

## Salford City Partnership

Conference October 2013

### Questions and answers

At the launch of the City Plan at the City Partnership Conference in October I saw and heard yet again so many people who share my passionate commitment to Salford. Their questions reflected that commitment, and the answers below give flavour of how organisations in the city are responding. I welcome further questions at any time, and encourage you to look again at the City Plan webpages ([www.salford.gov.uk/cityplan.htm](http://www.salford.gov.uk/cityplan.htm)) and to send me your questions, comments and suggestions about how we can make Salford the global city of our ambitions.

Ian Stewart, Salford City Mayor

## A GROWING CITY

### Business support

#### **1. What provision does the vision include to help existing micro businesses, such as independent high street retailers?**

Businesses can access a range of business support services, including advice on starting up, business finance and finding suppliers. The council itself has a dedicated business team and a website with advice, business news, and information on events and networking opportunities ([www.locateinsalford.info](http://www.locateinsalford.info)).

The council has joined forces with partners to get behind new and existing retail businesses in Eccles Town Centre. A new business support package will be launched in the New Year that will include small grants for start up, specialist marketing advice, and business rates discounts amongst other things. For further information contact the council's business team or visit [www.locateinsalford.info](http://www.locateinsalford.info) / [www.visitsalford.info/ecclestownteam.htm](http://www.visitsalford.info/ecclestownteam.htm) .

#### **2. Assuming that the banks have some money to lend to entrepreneurs, what is the plan to train, encourage, cajole, excite, possible business acumen into practical action?**

Banks and other business and financial intermediaries offer substantial support. In Greater Manchester, for instance, Manchester Business Loans offer loans to those turned away by mainstream lenders. Another example is the North West Fund which offers venture capital loans to the digital, biomedical and energy sectors.

There are several support programmes for enterprising people and the council will ensure that the support that they offer is well coordinated and publicised.

## Education and skills

- 3. Is there a system of businessmen visiting schools to inspire our youngsters? Are all the secondary schools involved in Young Enterprise? What is the programme for the girls to encourage them to become engineers, technicians, programmers, scientists, managers, financiers, bankers, etc?**

Most high schools are involved in Young Enterprise. Some also commission Salford Foundation to develop young people's entrepreneurial skills, to increase their confidence and their understanding of post-16 opportunities and to match them with business mentors.

The Foundation's Inspire to Aspire programme on behalf of the council finds business people to work with young people who are at risk of disengaging from education. In 2014, the council's Building Schools for the Future programme will promote an industry-focussed curriculum, work experience and work-ready training, as well as exploring how to engage girls more in science, technology, engineering and maths.

- 4. Does the Mayor have any suggestions as to how we can provide more support to help local people take advantage of the opportunities at Media City in future years?**

The council and its partners will continue to help local people take advantage of the opportunities at MediaCityUK. They will coordinate offers of support to new and existing employers and develop ways for people to get jobs there, including people facing disadvantage. They will also help people to get into the digital and media industries. For example, Salford City College's newly opened Future Skills Centre supports apprenticeships in the sector.

## Schools

- 5. How many school age children live in Salford?**

There are 32,200 school-age children.

**How many aged 11+?**

There are 10,800 children of high school age.

**How many attend independent schools for which their parents pay the fees e.g. Manchester Grammar, Manchester HSG, Withington. Bolton, Bury, Bridgewater?**

About 110 attend independent school.

**How many attend state schools in other authorities?**

About 1,300 attend state school in other authorities.

**How much has Salford to pay for these out of town placements? What is the overall financial implication of this for our city in times of cuts?**

Councils pay nothing for pupils who attend schools in other local authority areas so there are no financial implications.

**The £25 million spent on the building in Ordsall does not seem to have been an economic success as it is reported that there are less than 400 pupils there.**

441 pupils attend Oasis Academy. Overall, the increased demand for primary places will eventually feed into secondary schools. The designs of Salford's new high schools will enable them to increase their capacity in response.

**6. What plans are being made to provide the primary school places that are short in Salford?**

*and*

**7. We are several hundred primary school places short. We have no money and no suitable sites. How are we to overcome this very serious problem, because it is essential for the future commercial development of the city that our children receive a good education?**

*and*

**8. In the introduction it was stated that an ambition was to develop the city's education – how will this be achieved when we don't have adequate primary school places and parents are having to list five places and many children are having to travel greater distances to school and if a child has a nursery place at a Primary School they have to reapply for reception class, so may have to change schools causing disruption to young children's lives.**

The council regularly assesses demand for school places and oversees provision in 12 planning areas covering the city. It creates additional places by using existing schools spaces, extending schools and building new ones.

