

Trafford Conservative Group **Submission on Council Size**

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EXECUTIVE SUMMARY

This report is the submission of the Trafford Conservative Group to the Local Government Boundary Commission for England on its proposals for Council size. The report constitutes stage one of the boundary review process, and doesn't include any detailed consideration of warding patterns or factors which will be covered in stage two.

The Council holds around 8 Council meetings, 11 Executive meetings, 15 Scrutiny meetings, 17 Committee meetings, 4 Joint Committee meetings and 23 Regulatory committees a year. The Council have 10 Members of the Exec, 1 Lead Member and Mayor, who don't formally sit on the committees outside Full Council and the Executive, leaving 51 councillors left to contribute. These meetings have significant demands on councillors time. On average, the remaining councillors have an average of 2.6 committees on the Council, with some having 3 or more committee placements. This doesn't include the committees which these councillors are required to fill outside the council such as the Greater Manchester Combined Authority, discussed below.

The devolution of powers has added significantly to the workload of the majority of councillors. In 2014, the first of the Devolution deals were announced in Greater Manchester, with significant amount of devolution planned over future years. This is fundamentally changing the way the Council operates, as well as increasing the influence of the councillors wider across Greater Manchester, as well as their place as Leaders at a local level. However, it has added a significant amount of workload on them.

Trafford councillors have a strong profile in their local community, with many demands on their time, both formally and informally. These demands are growing, both as a reflection of the increased high profile nature of the councillor, new technology increasing the accessibility of councillors or through the increasing powers as a reflection of devolution. The majority of members have a high workload and demands on their time, with our Group survey stating that the average councillor spending over 50 hours a month on Council work, and 87% stating that the commitments had increased

Whilst lots of other councillors face these challenges, Trafford councillors, especially for a Metropolitan council, is unusual in that as a council, it has both a relatively lower number of older or retired councillors, as well as a large number of councillors who have full or part-time employment, in addition to their council duties. This is reflected in the nature of the council as being focused in the evening, with all full council meetings being outside usual officer hours. It is emphasised by a significantly lower allowance than other metropolitan borough councils, reflecting the expectation that the council role is not a full time role. Therefore, the additional demands on councillor's time verses other authorities are significant. As a Group, we want to encourage a diverse range of councillors, especially younger councillors, who tend to have families and children, as well as a career. Ensuring they can do the role, as well as balance their other demands on their time is essential.

On this basis, the Conservative Group are to recommend the council should retain the existing number of Councillors at 63 Councillors across 21 Wards. The Group consider 63 to be the optimum number of councillors required to enable the council to be governed

effectively, sufficient support to enable its regulatory activities to be conducted, and its functions effectively scrutinised. In addition, this will provide effective representation to the public for all the various different communities.

In reaching this conclusion, the group has considered the impact of reducing the number of councillors to 60 or to 57. It concluded that while a reduction would result in some financial benefit, this would have a significant negative impact on governance and representation particularly in light of the significant increased population growth forecast on members caseload, and the increase role of local governance and local councillors in devolution, both nationally and locally. An increasing workload could deter potential good quality candidates with other commitments from standing. We are a diverse borough, and the Conservative Group wishes to see this diversity reflected in its representation. A reduction in councillor numbers could make this harder to achieve. Committees would be required by a significantly reduced number of backbench councillors (48 or 45), given the 12 Members discussed earlier who are excluded. Given the preference to have members not sitting on both Planning and Licensing, this would add significant pressures.

Heavy councillor workloads outlined in this submission might appear to support an increase in councillor numbers. However, in a time of a challenging financial position, the council cannot justify an increase in numbers, when budgets and services are under severe financial pressures and there are already significant demands on resources, particularly as this is likely to continue in the future. We also believe that this report has clearly set out the case as to why a reduced number of councillors would inevitably result in poorer governance for the council and could make becoming and remaining a councillor more difficult.

