality of life outcomes for communities.

### Special Service Calls (SSCs)

<table>
<thead>
<tr>
<th>Borough</th>
<th>2017/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bolton</td>
<td>744</td>
</tr>
<tr>
<td>Bury</td>
<td>359</td>
</tr>
<tr>
<td>Manchester</td>
<td>1543</td>
</tr>
<tr>
<td>Oldham</td>
<td>492</td>
</tr>
<tr>
<td>Rochdale</td>
<td>485</td>
</tr>
<tr>
<td>Salford</td>
<td>621</td>
</tr>
<tr>
<td>Stockport</td>
<td>556</td>
</tr>
<tr>
<td>Tameside</td>
<td>475</td>
</tr>
<tr>
<td>Trafford</td>
<td>419</td>
</tr>
<tr>
<td>Wigan</td>
<td>601</td>
</tr>
</tbody>
</table>

6296 special service calls have been attended during 2017/18, which is a reduction of 27% (2367) when compared with 2016/17. The reduction is due to there being a fewer number of medical incident calls following GMFRS withdrawal from the EMR trial.

*Not all records were complete at the time of reporting and therefore a small number may not be assigned to a borough.*

### Safe and Well visits

<table>
<thead>
<tr>
<th>Borough</th>
<th>2017/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bolton</td>
<td>4464</td>
</tr>
<tr>
<td>Bury</td>
<td>1881</td>
</tr>
<tr>
<td>Manchester</td>
<td>4393</td>
</tr>
<tr>
<td>Oldham</td>
<td>2973</td>
</tr>
<tr>
<td>Rochdale</td>
<td>2971</td>
</tr>
<tr>
<td>Salford</td>
<td>4270</td>
</tr>
<tr>
<td>Stockport</td>
<td>3527</td>
</tr>
<tr>
<td>Tameside</td>
<td>2525</td>
</tr>
<tr>
<td>Trafford</td>
<td>2263</td>
</tr>
<tr>
<td>Wigan</td>
<td>4013</td>
</tr>
</tbody>
</table>

33285 Safe and Well visits were made to homes across Greater Manchester during 2017/18 which is an increase of 19% (5403) when compared to 2016/17.

*Not all records were complete at the time of reporting and therefore a small number may not be assigned to a borough.*

### Supporting Indicators/Benchmarks

#### SSC; Medical Incidents only

<table>
<thead>
<tr>
<th>Year</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013/14</td>
<td>118</td>
</tr>
<tr>
<td>2014/15</td>
<td>86</td>
</tr>
<tr>
<td>2015/16</td>
<td>1546</td>
</tr>
<tr>
<td>2016/17</td>
<td>3641</td>
</tr>
<tr>
<td>2017/18</td>
<td>1290</td>
</tr>
</tbody>
</table>

#### Safe and Well visits

<table>
<thead>
<tr>
<th>Year</th>
<th>Target</th>
<th>Safe and Well visits</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013/14</td>
<td>4500</td>
<td></td>
</tr>
<tr>
<td>2014/15</td>
<td>5000</td>
<td></td>
</tr>
<tr>
<td>2015/16</td>
<td>5500</td>
<td></td>
</tr>
<tr>
<td>2016/17</td>
<td>6000</td>
<td></td>
</tr>
<tr>
<td>2017/18</td>
<td>6500</td>
<td></td>
</tr>
</tbody>
</table>

#### Home Office 2016/17; “Overall the number of Home Fire Risk Checks (HFRCs) that FRs and their partners carry out have been on a downwards trend although there was a small increase between 2015/16 and 2016/17. In 2016/17, FRs completed 590,198 HFRCs, this was a 2% increase compared with the previous year (581,364) and 24% fewer than in 2010/11 (775,019). “

### Context and challenges

Whilst it is the case that that the overall number of special service calls has reduced due to fewer medical incidents it is noted that there have also been volume variances to some other SSC types:

- **Road traffic collisions (RTCs)** are a subset of special service calls (SSCs) and during 2017/18 a total of 1323 have been attended, which is 8% (95) more than in 2016/17. The increase seen is mainly due to a change that was introduced on the 10th of October 2016, which saw the mobilisation of one pump to some RTC incidents where previously this may not have been the case if no persons were reported. This was introduced to provide further assistance in the assessment of the scene, supporting other agencies as deemed appropriate by the Incident Commander (IC), making the scene safe and/or rendering first aid and trauma care until arrival of such agencies.

- **Assist other agencies** – 144 in 2017/18, compared with 421 in 2016/17. The reduction is associated with fewer ‘concern for welfare’ incidents which involve GMFRS firefighters at three community fire stations responding to low priority, high volume calls (many relating to low level mental health concerns) on behalf of Greater Manchester Police.

- **Effecting entry/exit** - these relate to our attendance at incidents to assist with the access/release of an individual/s who have generally become locked in a room, house or vehicle; 551 were dealt with in 2016/17 compared with 648 in 2017/18.

The **Safe and Well visit** was introduced in September 2015 and expanded the scope of the existing Home Safety Check beyond fire risk reduction to include health, wellbeing and home security. A Safe and Well Visit is a person centred home visit carried out by both operational and non-operational staff.

The effectiveness of Safe and Well visits are evaluated, in addition to this we assess and refine our risk model each year to ensure visits are targeted at those people/households most at risk of having a fire.
Workforce
Greater Manchester Fire and Rescue (GMFRS) - 2017/18

Maintain a high performing, engaged and healthy workforce

### Sickness Absence

<table>
<thead>
<tr>
<th>Year</th>
<th>Uniformed</th>
<th>Non-uniformed</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016/17</td>
<td>3.84%</td>
<td>4.18%</td>
</tr>
<tr>
<td>2017/18</td>
<td>4.72%</td>
<td>4.72%</td>
</tr>
</tbody>
</table>

The overall level of sickness absence during 2017/18 is 4.72% which is an increase of 0.81% when compared to 2016/17.

### Hostilities

<table>
<thead>
<tr>
<th>Year</th>
<th>Bolton</th>
<th>Bury</th>
<th>Manchester</th>
<th>Oldham</th>
<th>Rochdale</th>
<th>Salford</th>
<th>Stockport</th>
<th>Tameside</th>
<th>Trafford</th>
<th>Wigan</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017/18</td>
<td>8</td>
<td>2</td>
<td>25</td>
<td>9</td>
<td>1</td>
<td>14</td>
<td>5</td>
<td>6</td>
<td>1</td>
<td>22</td>
</tr>
</tbody>
</table>

There have been 93 fire fighter hostilities reported during 2017/18, which is an increase of 50% (31) when compared to 2016/17.

### Supporting Indicators/Benchmarks

Year to date the average 'days lost' to sickness absence at GMFRS is 9.7 days which is higher than the 8.2 days reported in 2016/17. This does, however, compare favourably to the 10.2 days reported by Greater Manchester Local Authorities in 2016/17.

### Context and challenges

Mental Health and musculoskeletal injuries remains the main reasons for time lost to sickness. This reflects the CIPD Absence management survey 2016, which reports "Stress, musculoskeletal injuries and mental ill health are the top causes of absence in the public sector (after minor illness for short-term absence) and are more common causes of absence in the public sector than the private."

Sickness absence is being managed robustly and in line with current policies and procedures. A task and finish group has been established to explore the underlying issues relating to the increase in sickness and the Service continues to work with occupational health to manage employee health and wellbeing.

GMFRS provide and promotes stress counselling, employee assistance programmes, occupational health services and rehabilitation programmes, using flexible working options/improved work–life balance, make changes to working patterns or environment and have a capability procedure to support employees.

There is an ongoing focus, exploring modified duties options for long term sickness, and also some general local sense checking on potential causes and mitigation of the increasing risk. The People Management meeting group places additional focus on sickness causes and exploring modified duties options to facilitate return to work. A review of the sickness absence policy and the application of this will be undertaken.