Since 2010 the council has created 1,700 additional primary school places. It forecasts that this increased demand will continue across all year groups as larger reception cohorts move through schools. In response, the council is now planning how to phase permanent increases in capacity by enlarging schools.

The council's policy is that no child should have to travel more than two miles to primary school. It ensures that it gives equal and fair access to school places regardless of where, or if, children attend nurseries by **not** prioritising children in nurseries for places in the schools to which their nurseries are attached.

## **Development**

**9. If, as seems to be inevitable, Peel Holdings is allowed to build on the land at Worsley, what provision is planned for the relevant need for school places and the transport of the 4,500(?) extra people to their jobs, if there are any?**

The application by Peel Holdings to develop up to 600 dwellings at Broadoak, Worsley has been refused although the applicant is likely to appeal.

In considering the application (which was recommended for approval) careful consideration was given to a whole range of issues including school places and highways and transport matters. The applicant was proposing to make a substantial contribution towards new school provision and the highways and transport issues were fully addressed and were not one of the reasons why the City Council's Planning Panel refused the application.

**10. 1,300 new homes per year – how will this be achieved? Will these be social rented or will assistance be given to help individuals get on the housing ladder?**

The figure of 1,300 new homes net per year was the figure the City Council identified in its draft Core Strategy, which it withdrew last year. The City Council is now preparing a Local Plan. The housing requirement for Salford will need to be set within a Greater Manchester context and work, which has to be thoroughly evidence based, is now in hand to identify the potential housing requirement for Greater Manchester after 2032 and each of the ten districts' requirement within that context. The Local Plan is the statutory vehicle which will indicate where new houses will be built and that will be subject to substantial consultation after it is published in the Autumn of 2014.

In terms of helping people on to the housing ladder, housing developments in the city offer a range of tenures. The council anticipates that developers will build about 1,100 affordable homes between 2013 and 2017, including homes for rent and for shared ownership. A number of other government-sponsored schemes help people, such as 'Help to Buy' which applies to existing and new homes.

**11. What plans are in progress for Buile Hill Mansion?**

The property is being advertised for sale, and a number of parties have expressed interest. The suggestions submitted are being discussed with a view to getting all parties together in the next few months.

**A CARING CITY**

**Tackling poverty**

**12. Is the city prepared to target resources where they are needed, by which I mean some areas of the city receiving more resources than others because they have a greater need?**

The council and its partners have for a long time combined and targeted resources on people with the greatest need in line with their duty to provide appropriate services to everyone. This difficult balance will become all the harder to maintain as public funding reduces. However, we also recognise that most people are self-reliant and that public services will increasingly focus on encouraging people to do as much as possible for themselves and each other.

**13. How will this strategy address the underlying problem that Salford is the area with the widest inequality in Greater Manchester?**

*and*

**14. In the light of the Greater Manchester Poverty Commission report recommendations and high levels of poverty and inequality in Salford, why is there not an explicit, articulated reference to reducing poverty and inequality in the city? If there was ever an issue which needed to be a strategic priority, surely this is it?**

More well-paid jobs, training for local people to get these jobs, and supporting the most vulnerable are the main ways to close the gap between the poorest and richest in Salford and between Salford as a whole and Greater Manchester and the rest of the country.

The council is encouraging employers to pay the Living Wage. With its partners, it is promoting affordable credit, ensuring access to advice on benefits and debt, teaching financial planning skills in schools and to adults and helping people to manage the many changes in the benefits system. The City Plan recognises all of these issues as priorities.

**15. Will the City Mayor and his administration ensure that any ‘recovery plan’ and the City Strategy are ‘poverty proofed’ to ensure that there are opportunities provided as a priority for those from the most deprived areas of what is, in terms of child poverty, the most unequal borough of Greater Manchester (GM Poverty Commission Report 2012)?**

The council will continue to help families at greatest risk of poverty and from the most deprived areas to find and take opportunities to improve their circumstances. It will continue to focus on areas where family poverty is concentrated, offering employment advice and work placements.