INTRODUCTION

The Local Government Boundary Commission for England has confirmed that the Metropolitan Council of Trafford will have its ward boundary review programme in 2021. The first stage of the review is to decide how many Councillors, in total, should make up the Council in future.

In considering Council Size the Commission considers the following four parts:

1. Governance and decision-making – what is the right number of councillors to take decisions and manage the business in an effective way?
2. Scrutiny functions – what is the correct number of councillors to Trafford’s scrutiny responsibilities in a convenient and effective way?
3. Representational role of councillors – what is the correct number of councillors to represent and provide leadership to local communities in Trafford
4. The future – what governance changes are being considered and how do these impact on the number of councillors needed in the future?

This document represents the Trafford Conservative Groups submission on Council Size after consideration of these four factors.

CONTEXT TO TRAFFORD

Trafford is a Metropolitan Borough in Greater Manchester, comprising of a large number of communities to the south west of the Metropolitan City Centre. It was formed in 1974, as a merger of the Municipal Boroughs of Altrincham, Sale and Stretford, the urban districts of Bowdon, Hale and Urmston, and part of the Bucklow Rural District of Cheshire. Since the abolition of the Greater Manchester County Council, most of the remaining county functions were transferred down to Trafford, with additional councillor responsibilities. In addition, to manage the cross-borough services, the Association of Greater Manchester Authorities councillors (“AGMA”) was created, which required councillors from the borough councillors, including Trafford, which increased the demand on Trafford councillor’s time.

Distinct Communities

Trafford covers a number of communities, all with distinct history, including over 200 listed properties, and covers an area from the edge of the Manchester city centre to rural greenbelt.

The River Mersey runs east to west through Trafford, and is a clear boundary between the north and south of the borough, the traditional Lancashire, and traditional Cheshire communities. This is a significant divide, and there are only two direct road crossings in Trafford by Road between these communities, in addition to the Metrolink and Bridgewater Canal. Ensuing a balance between the north and south is vital, as Councillors would struggle to represent the very varied communities north and south of the River Mersey, which given the Mersey Flood Plain, are both a significant distance from each other, and not well connected to one another. In addition, the A56 Road Corridor, the Bridgewater Canal, Trafford Park and the various greenbelts form key geographic features.

Since the foundation of Trafford, the Metropolitan Borough has comprised of 21 wards, with 3 councillors per ward, that continues through to today. This has allowed the various communities of the borough to be represented in the council.

Population

Trafford’s Population has grown significantly during the last 20 years, unlike many other parts of the UK. The 2001 Census estimated that the population of Trafford was 210,134, growing by the 2011 Census to an estimated 226,578, an 8% growth in line with Greater Manchester. By mid-2019, the population of Trafford was estimated to be 237,354, a 5% growth (April 2020 ONS Estimate).

Trafford is an increasingly diverse place. At the 2011 Census, 80% of the population was from a white British background, compared to 82% in the United Kingdom as a whole. In terms of religious background, 5.7% of residents are Muslim compared to 4.4% in the rest of the United Kingdom, and 1.1% are Jewish compared to 0.4% in the whole of the UK. Over 5% of residents speak a language other than English as a first language. There is significant

diversity between the northeast of the Borough (Old Trafford and Stretford) and the rest of the borough, but the borough is increasingly diverse throughout it. Five wards have a BAME community of greater than 10%, from Clifford at 64.6% to Hale Barns at 16.9%, which is in the south east corner of the borough. There are significant Muslim communities, especially in Clifford (48%) and Longford (30.1%), and a significant Jewish community especially in Hale Barns (13.2%).

Town and Parish Councils

Many other Metropolitan Councils have parish and town councils. For example, Leeds City Council has 36 Town and Parish Councils, covering 25% of council polling districts (94 out of 373). Trafford has just four, covering 6 out of 91 polling districts (7%), which are relatively small polling districts for the borough, and just under 4% of the Trafford population. Therefore, other than the Member of Parliament, the local councillors are the only directly elected local members for the vast majority of Trafford residents, which adds significant workload as being the 'first port of call' for local residents for most issues.