In relation to hostilities; ‘Objects thrown at firefighters/appliances’ continues be the highest in terms of attack type, accounting for 55% of all incidents this year. CCTV was fitted to all fire engines by March 2017. Footage is shared with GMP to support a joint approach to identifying individuals. We continue to work with partner agencies, in particular before and during the TREACLE period (September to November) when there is an increase in the number of incidents involving hostilities. A review of how future TREACLE campaigns are delivered and the communication around this is underway.
A recent Home Office publication advised that 5.2% of firefighters were women in England in 2017. At GMFRS in 2016/17, 2.8% (36) of firefighters were women, compared with 2.2% (30) in the previous year.

GMFRS are very active in delivering initiatives to encourage under-represented groups to consider a career in the Fire Service (and specifically in operational roles). Candidates are provided with information, advice and guidance in relation to career opportunities available to them. A review of our operational promotion process has also been undertaken to ensure that any perceived (or actual) barriers to promotion or the working environment for females or staff from other under-represented groups are identified and removed.

The Positive Attraction team focus on initiatives to encourage people from under-represented groups (particularly those who identify as BAME and female) to consider a career as a firefighter. This is through community led attraction which encompasses reaching out to our GM community, attending a number of events and key locations where individuals have the opportunity to talk to colleagues about the broader role of the modern firefighter, to understand the breadth of skills and behaviours required and to gain an insight into a day in the life of a firefighter.

We have successfully completed the Diversity and Inclusion programme organised by NHS Employers Network. GMFRS were the first non NHS provider to be successful in being selected to take part in the programme.

The GMFRS gender pay gap is based on hourly rates of pay as at 31 March 2017 women’s hourly earnings were on average 10.5% (mean) and 10.3% (median) below those of men. The gender pay gap gives a snapshot of the gender balance within an organisation. It measures the difference between the average earnings of all male and female employees, irrespective of their role or seniority.
Incident Comparisons (data provided by individual FRSs)

Response times sourced from Home Office data, 2017/18 statistics not yet available
Prevention and Protection Comparisons (data provided by individual FRSs)

*Data provided below sourced from Home Office statistics*
Workforce Comparisons

% of total working days/shifts lost to sickness (April - Dec 2017)

(Data above sourced from the National Fire and Rescue Service 'Occupational Health Performance Report'. South Yorkshire did not participate in this report)

*Attacks data sourced from Home Office

(*Attacks data sourced from Home Office)

(Gender data sourced from Home Office)
GMFRS - PROGRAMME FOR CHANGE

Date: 19 June 2018

Subject: PROGRAMME UPDATE – SCRUTINY PANEL BRIEF

Report of: Programme Lead – Glen Martin

PURPOSE OF THE REPORT

This paper provides a brief on update and progress of the GMFRS Programme for Change.

INTRODUCTION

1. The Terms of Reference for the GMFRS programme for Change (Appendix 1) were approved at the inaugural programme board raised on 03/05/18.

2. An initial 12 month programme was outlined to deliver a case for change incorporating a new operating model, short term interventions in support of efficiency plans and longer term changes to drive the requirement for new ways of working across all functions and services.

3. Programme governance has been developed to ensure all stakeholders are heard, and in addition to standard programme governance, independent advisory and staff reference groups form a key part of the decision making process (Appendix 2).

4. The programme for change is also operating within a wider context of change across GMCA. Ongoing reviews within interdependent areas of GMCA coupled with current activity which cross cuts the programme is being addressed to ensure alignment.

5. The critical path for change in GMFRS is being driven by the need to understand the future requirement for firefighter resources, the Fire Cover Review, from which other GMFRS functions and services will develop.

6. The Fire Cover Review workstream is progressing a wide ranging, in depth assessment which will provide further basis for change.

7. This paper sets out key programme activity from approval of Terms of Reference.

PROGRAMME ACTIVITY

Developing understanding of current position

8. Programme team workstreams have delivered an initial analysis of the current delivery of services, how much effort is applied to service delivery and associated strengths and weaknesses.
9. From this a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis will be delivered which provides pointers for change.
10. The initial analysis forms the basis from which a detailed analysis of activity and costs will be delivered, supported by an independent review of activity, and a model of how GMFRS invests its People budget across services will enable an assessment of areas for change.
11. In addition, an understanding of the IT infrastructure and the assets which support the delivery of services, fleet and estate, is also to be delivered to determine gaps in capabilities and opportunities for change.
12. A separate stream of activity is also seeking to explore income development opportunities from existing or new developments which leverage any assets that are employed by GMFRS.
13. Supporting insight and input from staff across GMFRS is also being employed to inform the requirements for change from the current position.
14. The next stage of the development of the current position is to test options for change and to build a high level position from which this can be tested by programme board and steering group.

Fire Cover Review

15. With this element of the programme driving the critical path for delivery of the new operating model, a number of key phases of work have been progressed focusing on development of a new community risk model and development of thinking on response standards.
16. A community risk model was approved as the basis from which GMFRS will look to base future requirements for service delivery across all areas of prevention, protection and response.
17. Current response standards which inform the public of Greater Manchester of our response times for categories of risk are considered in need of development to provide improved service, incorporating developments in NWFC call handling.
18. A number of models are being reviewed with the aim to present an updated response standard which provides the public with an improved and more appropriate standard based on better assessment of risk.
19. Development of response standards is in discussion with the results of modelling of options to be presented to programme board and steering group in due course.
20. Further update will be provided following decision and approval from steering group.

Understanding Strategic context

21. In addition to the initial requirements for a new way of working set out by the Mayor, further developments post Kerslake review have provided clear drivers for change which now underpin the development of the new operating model and set the platform
22. A wider review of the emerging developments which may impact the FRS and emergency services is also in plan for delivery to support the rationale for change.

Vision, Purpose and Design Principles

23. It is essential that any organisation seeking to develop a new way of working has a clear vision and purpose, and an understanding of its core business or service provision.
24. A series of sessions with the Corporate Leadership Team within GMFRS has led to development of a vision and purpose position, which will be shared with staff and tested as part of the next phase of work.
25. From this, a number of principles have been proposed which help shape the design of the operating model, focused on shaping functions around the core service of GMFRS, and again this will be tested in the next phase of work.

*Early Interventions – new Interim Duty System*

26. Following feedback from mayoral visits, a number of fast paced developments were identified to support service improvement across GMFRS.
27. One development includes the implementation of an interim solution to support improved rostering of firefighters to support work life balance issues and weaknesses in the current system associated with significant vacancies in response resources.
28. A proposal for a new interim duty system has been presented for discussion at steering group. The solution requires increased recruitment activity and improvement to absence management and an extension to the current need for interim overtime to support the gap in resources.
29. The proposal is currently under discussion

*Independent Advisory Panel (IAP)*

30. The IAP recommended a Trade Union Forum (TUF) and Staff Reference Group (SRG) to be set up to support the programme board.
31. Membership of the Staff Reference Group is to be no more than 20 staff, elected from a cross section of functions and grades across GMFRS, with Expressions of Interest for membership of the SRG now being sought.

*Leadership and Culture*

32. External commissioned activity to support the development of Leadership and Culture within GMFRS is now in place led by IAP, with support from internal People colleagues.
33. The Leadership and Culture programme aims to understand GMFRS existing organisational culture and current model of leadership. Further support is also anticipated to be provided from external leadership experience and expertise from the bluelight sector.

*GMFRS Business Model*

34. A new business model for GMFRS is in development with GMFRS leadership and will be tested by staff as appropriate during the next phase of the development. This will support the understanding of how the core organisational purpose and strategic objectives fit within the wider context of the GMCA.

NEXT STEPS

35. Regular updates on progress will be provided as appropriate to the Scrutiny Panel following programme board and steering group output
Appendix 1 – Terms of Reference for the GMFRS Programme for Change

Terms of Reference
Transforming GMFRS
20 April 2018
Purpose

The Mayor announced on 29 March a whole service GMFRS review programme which will include; leadership, culture and governance, the way the service uses resources and works with partner agencies. The purpose of this programme is to establish a robust future delivery model for GMFRS. The programme will evaluate the current fitness for purpose of the whole organisation and its governance, proposing changes where appropriate and ensure that the future model is fit to adapt to future challenges which may face GMFRS. The exercise is forward facing and does not seek to question decisions taken in the past. The drivers for this programme are;

- Need for a new service wide operating model to provide clarity on the core business of GMFRS;
- Need to improve the delivery of these core services, including fire control, addressing the organisational weaknesses identified in the Kerslake Report;
- Need to deliver savings in line with the reduced budget available;
- Need to ensure the focus of resource and budget is in core services, increasing efficiency and productivity;
- Need for greater frontline focus on prevention and protection as a key element of Fire Service delivery;
- Need for GMFRS to adopt improved decision making processes which embrace an inclusive leadership and organisational culture consistent with a modern operational emergency service;
- Need to align with the wider organisational development of the Combined Authority;
- Need to align services provided to the Greater Manchester public service reform agenda from GMFRS.