**16. What plans are there for the council, and in particular the City Mayor, to take a lead in ensuring that the Financial Inclusion Steering Group meets, after a gap of four or five months?**

The City Mayor has agreed to chair a refreshed Financial Inclusion Group which will hold its first meeting soon.

**17. Can living wage and poverty be included in the City Plan under “A caring city”?**

The City Mayor is campaigning to make Salford a Living Wage city. In July 2013, seven public sector organisations agreed to support the campaign, paying a minimum of £7.45 an hour and benefiting over 2,000 staff.

## **Mental health and dementia**

**18. Will mental health services be taken into consideration?**

*and*

**19. Chris Dabbs mentioned taking a holistic approach to people. I know of one mental health service user who had to give their history 18 times to different members of staff. Will the development of the holistic approach involve service users and carers?**

The Health and Wellbeing Strategy sets out priorities for the city, which include mental wellbeing.

Salford City Council and NHS Salford Clinical Commissioning Group want the best possible mental health services. They are developing a strategic plan to modernise and personalise services over the next five years to better help people recover. This is how services will implement the holistic approach centred on service users and carers.

**20. Does having a target to keep people out of residential care mean that some vulnerable people (e.g. dementia sufferers) are pushed towards the choice to stay at home when this may not be in their best interests? Are carers always involved and supported to help make more informed decisions with vulnerable people?**

The needs and wishes of vulnerable people and their families and carers are of paramount importance in understanding and agreeing the most appropriate care for clients. Local policies and protocols put this into practice.

In relation to dementia, the Alzheimer's Society and the council are encouraging communities to become more welcoming and safer for people with dementia. This is part of making staying in their homes a more realistic choice for them if they wish.

**21. Are the resettlement services in Salford trained and skilled in understanding the appropriateness / inappropriateness of their services for people with dementia?**

The council provides a comprehensive training programme for social care staff which includes dementia training. It also helps social care providers in the independent sector to get dementia training for their staff.

**22. How are you going to deliver services to veterans, carers and dementia sufferers and safeguard those services in this era of less money / funds? Especially as they are government "must-do's" as well as delivering all other services.**

The council is focussing its resources more closely on the most vulnerable people, in particular those it assesses as having substantial and critical care needs. It is also seeking extra resources by lobbying government and bidding for

grants. It recently won £1m from the government to help partner organisations improve residential homes and hospital facilities for people living with dementia.

This commitment extends to veterans; Salford was the first Greater Manchester council to sign the Armed Forces Covenant to work with the local armed forces community to support returning veterans, as well as serving members and their families.

## **Improving other areas of health and wellbeing**

### **23. Can social care records be integrated with the Salford integrated electronic health records to give a wider picture of a person's health?**

The council is already integrating aspects of its clients' social care data with the health single integrated record. It only does so with clients' consent under data sharing protocols.

### **24. Salford has an integrated care plan between the hospital, primary care and the City Council (Social Services). In the light of the "cuts" and the problem of hospital discharge and the need for intermediate / temporary care of patients, what measures can the mayor take to safeguard our citizens particularly during those first few weeks out of hospital, and to ensure that the patient does not need to be re-admitted?**

Over the last few years, the Council and NHS Salford have invested more in short-term, intensive support that helps people to retain or regain skills, confidence and motivation.

The council has worked to continuously plan services with the people concerned so they get support at the right place and time from staff with the necessary skills. It is protecting front-line social work as a major element of this approach.

### **25. Use your pharmacists for minor ailments**

The Clinical Commissioning Group encourages people to use their pharmacists for minor ailments. As part of this, eight pharmacies are taking part in a minor ailments scheme that enables the pharmacists to work with local GP practices to provide an enhanced service.

### **26. Within priorities: breast feeding and teenage conception - seem to have been a priority for a great number of years. What monies have been spent previously and what results achieved?**

Breastfeeding

Information and support to start and continue breastfeeding is a core responsibility of midwives and health visitors, although no figures are available to show how much this costs. In addition to this, just over £300,000 has been spent over the past four years on breastfeeding projects.

The percentage of mothers who start breastfeeding has fallen in the past two years. However, the numbers still breastfeeding at 6-8 weeks has risen a little.