The Future

The population of Trafford is likely to expand rapidly in line with the modelling in the Greater Manchester Spatial Framework ("GMSF"), with the current proposed provision of an additional 21,289 homes, and therefore an estimated 50,000 additional residents by 2037. This will all expect to generate additional casework and additional community activism, as the communities require additional infrastructure as they expand.

HOW TRAFFORD IS GOVERNED

Full Council

Trafford Metropolitan Council is comprised of 63 Councillors, representing 21 Wards. This has been consistent since the foundation of Trafford, and is currently composed of 34 Labour Councillors, 19 Conservatives Councillors, 3 Liberal Democrat Councillors, 3 Green Party Councillors, an Independent, with three vacancies.

During the 2018/19 Municipal Year;

- There were 6 council meetings during that year, with a high attendance level (93%).
- A total of 20 Questions were raised.
- A total of 22 Motions were raised (including 1 Budget Amendment Motion).

We have used the 2018/19 Year, given the general election and coronavirus pandemic have made the following municipal year highly unusual.

The council now have for a number of years, webcast the Council meetings, including the full Council and Committees, with over 3,000 viewings by the end of October 2020, a substantial amount. Improved access to our decision making arrangements through digital channels has increased the volume of contact with councillors from the electorate.

Executive

Trafford operates a strong Leader and Cabinet model of governance. The Leader is appointed for a four year term by the full Council meeting, and has responsibility to establish and appoint members for the Executive Committee, the joint decision making body, assigning executive member portfolios to the members of the board. The current Trafford Executive consists of the leader, and 9 other Executive Councillors, each of whom holds an Executive Portfolio as follows:

- Leader of the Council (with portfolio responsibility for Sustainability and Climate Change)
- Deputy Leader of the Council and Executive Member for Children's Services
- Executive Member for Environmental and Regulatory Services
- Executive Member for Covid-19 Recovery and Reform
- Executive Member for Adult Social Care
- Executive Member for Culture and Leisure
- Executive Member for Finance and Governance
- Executive Member for Health, Wellbeing and Equalities
- Executive Member for Communities and Partnerships (with responsibility for Poverty Strategy)
- Executive Member for Housing and Regeneration.

A full list of their responsibilities are detailed in Appendix C.

In addition, a Lead Member for Education, outside the formal Executive, has been appointed.

This is an increase on the previous administration when the Executive consisted of the Leader, Deputy Leader and 8 Executive Members, so the need for additional resources to provide in the Executive means less members outside the Executive.

Similarly, the Leader of the Opposition appoints members to the Shadow Executive, with responsibility to shadow these requirements. In addition, the members of the other two groups hold scrutiny responsibilities.

It is important to stress that Opposition Spokespersons have considerable time commitments in carrying out their responsibilities, particularly in remaining briefed by officers on issues of significance within their scheme of delegated authority, in addition to their other responsibilities outside the council.

The number of significant Executive decisions taken per annum in 2018/19 is 49. Of these around 26 are taken by officers with Executive Member oversight, with the remainder being determined by the Executive Committee collectively, at one of their 11 meetings per annum.

In addition to these responsibilities, our Executive Members sit on a wide range of committees and boards outside the formal structure of the council. For example, the Executive Member for Housing and Regeneration sits on five outside bodies, and the Executive Member for Culture and Leisure sits on eight.

The positions of Leader, Deputy Leader and Executive Members, although not deemed as considered full time roles, require a substantial commitment given the level of responsibility and significant additional time that needs to be spent to undertake those roles effectively. Of the current Executive, more than half (6), have employment outside the council, and a number having young families.

Executive Members have a significant role, as ward councillors, as well as a portfolio, in addition to their responsibilities outside the council. Whilst some Executive Members hold the role as full-time role, and the Leaders of the Council have recently done so, a number of them don't.