Scope

This programme covers all parts of GMFRS and will run alongside the programme of reviews being undertaken across GMCA. Following on from the integration of GMFRS in to GMCA some work streams have become closely linked. Any interdependencies between work streams will be managed through the programme board.

Six workstreams for the programme have been identified as follows,

1. Target Operating Model – to develop a shared vision of how GMFRS will look in the future;
2. Fire Cover Review – to develop an evidence base which demonstrates how our firefighting and rescue resources should be organised based on the risk our communities face;
3. Income and Assets – to explore opportunities to generate income or deliver efficiencies through better utilisation of our assets such as the training and development centre;
4. Prevention and Protection – to develop and exploit opportunities to work in collaboration with partners across Greater Manchester to keep communities safe;
5. Operational and Business Support – to develop an efficient support model with transparent decision making;
6. Organisational leadership and culture – to develop behaviours which support the delivery of the new operating model at all levels of the organisation.

Deliverables

The review will result in a number of business cases for change being developed for consideration by the Mayor, Deputy Mayor, Chief Executive and Programme Board across the work streams identified. The initial programme is planned for 12 months to achieve short term deliverables.

The first phase will aim to deliver the Full Business Case for implementing objectives by the autumn of 2018/19.

Governance
A Programme Board reporting to a Steering Group of the Mayor and Deputy Mayor for decision will be chaired by the Chief Executive Eamonn Boylan and include the Interim Chief Fire Officer.

An Independent Advisory Panel has also been established to ensure that the approaches, methodologies, assessments and options for change are challenged to provide confidence and additional checks and balances to support decisions of the programme board. The independent panel will not take decisions, rather it will support and inform the decisions of the programme board.

Membership of the panel are as follows,

- Chief Constable of Greater Manchester
- Director of HR/Organisational Development TfGM
- Director of Transformation TfGM
- Director of HR Manchester Growth Company
- HR Transition Lead GMCA

The Corporate Issues and Reform scrutiny committee will receive reports on the progress of the review regularly and ahead of decisions being taken.

Engagement with trade unions will be undertaken through a trade union forum which will be established for this purpose.

A staff reference group will also be established to provide advice to the programme.

Costs and Resources

An outline of estimated resource requirements is summarised below.

<table>
<thead>
<tr>
<th>Resource Costs (£'000s)</th>
<th>2018</th>
<th>2019</th>
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<tbody>
<tr>
<td></td>
<td>Q1</td>
<td>Q2</td>
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<td>Tom Development</td>
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<tr>
<td>Enabling Support</td>
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</tbody>
</table>

From existing budget

- 112  127  130  130

Additional costs/backfill - underspend/reserves

- 117  126  133  118

Total

- 229  253  263  248
Appendix 2

Programme Governance Structure

- Trade Union Forum
- Independent Advisory Panel
- Staff Reference Group
- Steering Group
- Programme Board
- Programme Team
- Work-Streams
- Public Reference Group
1. PURPOSE OF REPORT

1.1 For the Committee to:
   • consider the report on the GMCA Governance Review presented to the GMCA on 27 April 2018 (attached at Appendix A)
   • consider the GMCA and the Mayor’s decisions
   • note the current position

2. RECOMMENDATIONS

2.1 To consider the report and provide feedback on the GMCA Governance Review.

3. CONTACT OFFICERS

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

   Name: Gwynne Williams
   Position: Deputy Monitoring Officer, GMCA
   Telephone: 0161 608 4007
   E-mail: williamsg@manchesterfire.gov.uk

4. BACKGROUND

4.1 On 27 April 2018 the GMCA received a report of the Mayor on the GMCA Governance Review, attached at Appendix A. The report considered the arrangements for the carrying out of the Mayor’s Fire and Rescue function, the GMCA’s Waste disposal function and both current and future Mayoral, District and CA functions on transport.

4.2 In relation to fire and rescue the decision of the Mayor, following consultation with GMCA members was as follows:
   1. To pursue the amendment of the GM PCC Order to provide for the Deputy Mayor PCC to exercise delegable Fire and Rescue functions.
   2. To include advice and support on Fire and Rescue issues in so far as possible as matters for the Police and Crime Panel to consider.
   3. To seek permission to rename the Police and Crime Panel as the Police, Crime and Fire Panel.
4. To disestablish the Fire Committee
5. To make the appropriate representation and appointments to the bodies set out in Section 9 of the report.

4.3 In relation to Waste Disposal the decision of the GMCA was as follows:
   1. To invite two nominations (except Wigan) from each District for the establishment of a Waste Committee as a CA committee from 2nd July 2018.
   2. To agree that the Committee will have between 12-15 members to ensure political proportionality and gender balance.
   3. To agree that the size and Chair of the Committee will be agreed at the June CA AGM.
   4. To agree the Terms of Reference of the Committee at the June AGM which will include delegated authority to progress contract negotiations.

4.4 In relation to transport the decision of the GMCA was as follows:
   1. To request Districts to consider the functions, size and membership of TfGMC as a joint committee of the Districts, the CA and the Mayor.
   2. To agree to determine the re-constitution of TfGMC at the June CA AGM.
   3. To request Districts to make appointments to the existing TfGMC at their annual meetings for the period May-July 2018, and that those appointments include the Transport Portfolio holder in each district.

4.5 It was also resolved that the portfolio governance and the wider engagement of GM elected members be reviewed after the CA AGM in June to be overseen by portfolio leads supported by the Monitoring Officer and Assistant Director, Governance and Scrutiny.

4.6 Finally, it was noted that the GMCA Governance Review report would be considered at this Committee meeting.

5. CURRENT POSITION

5.1 The Mayor’s decision to dis-establish the Fire Committee took effect on 9 May 2018.

5.2 The Monitoring Officer is in discussion with the Home Office in relation to the Fire Order. The Home Office has indicated its agreement in principle to amend the Fire Order to enable the Mayor to authorise the Deputy Mayor Policing and Crime to exercise fire and rescue functions.

5.3 The Home Office has asked for further information on the functions to be undertaken by the Police and Crime Panel in relation to fire and rescue.

5.4 The District Councils have made their nominations to the GMCA in respect of the Waste Committee.

5.5 The Monitoring Officer is consulting on draft terms of reference and delegations in respect of Waste Disposal functions. In broad terms
matters such as setting the levy, setting the capital programme, and approving the Waste and Resources Strategy would be reserved to the GMCA.

5.6 The District Councils have made their appointments to TfGMC. The Districts will be asked to report back their views on the future functions, size and membership of TfGMC as a joint committee of the Districts, the CA and the Mayor in July.

5.7 The review of portfolio governance will be included in the Legal & Governance Business Team Plan.

The following is a list of the background papers on which this report is based in accordance with the requirements of Section 100D(1) of the Local Government Act 1972. It does not include documents, which would disclose exempt or confidential information as identified by that Act.

The above papers and documents may be inspected during normal office hours at GMCA, Churchgate House, 56 Oxford Street, Manchester M1 6EU.
PURPOSE OF REPORT

To consider arrangements for the carrying out of the Mayor’s Fire and Rescue function and the GMCA (CA) Waste disposal function and to make recommendations on how Mayoral, District and CA functions on transport can be delivered.

RECOMMENDATIONS:

1. **Fire**
   
   To note the Mayor’s decision, following consultation with GMCA members;
   
   - To pursue the amendment of the GM PCC Order to provide for the Deputy Mayor PCC to exercise delegable Fire and Rescue functions.
   
   - To include advice and support on Fire and Rescue issues in so far as possible as matters for the Police and Crime Panel to consider.
   