#### Teenage conceptions

In 2012/13, just under £1m was spent directly on preventing teenage pregnancy. In addition, it is a core objective of youth services and embedded in all activities, although no figures are available for the cost of this element of activities.

The under-18 conception rate in Salford in 2011 (the last full year available) was 41.9 per 1,000 girls under 18, or 174 conceptions. This is 32% below the 1998 rate and 27% below the 2010 rate of 57.9 per 1,000 or 223 conceptions.

### **27. How can we reduce alcohol related admissions to hospital? Salford is one of the worst in the UK for this.**

From 2008 to 2011 NHS Salford invested over £2m a year on reducing the harm caused by alcohol misuse. It is too early to see the long term impact of this, as shown by the fact that hospital admissions continue to rise despite falls in alcohol consumption since 2004.

Every year over 5,000 people who attend Salford Royal for other issues get advice on cutting down their drinking, and staff in other public services will also be trained to give this advice.

Screening by GPs, hospital staff and the police identifies over 1,500 people a year at risk from heavy drinking. All of them are offered intensive help to cut down. About 1,600 people a year with more severe alcohol problems require specialist help such as intensive treatment in hospital or community detoxification. A further 150 people a year receive residential detoxification and 50 then require residential rehabilitation.

Salford City Council will continue to invest in new community based health and wellbeing services to help people reduce their drinking. It also aims to show the way towards recovery for those who have had specialist treatment. There is a vibrant network of peer help and support for them in the years after treatment that supplements the wide range of group and individual support locally.

### **28. Government funding needs to be given to local authorities, for their NHS needs, when identifying specific targets, i.e. smoking, obesity, heart disease.**

In April 2013 public health responsibilities transferred to the council, including leading local health improvement and tackling the wider issues that affect people's health such as work and housing.

The council received dedicated funding for the public health teams and services such as sexual health services, protecting public health and Health Check assessments. The council will review how it spends this grant to make sure that it continues to match local needs.

**29. What plans are there for pooling budgets between health and social care, for instance to help people avoid falls at home and the consequent hospital admission?**

Pooled budgets already pay for a service to help people to avoid falling in their homes. Other budgets are aligned to each other to maximise their effectiveness, for instance those that provide for people with learning difficulties and for providing equipment to maintain the independence of people with disabilities.

**Health and Wellbeing Board**

**30. How are the dates circulated for Health and Wellbeing Board – what are the future dates and can members of the public ask questions?**

The Health and Wellbeing Board publishes the dates of its meeting on its web page ([www.partnersinsalford.org/salfordhwbboard.htm](http://www.partnersinsalford.org/salfordhwbboard.htm)).

Members of the public can ask questions, as detailed on the web page, with a form to download to submit questions beforehand. The Board makes time at the start of its meetings to answer questions from members of the public.

**31. What is the difference in the Wellbeing Strategy to the previous strategy? We need to address the difficulties of poverty before people feel in a position to take individual responsibility.**

The Joint Health and Wellbeing Strategy was developed after consultation in 2012. It used evidence from neighbourhood profiles and health needs assessments of the Joint Strategic Needs Assessment. The strategy is similar to the previous Healthy City strategy, focusing on issues that partnership working can affect. This includes employment and poverty, for which the Skills and Work Board is developing an integrated approach.

**32. Health and Wellbeing Board: How do we make everyone accountable for achieving our aims / priorities?**

The Health and Wellbeing Board will monitor progress towards its priorities. A sub-group of the Board will manage performance on each of the three priorities. The sub-groups will refer issues to the full Board so that it can hold organisations to account. In addition, the council's Health and Wellbeing Scrutiny Select Committee can examine issues and hold organisations to account.

**33. Where is the community representation on the Health and Wellbeing Board? Within the definition it states working with the people of Salford. How without community representation?**

Local communities are represented in several ways on the Health and Wellbeing Board by:

- the elected City Mayor and six elected council members, representing all citizens

- Healthwatch Salford, representing patients, service users and wider communities
- Salford CVS, representing its community and voluntary sector membership
- Greater Manchester Chamber of Commerce representing local employers.

**34. Will the Board communicate more with support groups who work with Salford Royal Hospital to help people maintain their own health?**

Salford Royal Foundation Trust is a member of the Health and Wellbeing Board. The Trust fully supports the Board and the Joint Health and Wellbeing Strategy. The Trust supports groups through its own processes and reports to the Health and Wellbeing Board.