Also, the amount of contact they receive not just from constituents but from residents across the borough creates a challenging role. Similarly, Shadow Executive Members will have greater time commitments participating in more briefings, and dealing with a wider range of resident communications, than another ward member.

GMCA

The council is one of ten in Greater Manchester which are included in the Greater Manchester Combined Authority ("GMCA"), formed as part of the first devolution city deal in 2014. It is led by the Mayor of Greater Manchester and the Leaders of the 10 councils. In

total Greater Manchester has gained control of over £8 billion of capital and revenue budgets in recent years. Full responsibility for NHS powers and funding was passed to the council, along with more control over local transport and funding.

The GMCA, is producing a Greater Manchester Spatial Framework (“GMSF”), which is a review of housing and land allocation for the City Region.

Transport for Greater Manchester Committee is formed by a nominated pool of 33 Councillors to manage the Transport for Greater Manchester (“TfGM”). TfGM is the public body responsible for coordinating transport services through Greater Manchester, and the Committee as well as managing TfGM, also creates transport policy in Greater Manchester, and has a significant amount of power in terms of recommendations on policy, budgeting, borrowing and operational matters.

The GMCA and its Committees have added a significant amount of workload onto the Council. The Council Leader and Executive Members when substituting for the Leader, are expected to have a specific role for Greater Manchester as part of the GMCA Cabinet. Other Executive Members are members of committees such as Greater Manchester Police and Crime Panel, or the Greater Manchester Planning and Housing Commission. Greater Manchester has now got access to a £300m of the Housing Budget and a £6bn NHS Budget, and Executive Members now have this role to manage, in addition to their direct executive roles for Trafford and their specific role as a Ward Councillor.

Below is a list of all the bodies which Executive Members sit on related to the Greater Manchester Combined Authority.

- Association of Greater Manchester Authorities Executive Board
- Greater Manchester Combined Authority
- Greater Manchester Combined Authority – Health and Social Care Board
- Association of Greater Manchester Authorities - Greater Manchester Reform Executive
- Association of Greater Manchester Authorities - Greater Manchester Police and Crime Panel
- Greater Manchester Culture and Social Impact Fund Committee
- Association of Greater Manchester Authorities - Statutory Functions Committee
- Association of Greater Manchester Authorities - Planning and Housing Commission
- Transport for Greater Manchester Committee

Powers

In recent years, a significant amount of powers have been transferred to the Council from Central Government.

- The Localism Act 2011 introduced a new power of competence for local authorities.
- It also abolished the Standards Board regime, and introduced local accountability.

- The council manages its investments through the Investment Management Board committee, using money borrowed via the Public Works Loan Board, to provide an income stream for Council services.
- Adult Social Care is a growing pressure on the local council, especially given that the society is ageing, with Trafford aging quickly. It is expected in the 15 years to 2031, Trafford's 65 and over population will grow by 29%, with a fast growing population of those aged 85 and over growing by 35%.
- The council retains a statutory responsibility for ensuring that there are sufficient school places in the borough. In recent years, there has been an incredible demand on school places; some Trafford Schools can attract 6 times the number of school applications than those available.

These are increasing powers, but also responsibilities and time commitments for both Executive Members and other borough councillors.

Other Bodies

There are a large number of other bodies which Executive Members are appointed to, as part of their role as Executive Members. Some of these are significant appointments, and will require significant amount of time commitment, plus the travel to these meetings, many of which are not at Trafford Town Hall. A list of these bodies are below:

- Local Government Association – General Assembly
- Local Strategic Partnership
- One Trafford Partnership Board
- Trafford Bruntwood LLP
- Trafford ES LLP
- Trafford Regeneration and Investment Limited
- Trafford Housing Trust
- Stockport, Trafford and Rochdale (STaR) Joint Committee
- Trafford Youth Trust Community Interest Company Board of Directors
- Greater Manchester Forests Partnership
- Greater Manchester Waste and Recycling Committee
- Parking and Traffic Regulations Outside London (PATROL) Adjudication Joint Committee/Bus Lane Adjudication Service Joint Committee
- Early Years and Childcare Advisory Forum
- Mersey Valley Joint Committee
- Parking and Traffic Regulations Outside London (PATROL) Adjudication Joint Committee/Bus Lane Adjudication Service Joint Committee
- Sale Educational Foundation
- Teachers Joint Negotiating Committee (Schools)
- Age UK (Trafford)
- Trafford Safeguarding Children Board