   - To seek permission to rename the Police and Crime Panel as the Police, Crime and Fire Panel.
   
   - To disestablish the Fire Committee
   
   - To make the appropriate representation and appointments to the bodies set out in Section 8.

2. **Waste Disposal**
   
   - To invite two nominations from each District for the establishment of a Waste Committee as a CA committee from 2\textsuperscript{nd} July 2018.
   
   - To agree that the Committee will have between 12-15 members to ensure political proportionality and gender balance.
   
   - To agree that the size and Chair of the Committee will be agreed at the June CA AGM.
   
   - To agree the Terms of Reference of the Committee at the June AGM which will include delegated authority to progress contract negotiations.
3. **Transport**
   - To request Districts to consider the functions, size and membership of TfGMC as a joint committee of the Districts, the CA and the Mayor.
   - To agree to determine the re constitution of TfGMC at the June CA AGM.
   - To request Districts to make appointments to the existing TfGMC at their annual meetings for the period May-July 2018, and that those appointments include the Transport Portfolio holder in each district.

4. That portfolio governance and the wider engagement of GM elected members be reviewed after the CA AGM in June. The review to be overseen by portfolio leads supported by the Monitoring Officer and Assistant Director, Governance and Scrutiny.

5. To note that this Report will be considered by the Corporate Issues and Reform Overview and Scrutiny Committee at their June meeting.

**CONTACT OFFICERS:**

Liz Treacy    CA Monitoring Officer
Julie Connor  Assistant Director of Governance and Scrutiny

Risk Management – see paragraph
Legal Considerations – see paragraph
Financial Consequences – Revenue – see paragraph
Financial Consequences – Capital – see paragraph

**TRACKING/PROCESS**

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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>
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TfGMC Overview & Scrutiny Committee
1. **GMCA COMMITTEES BACKGROUND**

1.1 GMCA has a number of committees to which the Districts make nominations and the CA or the Mayor makes the appointments. The CA also has a number of other bodies – Boards, Commissions, working groups that are involved in the governance of the CA and these will be reviewed and reported on as part of a future report.

1.2 In terms of current committees these are either GMCA committees, Mayoral Committees, or provided for in legislation which includes Standards, Audit and Overview and Scrutiny Committees. CA and Mayoral Committees are optional; it is up to the CA and the Mayor to decide if they want to establish them.

1.3 A CA committee can be established by the CA to carry out CA functions. The CA will determine and agree its terms of reference including any delegated decision making. A Waste Committee would be a CA committee.

1.4 A Mayoral committee can only be established to carry out Mayoral functions and if specified in the relevant Order. The Fire Committee is a CA committee but appointed by the Mayor. Within GMCA the Mayor has agreed to consider the views of all CA members in determining the requirement for and make up of any Mayoral Committee.

1.5 CA and Mayoral committees must reflect the political balance of the membership of all of the Districts combined. This may change after the 2018 local elections.

1.6 TfGMC is a joint committee of the GMCA and the 10 Districts with delegated functions from the Districts and the CA. It is not a CA or Mayoral Committee.

1.7 GMCA and the Districts have already signed up to a Governance Protocol that was developed to accompany the 2014 Devolution Agreement. The Protocol covers Governance and Leadership. It sets out the relationship between the CA and the Districts and how we will all work together including principles and common standards to promote understanding and transparency.

2. **GOOD GOVERNANCE**

2.1 There are a number of well-established principles of good governance for the public sector as set out by CIPFA, Local Government Ombudsman etc. In summary the principles should include:

   i. Providing leadership and a strategic vision for the locality – experience and authority
   ii. High quality decision making – evidence and knowledge
   iii. Transparency – be clear about who is making which decision, ensure that the public understand the governance process
   iv. Accountability – how are the decision makers held to account and scrutinised.
2.2 GMCA has considered how best to apply these principles to the establishment of any future CA or Mayoral Committees and in particular if there should be a standard approach to all committees or just those with decision making functions. For example in coming to decisions on Fire, Waste and Transport as set out in this report it has considered

- Should all committees be of the same size and if so should that be 15 as established for the existing Fire and Scrutiny Committees?
- Should all committees be gender balanced or is this an aspiration to be worked towards?
- Should all formal committees established by the CA or in exercise of the Mayoral functions have delegated decision making functions?
- Should members where the Committee has delegated or functions be the relevant Executive/Portfolio member from each district?

**Governance arrangements 2017/18**

2.3 In 2017 the GMCA established three Scrutiny Committees – Housing, Planning and Environment; Corporate Issues and Reform Overview and Economy Business Growth and Skills with 15 non-executive members and 15 substitutes on each thereby doubling the number of members involved in scrutinising the decisions of the Mayor and the CA. This is the most comprehensive set of scrutiny arrangements of any of the new Combined Authorities and the committees themselves are gender balanced. The meetings of the Scrutiny committees, like the CA, are webcast live and open to the public to attend.

2.4 The Committees have agreed and published work plans which reflect the policy objectives of the CA. These work plans inform the decisions of the CA and enable the Committees to focus on pre-decision scrutiny as well as being key stakeholders in the formulation of CA policy. An example of this is the recent work of the Housing Planning and Environment Scrutiny committee which took evidence from a number of third sector organisations and individuals on homelessness and made recommendations to the CA.

2.5 In addition to formal scrutiny the Mayor also has an open question time in each district the week before it hosts the CA meeting on the last Friday of each month.

2.6 The CA also operates a system of Portfolio Leads where each Leader has an area of GMCA policy which is their responsibility to lead and support. During 2017/18 the role of the Assistant member to the Portfolio leads was refreshed to ensure that such roles delivered the CA’s ambition to be gender balanced in so far as possible so that each Portfolio lead appointed an assistant of the opposite gender to themselves.
3. PORTFOLIO GOVERNANCE AND GM ELECTED MEMBER INVOLVEMENT 2018/19

3.1 It is proposed that the wider portfolio governance structures referred to above should be reviewed post May 2018, to ensure that they are fit for purpose going forward and that they reflect the delivery and governance requirements of the new GMS and Implementation Plan and also any requirement for new governance around for eg Children and Economic Development.

3.2 In relation to the involvement of elected members in the work of the CA current governance and delivery arrangements across portfolios include for approximately 190 GM elected members (excluding Leaders). However this number simply reflects numbers appointed to the CAs various bodies it does not capture other ways of engagement and involvement by the CA or how GM work is communicated and shared within Districts. These are areas that are recommended for further review by portfolio leads following the June CA AGM when any portfolio changes have also been agreed. The review will engage with the 10 districts and will welcome views from all councillors on how they wish to engage with the CA to ensure that it is transparent and accountable across all authorities and is seen to be so.

3.3 It is therefore recommended that portfolio governance and the ongoing wider engagement and involvement of all GM elected members is reviewed post the CA June AGM and that the review includes oversight by Portfolio leads supported by the Monitoring Officer and Assistant Director Governance and Scrutiny.

4. FIRE AND POLICE AND CRIME COMMISSIONER

Current position

4.1 On 9 May 2017 the Greater Manchester Combined Authority (Fire and Rescue Functions) Order 2017 (the Fire Order) came into force. It was made under the 2009 Act and its effect was to transfer the functions for fire and rescue for the Greater Manchester area to the GMCA; the functions are exercisable by the Mayor.

4.2 On the same day the Greater Manchester Combined Authority (Transfer of Police and Crime Commissioner Functions to the Mayor) Order 2017 (the PCC Order) came into force. A police and crime commissioner has statutory power to appoint a deputy police and crime commissioner. Under combined authority arrangements the role is known as “deputy mayor for policing and crime”. The Mayor appointed the deputy mayor for policing and crime and conferred police and crime functions.

4.3 The Fire Order requires the Mayor to exercise certain functions personally. These functions are:
• The power to enter into arrangements under sections 13, 15 and 16 of the Fire and Rescue Services Act 2004 (reinforcement schemes etc)
• Appointing, or dismissing, the person responsible for managing the Fire and Rescue service ie the Chief Fire Officer; approving the terms of appointment of the Chief Fire Officer; and holding the Chief Fire Officer to account for managing the Fire and Rescue service.
• Approving the local risk plan – IRMP
• Approving the fire and rescue declaration – Annual Assurance Statement
• Approving Business Continuity Management plans
• Approving any arrangements with Category 1 and Category 2 under the Civil Contingencies Act 2004

In addition the functions in relation to the setting of the GMCA budget for the Mayor’s general functions (including Fire), as provided for in the Combined Authorities (Finance) Order 2017 cannot be delegated.