**35. Health innovation & research should also be made accessible to people. Is this going to feature on the Health and Wellbeing agenda?**

Health innovation and research that contribute to the Board's discussions will be included on its agendas.

**AN INNOVATIVE CITY**

**36. What do you think the role and function of the council will be in 10 years?**

*and*

**37. There are many instances of duplication of services or part duplication. How can we really ensure this will decrease?**

*and*

**38. How can we avoid duplication of costly interventions in the identified troubled families in this city?**

*and*

**39. What is the council doing internally to review ways of working, systems, procedures and attitudes?**

The council and its partners in Salford and Greater Manchester are pursuing a public service reform programme with the government to remove duplication, increase efficiency and to reduce demand for intensive and expensive public services. The Helping Families initiative in Salford is one element of this programme, alongside activities to integrate health and social care and to reduce offending and re-offending. The actions have been rigorously prepared and costed to ensure they deliver the required efficiencies as well as better outcomes for the residents involved.

Complementing these, the council is pursuing its own Think Reform programme to respond to the economic, demographic and financial challenges that it and other partners face. This involves an active debate over the role and shape of the council so that it can protect core services. How this will be done will emerge and evolve over the coming years, but increasing the efficiency and effectiveness of its services and processes will have to be part of the answers, with greater workforce flexibility and more intense use of accommodation and IT assets.

**40. Weaste has no leisure centre, no community centre, an inadequate youth centre and no medical centre or Gateway. Where does Weaste and its people fit into the Salford plan?**

**Is anything planned for Weaste and its people? Looking at the other areas of the city there seems to be an unfair distribution of the benefits, even whilst acknowledging the deprivation of Eccles, Barton, Ordsall, etc.**

The council and its partners attach importance to all parts of the city, as reflected by their neighbourhood management structures. Partner agencies' responses to the Claremont and Weaste Community Committee priorities 2013 show the extent of their commitment to the area.

There are public leisure facilities available for Weaste residents on their borders at Fit City Eccles and Fit City Clarendon. The sports and community facilities at Buile Hill High School are available to the community on weekday evenings and at weekends. It is hoped that the proposed improvements to All Hallows School will provide further opportunities for community use. In addition, the Willows Health Centre in Lords Avenue provides a range of health services for Weaste, including general practice, district nursing and a health improvement team.

**41. A family member has experienced the Job Centre after having been made redundant. The experience was so bad that she went to see the MP who wrote to Ian Duncan Smith. He sent someone to investigate. What can we/you do to improve the standard of the Job Centre? Details can be provided if you wish of the poor advice and lack of appropriate knowledge, attitudes and treatment of 'clients'.**

Jobcentre Plus welcomes feedback from any customers or partners agencies as an opportunity to improve its services and would encourage all involved in Salford City Partnership to let it know what views they have of its services.

It takes all complaints seriously and a dedicated team investigates and responds to concerns raised by claimants or their MPs in the North West. In September 2013, the Department of Work and Pensions received 192 complaints about North West Jobcentres, of which 13 were from Salford.

Jobcentre Plus uses the investigation team's findings to identify trends and how to respond to them, for instance by re-training staff or re-issuing policy and procedural guidance. Local business managers deal with issues relating to individual members of staff such as re-training or disciplinary issues.

**42. Why do the Council feel it is at ALL appropriate to cut funding from the Youth Service? Surely it is much cheaper to keep the youth provision going and prevent problems from occurring rather than having to pay for prisons/rehabilitation etc? I'm sure they're (The Council) are smart enough to comprehend that it's better to build a strong child than to rebuild a broken man?**

The council and its partners are fully committed to early intervention and prevention across a range of services, particularly for children and young people, as shown in their Helping Families and Early Intervention and Prevention programmes. In line with this the council and partners are protecting youth services and other key services as much as possible, but the scale of budget cuts demands reviews of all services.

**43. What will be done to reduce the ‘digital gap’ between rich and poor in this online environment in terms of internet connection, hardware e.g. home PCs etc and skills? Will this be implemented well in advance of a shift yet further to web-based services?**

The council runs comprehensive programmes to help people with the skills, equipment and access they need to get on line. For instance, the ‘Go on in Salford’ campaign helps people to develop the necessary skills. Part of the campaign is recruiting local people and staff from local businesses as voluntary digital champions. In addition, Salford City College has started basic and intermediate courses for over 100 people.