- Manchester Airport Consultative Committee
- Sale Educational Foundation
- Sure Start Strategic Partnership
- Manchester Port Health Authority
- University of Manchester - General Assembly
- Altrincham and Sale Chamber of Commerce
- Citizens' Advice Trafford
- Greater Manchester Accessible Transport Limited - Ring and Ride Steering Group
- North West Employers

Role of the Civic Mayor

The Civic Mayor is elected annually by the Full Council at its Annual Council Meeting. He or she is the ceremonial representative of the Council, taking precedence on such occasions. In addition to chairing Full Council, the Mayor is responsible for upholding and promoting the purpose of the Constitution, and to hold the Leader, Executive and committee chairs to account in line with the arrangements for scrutiny and overview.

The role is a significant role, with a huge number of engagements attended by the Mayor, who has a team at the council to arrange the Mayors commitments, as First Citizen of the Borough. In the 2018/19 Civic Year, a total of 420 number of engagements were attended by the Mayor. Along with civic functions, traditionally mayors have raised significant funds for their specific charitable organisations identified at the start of the civic year.

Conclusions

The role of a Councillor on the Executive is broad, and has expanded beyond its original role from a Trafford specific basis, to encompass both growing powers, as well a wider regional responsibility through the GMCA. It is unlikely given the support for increased devolution in Westminster that these demands will reduce, and it is likely to be the opposite. In addition, roles outside the formal council structure, such as bodies they are appointed to, are likely to increase, as non-political bodies have an increasing role.

In addition, there is the role of the Shadow Executive and other Party spokespersons, who served a dual role of holding the Executive to account, as well as ward members and committee members discussed in the next section.

We conclude that reducing the size of the council would put significant pressures on Executive and Shadow Executive Members, as they would have to cope with growing responsibilities, in addition to a larger electorate, which could reduce the diversity of councillors with outside responsibilities.

SCRUTINY AND REGULATION

Committee Membership

The Council has now four political groups, with representation from the Labour Party, Conservative Party, Liberal Democrats and Green Party, plus an Independent member. The size of our committee structure is designed to ensure that there are sufficient seats to enable representation from all opposition groups and enable compliance with statutory requirements in respect of political balance. Whilst none contain Executive Members, a significant amount of the Shadow Executive are also members of the Scrutiny and Regulatory Committees, adding to their workload. A total of 19 places on the Scrutiny and Regulatory committees are held by Shadow Executive Members, with a further 5 substitute places.

Name of Committee	Membership	Meeting Frequency
Council	63 Members	6 formal meetings per annum and any Extraordinary meetings
Executive	11 Members	11 meetings per annum
Accounts and Audit	8 Members	5 meetings per annum
Employment Committee	9 Members	5 meetings per annum
Health and Wellbeing Board	7 Members	3 meetings per annum
Standards Committee	11 Members	2 meetings per annum
Town/Village Green Sub-Committee	2 Members	0 meetings per annum
Licensing Committee	15 Members	1 meeting per annum
Licensing Sub-Committee	15 Members	10 meetings per annum
Planning and Development Committee	13 Members	14 meetings per annum
Public Protection Sub-Committee	9 Members	9 meetings per annum
Safety at Sports Grounds Sub-Committee	3 Members	1 meetings per annum
Children and Young People's Scrutiny Committee	13 Members	4 meetings per annum
Health Scrutiny Committee	13 Members	5 meetings per annum
Scrutiny Committee	13 Members	6 meetings per annum
STAR Joint Committee	1 Member	4 meetings per annum

Scrutiny

The Council have a total of 3 Scrutiny Boards, covering 32 Committee Places, with 30 different councillors being appointed to these places. The Scrutiny committees on the council have increased in recent year, with the introduction of the Children and Young Person's Scrutiny Committee, increasing the workload on the councillors who are on those

committees. Attendance at the scrutiny committees are good, with 77% attendance across these boards in 2018/19. No Executive Member may be appointed to these scrutiny boards, and this is generally the case for the Shadow Executive members.