4.4 Save for those non-delegable functions, the 2009 Act allows the Mayor to delegate functions to the GMCA Deputy Mayor, any other member of the GMCA i.e. leaders or any officer of the GMCA. The Act also enables the Secretary of State to provide in a Fire Order for the Mayor to delegate functions to the Deputy Mayor for policing and crime, or to a committee (the Fire Committee).

4.5 The Fire Order, as agreed by the CA and Districts, enabled the Mayor to delegate functions to a Fire Committee of up to 15 local authority members. In 2017/18 the Mayor appointed a Fire Committee of 15 members which has terms of reference that are advisory in nature. The terms of the Fire Order do not provide for delegation of fire and rescue functions to the Deputy Mayor for policing and crime. The Mayor determined that the Fire Committee should have no delegated functions but simply an advisory role.

5. **SCRUTINY/POLICE AND CRIME PANEL**

5.1 As stated above, the GMCA has established three overview and scrutiny committees comprising of 15 backbench elected members of the ten constituent councils. The remit of the Corporate Issues and Reform Overview and Scrutiny Committee includes Fire and Rescue functions.

5.2 It is the role of the Police and Crime Panel to review or scrutinise decisions made, or other action taken, by the relevant police and crime commissioner in connection with the discharge of the Commissioner's functions.

5.3 Following the making of the PCC Order, membership of the Police and Crime Panel was revised. It now comprises ten elected backbench members of the ten constituent councils and two mandatory co-opted members.
5.4 The Police and Crime Panel is supported in the Police and Crime Structure by the Police and Crime Leads (officers’ group) and Police Crime Steering Group (members) whose role is to oversee, drive improvements, work planning and share good practice.

5.5 Whilst the Police and Crime Panel may not exercise any functions other than those conferred by the 2009 Act, they may consider matters outside of the scope of the Police and Social Responsibility Act 2011 for Police and Crime Panels, but in scope of the wider Community Safety Agenda.

5.6 The Police and Crime Steering Group is the driver for police and crime matters and hold the Leads meeting to account for completing detailed pieces of work. As an elected member led meeting it reports primarily to the Police and Crime Panel. The Police and Crime Leads group will primarily take its direction from and report back to the Police and Crime Steering group. As an officer led group it will also report back as appropriate to the CA Wider Leadership Team.

6. BLUE LIGHT COLLABORATION

6.1 The Policing and Crime Act 2017 introduced a new statutory duty on the police, fire and rescue and emergency ambulance service to keep opportunities to collaborate under review. The duty is to keep under consideration whether entering into a collaboration agreement with one or more other relevant emergency services in England could be in the interests of the efficiency or effectiveness of that service and those other services.

6.2 In July 2017, Her Majesty’s Inspectorate of Constabulary’s remit was extended by the Policing and Crime Act 2017, to include inspections of Fire & Rescue services in England, and was renamed Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS). As a result of this inspection, HMICFRS will assess and report on the efficiency and effectiveness of the 45 fire and rescue services in England.

7. REVIEW OF FIRE AND RESCUE FUNCTIONS

7.1 The Mayor has announced a whole service review of fire and rescue including leadership and culture.

7.2 The CA also needs to consider the role of the Fire Committee, in consultation with the CA members, and whether an advisory body in the existing form of representatives from all Districts with this sole function is required, as in particular the scrutiny function now rests with the Corporate Scrutiny Committee, advice on community safety matters can be provided by the Police and Crime Panel and the
Committee has no delegated functions. Members will also be cognisant of the issues identified in the Kerslake Report on co-ordination and communication between the emergency services.

7.3 It could be considered in the light of the principles of good governance set out above, and the recommendations of the Kerslake Review, that it would provide clearer, more transparent and accountable leadership for the PCC and Fire functions of the Mayor for the advisory body functions to rest with the Deputy PCC, Police and Crime Panel and CA members as appropriate. The decision making would rest with the Mayor and he is accountable both to Scrutiny and directly to the public for the exercise of those functions. We will seek permission to rename the Police and Crime Panel the Police Crime and Fire Panel.

8. POSSIBLE ALTERNATIVE ARRANGEMENTS UNDER COMBINED AUTHORITIES

8.1 There are longer term options that would enable the Mayor to delegate those decisions that can be delegated instead of continuing with an advisory Fire Committee. The most appropriate of these would be to request the Secretary of State to amend the Fire Order to enable the Mayor to delegate fire and rescue functions to the deputy mayor for policing and crime, the Secretary of State may also provide for the police and crime panel to have oversight of all of those functions. This would require an amendment to the existing Orders.

8.2 Prior to an order being made the Mayor can hold all the functions himself and take advice and support from officers, CA members and the Police and Crime Panel on matters of Community Safety. The Deputy Mayor (PCC) can continue to provide advice and support but, as now, cannot take any decisions without an amendment to the relevant Orders. Scrutiny would remain with the Corporate Issues Overview and Scrutiny Panel.

9. REPRESENTATIVES ON OUTSIDE BODIES

9.1 There is a need to appoint representatives in relation to fire and rescue on the following outside bodies:

- Directorships (two) to North West Fire Control Limited – the local authority controlled company established by the four fire and rescue authorities for Cheshire, Cumbria, Lancashire and Greater Manchester to perform the statutory functions of emergency call handling and mobilisation of fire and rescue resources
- The Local Government Association in relation to Fire and Rescue – the forum for national policy development in relation to fire and rescue
• The North West Fire Forum – the aim of this advisory forum is to influence the effectiveness and efficiency of fire and rescue service activities to deliver value
• The Association of Metropolitan Fire and Rescue Authorities – a lobbying organisation for metropolitan fire and rescue authorities

10. WASTE DISPOSAL FUNCTIONS

Current position

10.1 Members will be aware that the GMWDA was abolished and all of its functions transferred to the CA on 1st April 2018. Waste disposal is now a CA function (not a Mayoral function). Interim governance arrangements have been put in place as agreed by the CA on 29 March 2018 to enable the CA to continue with the complex and financially significant procurement exercise to replace the now terminated PFI arrangement.

10.2 The Order transferring functions confirmed that in relation to the waste disposal functions of the CA the Wigan member of the CA does not have a vote, and that decisions relating to levying and budgets for Waste Disposal functions require a vote in favour by at least 7 members.

10.3 In terms of CA committees if the CA decided to establish a Waste Committee it must appoint from all Districts except Wigan and must reflect the political balance of those Councils taken together except Wigan.

10.4 The previous GMWDA consisted of 19 members from across the Districts. Wigan Council were entitled to attend as observers but have not done so for some years.

10.5 The Waste Authority had 3 committees – Special Purposes, Audit and Standards and Selection; a petitions sub group; and 3 Task and Finish Groups – Communications and Behaviour Change, Interim Services, and Re-procurement. The Authority also fed into national policy development and had links with other Joint Waste Authorities.

11. WASTE COMMITTEE

11.1 As the contract negotiations are complex and sensitive and will have significant impacts on all of the Districts it is proposed that a Waste Committee with delegated decision making functions is established made up of representatives of the district Councils to provide political leadership and policy direction.
11.2 In terms of the size and makeup of the Committee the figure of 15 has been established as a benchmark for Scrutiny however the Waste Committee will not include Wigan Council and could therefore be smaller.

11.3 On the basis of the current political make up of Districts a committee of 15 without Wigan would be 11 Labour, 3 Conservative, 1 Liberal Democrat; for a committee of 12 it would be 9 Labour, 2 Conservative, 1 Liberal Democrat. The exact size of Committee will need to be confirmed after the May local elections to ensure political balance.

11.4 The CA may also wish to consider whether the Districts should be requested to nominate Waste Portfolio holders to sit on the Committee. Given the complexity of the issues and the timing of the contract negotiations it might reasonable to make such a request for 2018/19. However, it is as important that the appointed members are able to attend and engage with the issues.