The council and its partners are seeking funding to support digital inclusion from organisations such as the Big Lottery. The council is developing free wireless connections in a number of areas and extending public access in all its public buildings.

## **A CO-OPERATIVE CITY**

### **Third sector and community involvement**

**44. Can the very good points made by Councillor Boshell regarding third sector be included in the City Plan under “A co-operative city”?**

*and*

**45. Please can we refer more explicitly in the City Plan to voluntary and community sector?**

The City Plan is the starting point for our intentions to make Salford a global city. Our aim is for all partners from the public, private and third sectors to have ownership of the plan. We therefore welcome all contributions, in particular from members of the voluntary and community sector. The plan will be regularly reviewed and updated and reference to the voluntary and community sector will be made more explicit throughout, and in particular within the co-operative city section, as the plan is developed over time.

**46. How do you intend to involve the faith sector in planning and policy making for our City?**

*and*

**47. Delighted that the faith sector has now been included in the Salford Strategic Partnership. What will that look like?**

The Partnership encourages representatives from all faith organisations to join its Forum and welcomes Salford Interfaith Network to ensure cross-faith representation. As a member of the Forum the faith sector will have chance to review the partnership's priorities and comment on performance; advise on local issues and respond to consultations about future priorities for the city.

- 48. Last October the Mayor sent out his consultation document - Connecting Salford. It did not reach large numbers of the people. I asked at Claremont / Weaste Community Committee who had received it and there was a total expression of blankness. I think it was only three had received a copy. This was repeated across the city. The officers were asked to report this and to do something about it. To this date no copies of the document have been received by these people, nor by me at my house. I have asked, but got no reply, 'How many documents were sent out and how many replies were received?' What happened to this? I heard about the document, one was not delivered to my house, so asked for a copy and then sent in a detailed response, to which I had no acknowledgement. Who was responsible? Who was accountable? How much did it cost? I could go on, but won't! The document was not written with Salford people in mind because the language was not simple enough - reading age of 7 is said to be the average in Salford!!!!!!!!!!!!!!**
- It would be a good starting point for the conference, or for a working party, to take that document and make a detailed survey of our needs using that as a base.**

Royal Mail distributed the consultation document to 112,000 households and businesses, at a cost of £7,600. The council was made aware of 14 addresses in Weaste and Claremont that did not get copies and received compensation for this from Royal Mail, which acknowledged problems in completing all deliveries.

The council also sent the document out to Community Committees and to local community groups, as well as making it available on its website and in its public buildings.

The council's attention to making the document as readable as possible extended to its design and layout. It made the language as plain as possible bearing in mind the nature of the topics that it covered.

The City Mayor received comments from 256 people and used them to develop the City Plan. As the City Mayor stressed at the conference, he still welcomes views on the plan and each page of the web version includes a section inviting comments.

## **Volunteering**

- 49. Re-energise community involvement. How? Community volunteers need accreditation for their contribution and be able to use this to enhance their CV for prospective employers if not working or enable them to progress within their employment.**

The council recognises that volunteering helps people to get jobs, is important for developing a cooperative city and supporting a thriving voluntary sector. Its continued grant to the Volunteer Centre shows this.

The Volunteer Centre's '100 hours scheme' acknowledges volunteers' who have given 100 hours of their time by awarding them a certificate of recognition.

Opportunities for volunteers will be enhanced through a co-ordinated approach by the City Council, Salford CVS, third sector organisations and local businesses.

## **Commissioning and the third sector**

**50. During the commissioning processes that are about to occur, will the commissioning process require that organisations that bid are a living wage accredited employer or are at least paying the living wage to all its employees, in line with the City?**

The council is keen to encourage suppliers to adopt the living wage and sign up to the City Mayor's employment charter. As part of this, the viability of suppliers in the interests of maintaining markets for the goods and the level of services will also be taken into account.

**51. When designing a commissioning process to encourage local, third sector provision to realistically tender, what will be done to ensure that the core costs of those organisations can be proportionally supported to enable effective engagement and delivery?**

Tender documentation and pricing templates are designed to detail the costs of providing services and products. Any pricing anomalies are clarified with applicants. The tendering process enables applicants to include in bids core costs such as administration, management and overheads, which is not usually the case in applications for grants.