Members are responsible for the good governance of the local authority, scrutinising proposals and decisions and monitoring how council policy is being implemented. The number of members are important; given the breadth of Trafford both politically and demographically, having 13 members ensures that we can adequately scrutinise the executive, ensures a diversity and range of views, and account for absences as they arise.

Formally, this functions, which aims to improve the impact of services, and the Council is achieved through three key scrutiny committees

- Children’s and Young People’s Scrutiny Committee
- Health Scrutiny Committee
- Scrutiny Committee (covering items otherwise not included in the other Scrutiny Committee).

Committee	Main Function	Number of Places	No of Meetings Per year
Children and Young People's Scrutiny Committee	The Committee is responsible for the review and scrutiny of decisions made or actions taken in connection with the provision, planning and management of education in the borough of Trafford and, in particular, all of the functions of the Council as an education authority under the Education Acts, School Standards and Framework Act 1998 and all other relevant legislation in force from time to time.	13 councillors and 1 other member.	4
Health Scrutiny Committee	Issues of Health and Wellbeing come	10 councillors and 2 other members.	5

	within the remit of the Health Scrutiny Committee, with the Scrutiny Committee having an overview of other services and functions delivered by the Council and its partners.		
Scrutiny Committee	As part of the council's governance arrangements, Overview and Scrutiny works as a 'critical friend' to the decision-making Executive. Committees of councillors from all parties agree an independent work programme, for the two Overview and Scrutiny Committees – the Scrutiny Committee and the Health Scrutiny Committee	13 councillor members	6

Each Scrutiny Committee during its year establishes a work programme that is updated and adaptations made as issues which need scrutinising arise. Work is regular, but not strictly timetabled as the work needs to be reactive. The Chairs of the three committees also meet eight times a year as the Joint Chairs of the Scrutiny Committees, to consider the Leader's Annual Report and other cross-cutting matters.

Some Scrutiny Committees also establish time-limited scrutiny panels to look at specific issues, with committee members also serving on these panels. There were 15 Scrutiny Panel meetings in the 2018/19 year. Due to resource limitations, Members appointed to these Panels are expected to carry out much of the research and report writing work themselves with only limited officer support.

The 'call in' measure, was established by the Local Government Act 2000, as a formal mechanism for scrutiny committees or back bench members, to review a key decision which has been taken, but not implemented, which is used occasionally in Trafford.

The role of scrutiny is vital, and ensuring a breadth of scrutiny, and the time required, ensures a breadth of councillors.

Regulatory

In total, the council has 5 Regulatory Committees, with a total of 55 councillors – a total of 33 appointments per member, a total of 1.7 appointments per councillor. Despite this, there is a very high attendance at these committees, given the requirements the delivery of policy for residents.

Licensing Act applications are dealt with under delegated authority except where there is an objection to an application when it is considered by Committee sub-Committee. Those applications are subject to a Panel Hearing.

Panels consist of 3 Members and meet on average 8 times per year. In accordance with the Act, decisions affecting licensing conditions or policy making are all made at Council level. Meetings of the Committee and Board are held on an ad hoc basis when required, with Panels and Sub-Committees being more frequent in response to any appeals submitted.

Regarding Planning and Development, a significant number of decisions are delegated to officers in respect of development control and planning, as per a detailed scheme of delegation. One borough-wide Planning Committee still meets on a monthly basis and on average will consider up to ten applications at each meeting, with meetings lasting for to three hours. Committee Meetings rarely finish early, and will typically run for the full amount permitted under the Council Constitution. They are well attended by local councillors for the respective applications, residents' applicants and other interested parties. In the 2018/19 municipal year, the Committee considered 80 applications.