11.5 With regard to the Terms of Reference of a Waste Committee the previous constitutional arrangements of the Authority retained specified powers and functions to the Authority and delegated all other functions to its Committees or Officers. The Authority functions included determining the levy, appointing the Chief Executive and Treasurer, approving the Waste Management Strategy, approving and adopting the Business Plan etc. It is proposed to review the functions as some now rest with the CA and others may be appropriate for a Waste Committee to carry out as delegated functions. Further work will be undertaken on a Terms of Reference for the CA AGM in June.

11.6 The appointment of the Chair of the Committee can be made either by the CA or the Committee. As the Committee is carrying out functions delegated to it by the CA it is proposed that the CA appoints the Chair. It should be noted that this is likely to require a significant time commitment during the letting of the new contract.

11.7 Waste functions will be subject to scrutiny by the Housing and Planning Overview and Scrutiny Committee.

12. TRANSPORT

Background

12.1 When GMCA was established in 2011, the former Greater Manchester Integrated Transport Authority (GMITA) was abolished and its functions transferred to GMCA.

12.2 In view of GMCA’s other functions and the fact that all GMCA members were also leaders of their constituent councils, it was decided that there should be a committee to deal with the more operational issues and also to monitor TfGM. This would also provide a role for former members of the GMITA, many of whom had experience in transport matters.
12.3 It would have been possible for this committee to be constituted merely as a committee of GMCA. However, it was decided that it should be established as a joint committee of GMCA and the 10 constituent councils. The rationale for this was that, given GMCA is responsible for the local transport plans and public transport and the constituent councils are the highway / traffic authorities, it would enable transport issues to be considered in an integrated way. It would also better enable political balance across GM to be maintained than if it were a committee of GMCA and had to reflect the political balance on the GMCA. The majority of the joint committees’ functions were delegated to it by GMCA. However, functions relating to traffic management and road safety were delegated to the joint committee by the constituent councils.

12.4 The joint committee, called Transport for Greater Manchester Committee (TfGMC), was established by GMCA and the constituent councils under section 101 (5) of the LGA 1972. There is an operating agreement entered into by all Districts and GMCA setting out the size of the Committee, it has 33 members, the same number as the former GMITA and the same Terms of Reference. Some of the main functions delegated to it by GMCA relate to bus services.

12.5 TfGMC has 3 sub committees which meet bi monthly – Capital Projects and Policy, Bus Network, and TfGM Services and Metrolink and Rail networks. The Capital Projects sub-committee looks across the whole City Region on developing and implementing projects; the Metrolink and rail sub-committee consider performance information, service failures etc; and the Bus Services sub-committee considers all bus services changes which are made approximately every 6 weeks.

13 CURRENT POSITION

13.1 The history and evolution of governance in Greater Manchester explains the complex set of arrangements that currently exist to govern its transport services. There is a tradition of co-operation between the 10 Districts, and the creation of a Combined Authority and directly elected Mayor marks a step change in Greater Manchester’s governance. Through a series of devolution deals, the Mayor and GMCA now have a broad range of responsibilities, of which transport is just one. At the same time, a new Greater Manchester Strategy is now in place with newly defined priorities recognising the important role of transport in connecting people to jobs and opportunities both at a local and city region level. These changes present an opportunity to reflect on existing transport governance arrangements, the new powers of the Mayor and the GMCA and the joint working with Districts to ensure they are transparent, accountable, modern and efficient.

14. BUS SERVICES
14.1 In terms of a review of the role and remit of TFGMC it is relevant that decisions on the future arrangements for bus services are now a mayoral function and it is proposed that other functions relating to buses should also become mayoral functions.

14.2 When this happens, it is thought that there will be a need for the Mayor to be able to delegate the exercise of some of his bus functions to a committee or joint committee. For example, precise details of bus routes are a matter which require very local knowledge and the Mayor or his cabinet members may not necessarily have the time or capacity to deal with such issues. However, unless there is specific provision in an order it would not be possible for the Mayor to delegate any of his transport functions to a committee or joint committee.

14.3 Officers are in discussions with Government on the precise form of the Order and have proposed that the order should be made to enable the Mayor to enter into joint arrangements with the GMCA and the 10 constituent councils in relation to transport functions of the Mayor, the GMCA and the constituent councils, including the establishment of a joint committee.

14.4 The joint committee route is necessary if transport is to be dealt with in an integrated way. It should be noted that a committee established by the Mayor himself would only be able to discharge mayoral functions (and not general CA or district functions).

14.5 It should be noted that as a joint committee with delegated authority from each district. It also requires members with detailed local knowledge of their area to respond to for example proposed changes in bus services routes.

15. **PROPOSALS FOR 2018/19**

15.1 Districts are requested to consider how TFGMC should be constituted to meet the new functions and arrangements for transport in GM and to report back to the June AGM. In the meantime Districts are requested to appoint to the current structure at their Annual Meetings in May.

15.2 If the CA and Districts do wish to make changes to TFGMC then it must be agreed by all Districts and the CA.

15.3 It is proposed that the Districts are requested to appoint their Transport and Highways Portfolio Leads to TFGMC as the committee is carrying out delegated functions of all parties.
16. PROPOSALS FOR 2019/20

16.1 It is considered that provision should be made enabling the Mayor to enter into joint arrangements with the GMCA and the constituent councils in relation to the Mayor’s transport functions. [The arrangements would also cover certain transport functions of the GMCA and the constituent councils]

16.2 Appointments to the joint committee are to be made by the Mayor, the GMCA and each of the constituent councils. The Chair of the joint committee would be appointed by either the GMCA or the Mayor (to be determined).

16.3 In the making their appointments, the Mayor, GMCA and the constituent councils must ensure that the members of the joint committee drawn from the constituent councils taken as a whole reflect so far as reasonably practicable the balance of the political parties for the time being prevailing among the constituent councils when taken together.

17 ALLOWANCES

17.1 The CA cannot pay any allowances to its members, excepting the Mayor. This was agreed by all Districts and is set out in the 2017 CA Order.

17.2 The CA can, however, establish an Independent Remuneration Panel and make recommendations to constituent Councils on allowances for CA members.
1. PURPOSE OF REPORT

1.1 To clarify the GMCA’s implementation of the key decision process regarding financial matters.

1.2 To propose that the financial threshold for key decisions is amended in two instances.

1.3 To review the current budget scrutiny arrangements and seek the Committee’s approval to an amendment to its Call-In arrangements.

2. RECOMMENDATIONS

2.1 For the Committee to note that the following categories of delegated decisions to officers do not constitute key decisions as in each case they are about 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.

2.2 It is recommended that the GMCA’s financial threshold of £500,000 for key decisions is amended to exclude decisions in the following categories:

   (i) the settlement of any actual or threatened legal proceedings in the interests of the GMCA;
(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. Currently the Bus Service Operators Grants fall within this category.

2.3 It is proposed that the Corporate Issues and Reform Overview & Scrutiny Committee’s Call-In Arrangements are amended in relation its Budget Scrutiny function as follows:

**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 meeting of the Corporate Issues & Reform Overview & Scrutiny Committee if its recommendations are not substantially accepted.

3. **CONTACT OFFICERS**

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

**Name:** Gwynne Williams  
**Position:** Deputy Monitoring Officer, GMCA  
**Telephone:** 0161 608 4007  
**E-mail:** williamsg@manchesterfire.gov.uk

4. **BACKGROUND**

4.1 The new statutory overview and scrutiny arrangements have been in operation for nearly a year. The Committee is requested to review two aspects of its role.

4.2 The Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017 (the Scrutiny Order) defines a key decision as ‘one which in the view of the Overview and Scrutiny Committee for a combined authority is likely –
(i) to result in the combined authority or the mayor incurring significant expenditure, or the making of significant savings, having regard to the combined authority’s budget for the service or function to which the decision relates; or

(ii) to be significant in terms of its effects on persons living or working in an area comprising two or more wards or electoral divisions in the area of the combined authority;'

4.3 In 2017 the three GMCA Overview & Scrutiny Committees set a financial threshold for key decisions under paragraph (i) of expenditure or savings by the GMCA of more than £500,000.