**52. I am keen to hear how there can be greater transparency so that organisations and individuals can understand what has been commissioned – who is supposed to deliver services and what they can expect. Who is accountable if a service does not deliver as they are commissioned to?**

The commissioning organisation remains ultimately responsible for ensuring services are delivered as agreed. Contract compliance is assured through the contract monitoring and management arrangements.

Organisations and individuals can find out about what services have been agreed from the commissioning strategies and plans which are public documents.

**53. Needs to be discussions between the procurement and CVS (Community and Voluntary Services) in order to level out the playing field for the 3<sup>rd</sup> sector.**

The council has and will continue to work with Salford CVS and the third sector to streamline procurement processes. However, the council has to stick to public procurement rules ensuring transparency, openness and fairness.

**54. How will the partnership ensure its members, when opening funds for innovation or new services, give all sectors an equal opportunity to submit their ideas?**

The Partnership leads the development and coordination of joint strategies and activities. It is a voluntary body that does not have dedicated funds. Responsibility for financing initiatives and services remains with individual partner organisations that hold funds. The Partnership will encourage all partners to identify opportunities for service innovation and integration.

**55. For the partnership to work it needs to improve communications between the agencies in order to take advantage of funding and regeneration schemes nationally and regionally.**

The Partnership will help to ensure Salford benefits from opportunities available through Greater Manchester and beyond. It will not replace or duplicate existing activities and relationships but it will help coordinate them and alert partners to the opportunities as they arise. Conferences and meetings, consultations and the website ([www.partnersinsalford.org](http://www.partnersinsalford.org)) will all support wide involvement.

**56. What is the position of the Mayor around asset transfer in order to allow third sector organisations to create new enterprises, thereby creating new employment opportunities?**

The council is developing its community asset transfer policy, including its approach to surplus properties. It covers applications for transfers from the council to third sector organisations and promotes wider community benefit. The policy will be circulated when available.

**57. The policy of TUPE that is policy with the out sourcing of services is a barrier to smaller local 3rd sector organisations applying for contracts. How does the Mayor square this with the new social order, localism and a commitment to growing a strong and vibrant local 3rd sector infrastructure?**

The Transfer of Undertakings Protection of Employment (TUPE) regulations are legal requirements, not council policy which give some protection to the existing employees of a service. The regulations apply regardless of the value of contracts, the size of businesses and whether they are public or private companies, partnerships or sole traders.

As far as the council is aware, there have been no instances where the cost of TUPE has exceeded the cost of contracts, although if staffing costs are a high proportion of service costs, TUPE costs may make up a large part of the overall contract costs. The incumbent supplier must provide full and accurate TUPE

information and all potential new providers get the same information before they decide whether or not to bid.

**58. How are you going to ensure organisations are invested at a strategic, operational and front line, ground level? - Momentum and motivation**

Salford City Partnership's success relies on the commitment of its members from the public, private and third sectors. Working together through the Partnership will enable them to exploit opportunities and tackle challenges to position Salford as a global city.

All organisations are invited to become members of the Partnership's Forum which will help shape priorities, review progress and invite partners to take responsibility for solutions. Partners are also encouraged to get involved with the thematic partnerships on issues such as health and wellbeing, community safety and housing which develop and pursue strategies in their various fields.

Regular communication and information sharing through the Partnership will help partners to understand how their activities from the strategic to the front line contribute to overall goals for the city.

**Celebrating our diverse communities**

**59. What is the council doing to further reduce the ongoing homophobia issue in Salford schools and workplaces?**

With the Lesbian and Gay Foundation, the council is running the "Exceeding Expectations" project in high schools.

As an employer, the council does not tolerate homophobic behaviour and has procedures to deal with any incidents. With the Lesbian and Gay Foundation and the University of Salford it is re-launching a group for lesbian, gay, bisexual and transgender council staff.

**60. What is the council doing to ensure that all schools are fully trained and aware of the correct language used towards trans students?**

All schools have general equality duties under the Equalities Act 2010, including having an equalities scheme. The council provides them with various resources to help them to discharge these duties such as online materials, training for governors and anti-bullying events. However, schools decide their own training priorities and budgets and the development of Academies and independent faith schools further limits the council's influence.