In both committees, it is not just the number of meetings, but the preparation that requires members time, as they often need to sift through reports from specific reports for the application, reports from interested bodies, as well as comments from residents. In addition, site visits are expected, and form a significant portion of member's time, with sites across the borough. Just the travel to the sites, will be several hours a month of time, before reading the large amount of documentation, which may be highly complicated.

Whilst there are a large number of councillors on these bodies, it is vital given the importance placed on these committees by the residents of Trafford, that they maintain a large number of voices, with the diversity of the council in terms of politics, geography and views are represented, and that possible absences can be accounted for.

The other regulatory committees meet less often, but form a vital role, and take a significant investment in time to prepare for meetings. Whilst some roles can be delegated, some cannot, and requires a significant involvement of the elected officials.

Committee	Main Function	Number of Places	No of Meetings Pe year
Licensing Committee	Quasijudicial determination of Licensing and Gambling Act applications	15 Members	10 Per Year
Planning and Development	The Planning and Development Management Committee considers and determines all applications in relation to Planning and Development Management in the Borough which are not covered by the Council's Scheme of Delegation.	13 Members	14 Per Year
Accounts and Audit Committee	This committee is responsible for the internal and external audit, control, and other risk management.	9 Members	5 Meetings per Annum
Standards Committee	The Standards Committee maintains standards of conduct within the Council and deals with any complaints that councillors may have for breaches of the Code of Conduct.	11 Members and five non-voting co-optees, two of whom are to be parish representatives and three of whom are to be independent members.	2 Meetings per Annum
Employment Committee	This committee is responsible for approving human resource policies at the council, and other matters relating to employment.	9 Members	5 meetings per annum

External Bodies

Members also play a pivotal role on a number of external bodies. The Council appoints to the 50 external bodies (please see Appendix A for list of bodies).

Many of these functions are rooted in the 'county' based governance arrangements which existed before 1986, which are significant and extend the remit of the councillors beyond the borough boundaries. They are also time consuming, with regularly meetings and briefings taking in addition to their roles as borough councillors.

Some have significant responsibility for the governance of Greater Manchester. The Transport for Greater Manchester Committee takes a significant role, having inherited the responsibilities of the Greater Manchester Passenger Transport Executive in 2011. The role of the councillors on the committee is to manage TfGM, and create transport policy in Greater Manchester, and the meetings are significantly detailed, and required a large time commitment, with the role being with the GMCA responsible for policy for transport for the whole of Greater Manchester.

GMCA

In addition, through the devolution of authority to the Greater Manchester Combined Authority ("GMCA") has added additional appointments and workload to members. Trafford appoints 6 members to the various Greater Manchester Combined Authority Scrutiny Committees. These are also time consuming and have added to the roles since the last boundary review. The expectations of the meetings are similar to any other scrutiny meetings, with a work programme, and a large amount of reports involved which require review before the meetings. For those involved, this means several hours of the meeting, as well as at least the same amount of time preparing for a meeting, with significant report packs to review beforehand.

Conclusion

The committee system provides effective decision making on planning and licensing decisions, balancing the needs of existing residents with the needs of the businesses, and those people that wish to move into the borough. As the borough's population increases there is likely to be an increased demand on these committees, as new amenities and houses are built to serve new residents of the borough and new challenges arise.

Beyond the Executive, there are 51 Non-executive Members (excluding the Leader, Executive, Lead Member and Mayor). They are required to attend full council, in addition to sit on the various committees of the council in accordance with the council's constitution which sets out the details of the role of a councillor.