4.4 It is recommended that for the purposes of transparency that the GMCA’s constitution specifies categories of decision which could exceed the financial threshold of £500,000 but are part of the implementation of existing key decision/s outlined in paragraphs 4.5 and 4.6.

4.5 **Investment and Borrowings**

To note that individual investment and borrowing decisions delegated to the Treasurer that fall within the agreed framework of the Treasury Management Strategy are not key decisions. The GMCA’s Treasury Management Strategy sets the strategic framework for the GMCA’s borrowing limits and investments is agreed by the GMCA and is subject to the oversight of the Audit Committee, prior to GMCA approval, as well as mid and end of year monitoring. The Treasury Management Strategy is also subject to normal scrutiny provisions. So, for the purposes of clarity the following decisions will not be key decisions, even if they exceed the £500,000 threshold set by scrutiny:

(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; and

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

4.6 **The Awarding of Contracts**

That decisions that are delegated to officers regarding the awarding of contracts once a detailed capital scheme has been approved do not require a separate key decision process. The approval of the detailed scheme will have already been subject to overview and scrutiny provisions including 28 days notice and call-in. So, again, for the purposes of clarity the following decisions will not be key decisions, even if they exceed the £500,000 threshold set by scrutiny.
(i) 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.

4.7 Settlement of legal proceedings

The Monitoring Officer has the delegated authority to settle legal proceedings in the interests of the GMCA. Settlement negotiations are by their nature dynamic and likely to be confidential and therefore the requirement to publish 28 days advance notice will not be practicable and/or the call-in of a decision would be detrimental to the effective operation of the GMCA as these matters will often require a decision in a much shorter time period. By way of assurance any settlement over the financial threshold of £500k would have been subject to leading counsel’s advice. It is recommended that the GMCA’s financial threshold of £500,000 for key decisions is amended to exclude decisions relating to:

(i) the settlement of any actual or threatened legal proceedings in the interests of the GMCA;

4.8 Payment of Grants ‘passported’ through the GMCA from central government

The payment of grants which are ‘passported’ from central government with grant conditions that include express instructions on how and where monies are spent. In this case the GMCA does not have any decision to make related regarding the payment of these grants. Currently, this relates to Bus Service Operators Grants for which the Department for Transport give instructions as to payment. This is a Mayoral function which the Mayor has delegated to TfGM. Until there is flexibility as to its use then it is logical to exclude from call in. It is recommended that the GMCA’s financial threshold of £500,000 for key decisions is amended to exclude decisions relating to:

(i) 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. Currently the Bus Service Operators Grants fall within this category.

5. SCRUTINY OF THE GMCA AND MAYORAL BUDGETS

5.1 The Corporate Issues and Reform Committee has a significant role relating to Budget scrutiny. The following functions are reserved to the GMCA:

a. Approving the non-mayoral GMCA Budgets

b. Approving the Mayor’s draft General Budget (with or without amendment), including –

   i. The setting of the transport levy
ii. The setting of the waste levy

c. Issuing the Mayoral combined authority precept stating separately the PCC component and the general component

5.2 The timetable for setting the budget is determined by the date of the revenue support grant (RSG) settlement is announced by government and ensuring that the GMCA budget process dovetail with district budget setting processes. The table below sets out key steps in the process. Ideally discussions at the scrutiny meeting in December will be informed by an initial view regarding the RSG announcement, however last year’s announcement was made later than expected on Friday 15th December. The table below sets out the current timetable.

<table>
<thead>
<tr>
<th>December</th>
<th>Provisional Revenue Support Grant Settlement</th>
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<tbody>
<tr>
<td>December</td>
<td>Initial budget report to Corporate Issues &amp; Reform Overview &amp; Scrutiny Committee, setting out principles and challenges *</td>
</tr>
<tr>
<td>January</td>
<td>Report to Corporate Issues &amp; Reform Overview &amp; Scrutiny Committee on draft budget*</td>
</tr>
<tr>
<td>January</td>
<td>Transport levy, Waste levy and statutory contributions, Mayoral General budget and precept considered by GMCA</td>
</tr>
<tr>
<td>January</td>
<td>Consultation with non-domestic ratepayers</td>
</tr>
<tr>
<td>31 January</td>
<td>Final information received from districts/Final RSG settlement</td>
</tr>
<tr>
<td>February</td>
<td>Special GMCA meeting to agree Mayoral General Budget and precept</td>
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</tbody>
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*opportunity for other Scrutiny Committees to consider any budgets falling within their remits

5.3 There are legal constraints which affect the budget setting process. The statutory deadline for notifying District Councils of Transport levy, Waste levy and any statutory contributions is 15 February. In practice Districts need earlier notifications so they can incorporate contributions within their own budget proposals.

5.4 The GMCA may not issue a precept to a billing authority until either the prescribed period for the notification of the tax base has expired or the billing authority has actually notified the GMCA as precepting authority of its calculations in relation to that tax base, whichever is the earlier. That date is normally 31 January.

5.5 Therefore the draft Budget and precept considered in January does not include all the statutory calculations required under the Local Government Finance Act 1992, as information is awaited in relation to -

- revenue support grant
- tax bases
- collection funds
- various business rate information
5.6 Section 40 of the Local Government Finance Act 1992 then requires the GMCA to set the precept before 1 March. However, district councils require notification of the Budget and Precept as soon as possible in order to allow them to set their own budgets and council tax levels.

5.7 The Budget Process provides a number of opportunities for the Corporate Issues & Reform Overview & Scrutiny Committee to review draft Budget proposals. However the potential for Call-In of the final budget setting decisions of the GMCA thereafter creates a risk that the GMCA may not be able to comply with the budget setting and precept statutory deadlines and thereby adversely affect the district councils.

5.8 It is proposed that the Corporate Issues and Reform Overview & Scrutiny Committee’s Call-In Arrangements are amended in relation its Budget Scrutiny function as follows:

**Budget Scrutiny**

Provided that the views and recommendations (if any) of the Corporate Issues 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 be exempt from call-in. A report shall be provided to the next meeting of the Corporate Issues & Reform Overview & Scrutiny Committee if its recommendations are not substantially accepted.
The table below sets out the Corporate Issues and Reform Scrutiny’s work programme for the full meeting for Members to develop, review, and agree. This is a ‘live’ document and will be updated where necessary at each meeting to ensure that the Committee’s work programme remains current (items taken previously to this committee are listed in appendix 1).

In addition the Committee will be circulated the GMCA’s register of key decisions and the GMCA’s monthly decision notice.

The GMCA Monitoring Officer has requested that the Committee consider two constitutional items relating to the Review of the Constitution 2018/19 prior to submission to the Greater Manchester Combined Authority on 29 June 2018. Due to this request it has been recommended that the written update ‘GM Public Sector Apprenticeship Approach Update’ is deferred to the next meeting on 17 July 2018.

The Committee will also receive regular updates on the GMFRS Programme for Change.

The Committee has chosen to establish task and finish groups to support the GMCA’s work on school readiness and fire. An update on these will be available under each of these specific reports.

<table>
<thead>
<tr>
<th>MEETING DATE</th>
<th>TOPIC</th>
<th>CONTACT OFFICER</th>
<th>REASON FOR SUBMISSION TO SCRUTINY COMMITTEE</th>
</tr>
</thead>
<tbody>
<tr>
<td>19 June 2018 at 1.00pm</td>
<td>GMFRS Quarter 4 Performance Update</td>
<td>Dawn Docx, GMFRS</td>
<td>Requested by the Committee at the meeting on 20th March 2018</td>
</tr>
<tr>
<td></td>
<td>School ready to learn</td>
<td>Jane Forrest, GMCA</td>
<td>Progress update from the Committee at the meeting held on 21st November 2017. Also, to clarify on if greater detail on this priority’s implementation plan was now available with particular reference to the baseline performance for each of the local authorities (Deferred from the 20th March 2018). Lucy Powell MP has been invited to attend the meeting. <em>(This Item has been deferred from the 18th April 2018)</em></td>
</tr>
<tr>
<td></td>
<td>GMFRS Communications Update</td>
<td>Dawn Docx, GMFRS</td>
<td>Requested by the Committee at the meeting on 20th March 2018 (will be provided as a Briefing Note and circulated outside the meeting).</td>
</tr>
<tr>
<td></td>
<td>GMCA Constitution Review &amp; Key Decisions &amp; Budget Scrutiny</td>
<td>Liz Treacy, GMCA</td>
<td>Part of the Committee’s remit to consider constitutional matters.</td>
</tr>
<tr>
<td></td>
<td>GM Public Sector Apprenticeship Approach Update</td>
<td>Gemma Marsh, GMCA</td>
<td>Requested by the Committee at the meeting on 21st November 2017 following the report provided at the meeting <em>(This Item has been deferred from the 18th April and 19th June 2018)</em></td>
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<tr>
<td>Date</td>
<td>Time</td>
<td>Topic</td>
<td>Presenter</td>
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<tr>
<td>17th July 2018</td>
<td>6.00pm</td>
<td>GMFRS Accelerated Recruitment Training 2018/20</td>
<td>Dawn Docx, GMFRS</td>
</tr>
<tr>
<td>21st August 2018</td>
<td>6.00pm</td>
<td>GMCA Communications and Engagement Strategy</td>
<td>Claire Norman, GMCA</td>
</tr>
<tr>
<td>18th Sep 2018</td>
<td>6.00pm</td>
<td>GMFRS Quarter 1 2018/19 Performance Update</td>
<td>Dawn Docx, GMFRS</td>
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<tr>
<td></td>
<td></td>
<td>Update on Homelessness</td>
<td>Mike Wright, GMCA</td>
</tr>
<tr>
<td>23rd October 2018</td>
<td>6.00pm</td>
<td>GMS Implementation Update</td>
<td>Simon Nokes, GMCA</td>
</tr>
<tr>
<td>20th November 2018</td>
<td>6.00pm</td>
<td>GMFRS Quarter 2 2018/19 Performance Update</td>
<td>Dawn Docx, GMFRS</td>
</tr>
<tr>
<td>11th December 2018</td>
<td>6.00pm</td>
<td>Budgets 2019/20</td>
<td>Richard Paver, GMCA</td>
</tr>
<tr>
<td></td>
<td></td>
<td>GMFRS Quarter 2 2018/19 Performance Update</td>
<td>Dawn Docx, GMFRS</td>
</tr>
<tr>
<td>22nd January 2019</td>
<td>1.00pm</td>
<td>Budgets 2019/20 (if required)</td>
<td>Richard Paver, GMCA</td>
</tr>
<tr>
<td></td>
<td></td>
<td>GMFRS Quarter 2 2018/19 Performance Update</td>
<td>Dawn Docx, GMFRS</td>
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<td>Date</td>
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<td>Topic</td>
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<tr>
<td>12th February 2019 6.00pm</td>
<td></td>
<td>GMFRS Quarter 3 2018/19 Performance Update</td>
<td>Dawn Docx, GMFRS</td>
</tr>
<tr>
<td>19th March 2019 6.00pm</td>
<td></td>
<td>GMS Implementation Update</td>
<td>Simon Nokes, GMCA</td>
</tr>
<tr>
<td>16th April 2019 6.00pm</td>
<td></td>
<td>GMFRS Quarter 4 2018/19 Performance Update</td>
<td>Dawn Docx, GMFRS</td>
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</tbody>
</table>

**2019/20**

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Topic</th>
<th>Presenter</th>
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<tbody>
<tr>
<td>18th June 2019 6.00pm</td>
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<tr>
<td>16th July 2019 6.00pm</td>
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</tbody>
</table>

**POTENTIAL ITEMS TO BE SCHEDULED**
### APPENDIX ONE

## WORK PROGRAMME 2017/18

<table>
<thead>
<tr>
<th>MEETING DATE</th>
<th>TOPIC</th>
<th>CONTACT OFFICER</th>
<th>FOLLOW-UP ACTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>17 Oct 2017 6.00pm</td>
<td>GMCA Call-in of Decisions Procedure Rules and Suggested Key Decision Financial Thresholds</td>
<td>Liz Treacy</td>
<td>To recommend to the GMCA to approve both the call in and the key decisions financial thresholds.</td>
</tr>
<tr>
<td>GMA Call-in of Decisions Procedure Rules and Suggested Key Decision Financial Thresholds</td>
<td>Nick Fairclough</td>
<td>To support the application to become and accredited Living Wage employer and to bring a report back to the Committee in February.</td>
<td></td>
</tr>
<tr>
<td>21 Nov 2017 1.00pm</td>
<td>2016/17 Greater Manchester Strategy Annual Performance Report and Greater Manchester Strategy Implementation Plan and Performance Dashboard</td>
<td>Simon Nokes</td>
<td>To receive a copy of the performance report and performance dashboard in April. For the Committee to focus on the GMS priority 1 children starting school ready to learn.</td>
</tr>
<tr>
<td>19th Dec 2017 6.00pm</td>
<td>Improving School Readiness</td>
<td>Jane Forrest, GMCA</td>
<td>The Committee identified school readiness as a key priority, the Mayor welcomed the Committee’s interest in this priority.</td>
</tr>
<tr>
<td>GM Public Sector Apprenticeship Approach</td>
<td>Gemma Marsh, GMCA</td>
<td>Requested by the Committee</td>
<td></td>
</tr>
<tr>
<td>Briefing Note on ‘Oversight of Priority 8: Safe and Strong Communities’</td>
<td></td>
<td>Requested on 17.10.17 by the Committee requested clarification regarding its role overseeing Priority 8: Safe and Strong Communities.</td>
<td></td>
</tr>
<tr>
<td>19th Dec 2017 6.00pm</td>
<td>Strategic performance of the GM Fire and Rescue</td>
<td>Dawn Docx, GMFRS</td>
<td>Requested by the Committee to give an overview on fire issues including the governance arrangements, performance and the key challenges facing the Service</td>
</tr>
<tr>
<td>Budgets 2018/19</td>
<td>Richard Paver, GMCA</td>
<td>The Committee wished to consider the GMCA’s Budget 2018/19 for more detailed scrutiny at December and January’s meetings (note: the Police and Crime Commissioner budget scrutiny is undertaken by the Police and Crime Panel).</td>
<td></td>
</tr>
<tr>
<td>A briefing note in respect of the Committee’s</td>
<td>Gwynne Williams, GMCA</td>
<td>The Committee requested this at its meeting on 21st November 2017 as part of the scrutiny and call-in arrangements.</td>
<td></td>
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<tr>
<td>Date</td>
<td>Time</td>
<td>Topic</td>
<td>Presenter</td>
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<tr>
<td>16th Jan</td>
<td>1.00pm</td>
<td>Oversight of the fire and rescue functions</td>
<td>Paul McGarry, Head of the GM Ageing Hub</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Budgets 2018/19 (if required)</td>
<td>Richard Paver, GMCA</td>
</tr>
<tr>
<td>20th Feb</td>
<td>6.00pm</td>
<td>GMCA - Accredited Living Wage Employer.</td>
<td>Richard Paver, GMCA</td>
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<tr>
<td></td>
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<td>GMCA Communications (Brand GMCA)</td>
<td>Claire Norman, GMCA &amp; NHS</td>
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<tr>
<td></td>
<td></td>
<td>Greater Manchester Strategy Performance Dashboard</td>
<td>John Holden, GMCA</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Update on School Readiness Task and Finish and the Fire Task and Finish Group</td>
<td>Susan Ford, GMCA</td>
</tr>
<tr>
<td>20th Mar</td>
<td>1.00pm</td>
<td>Homelessness</td>
<td>Mike Wright, GMCA</td>
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<tr>
<td></td>
<td></td>
<td>Performance of GM Fire and Rescue Service</td>
<td>Dawn Docx, GMFRS</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Transition of the GM Waste Disposal Authority to GMCA</td>
<td>John Bland, GMWDA</td>
</tr>
<tr>
<td>18th April</td>
<td>6.00pm</td>
<td>GM Strategy Implementation Plan Update</td>
<td>Simon Nokes, GMCA</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The Response to the Kerslake Report</td>
<td>Dawn Docx, GMFRS</td>
</tr>
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