It is difficult to add quantification to the amount of hours which members spend in meetings, but it is worth adding an approximate estimate. Using the formal total meetings of 86 in the year, and assuming each member devotes four hours of preparation and attendance in the meeting (given site visits required for committees like planning and licensing this may be an underestimate), this would be a total of 5,028 hours in a year of time, and average of 80 hours in a year, or more than 2 full weeks of work. This will be in addition to other council related activities they may be committed to, or commitments to their employer or personal commitments. In our survey, the average councillor spends 51 hours a month on council work, equivalent to 16 weeks of full-time work a year. This is a significant contribution, given the number of councillors who have full-time work.

Transport is also a consideration. The geography of the borough, with the council officers being located at one point of borough, means members can spend a significant amount of time travelling between meetings in their wards and council meetings in the town hall. Whilst most of the wards are relatively compact, there are some wards of significant size. At non-peak commuting times, some parts of the borough are more than half an hour away from the Town Hall. With Council Meetings scheduled for outside working hours, this means many start just before the end of Rush Hour, resulting in members travelling during the rush hour traffic to reach their engagements.

Any reduction in the number of Councillors would increase the workload, as committee places are filled by a reduced pool of councillors. It is important that

- Ensuring representation across the borough.
- The ability of councillors to reflect the interest of local communities.
- The ability of the council to ensure separation of power between the executive and the non-executive responsibilities of the council.

It is vital that appropriate regulatory and scrutiny decisions are made, and ensuring a diversity of representation is maintained, and that councillors can achieve these tasks more than adequately, whilst also juggling their other commitments.

ELECTED MEMBERS COMMUNITY ROLE

The role of the councillor is very broad. They will do a range of tasks, from dealing with small service issues experienced by a local constituent, such as a missed bin collection, to developing long term and strategic policies for the borough.

The role of a Councillor is set out in the Council constitution, and all Councillors are required to adhere to the Member's Code of Conduct. In addition to their formal roles on the council discussed earlier, their community role is dealt with below.

Community Representation and casework

At a ward level, members provide advice and assistance for constituents who approach them about Council and other matters. Councillors can carry out their role as representatives of the communities in any way which suits them. Generally, this would consist of attending meetings and responding to casework from residents. The majority of members are active in their communities and will spend time attending meetings, aside from formal Council meetings, and attending a range of local forums and interest groups in their capacity as a local Councillor.

Dealing with casework involves liaising with council departments and partners, external agencies, neighbourhood groups and forums as well as other residents. Casework can be received in many ways, including email, phone, letter, face to face, or via a variety of social media methods.

The changing way in which constituents communicate with their councillors has increased workload. Councillors are more available through both email and social media. Social media is a relatively recent phenomenon and has undoubtedly changed how councillors communicate with their constituents. Social media has moved the role of councillor closer to a '24 hour role'. As well as responding to messages and notifications on sites like Facebook, Twitter and Instagram, monitoring and partaking in sites such as community Facebook groups, has become a more prominent part of Councillor work. This has increased the pressure on Member's time, as increased accessibility across a variety of methods has increased the expectation from constituents, in both time for a response and action on their issues.

Whilst Members receive advice and guidance from The Governance Team on carrying out their duties, there is no formal function for supporting local Councillors with casework. The advice of officers at the Council is always available to Councillors and issues are often referred to officers as and when necessary in order to seek resolution.

Outside those few areas with Parish Councils, the local Councillors are the main focus for all local issues for the community. There is no breakdown of responsibilities to an Area Committee, making Trafford efficient, but similarly, it adds a layer of responsibility for the local elected members to be the focus of representation for their local wards.

Service Providers

A number of partnerships cover council services, such as the OneTrafford Partnership between Amey and Trafford to cover waste, street cleaning, grounds maintenance, highways, street cleaning, asset management and professional services. There is also the Trafford Housing Trust which covers the Social Housing Provision for most of the borough. This has changed the amount of work for councillors, but not reduced it. Significant amount of time for councillors is liaising with these partners, as the key focus for local residents, who will continue to treat these as Council bodies.

Engagement with residents

The Localism Act 2011 enshrined in law the role of local authorities as community Leaders. The Department of Communities and Local Government (DCLG) Select Committee, 'Councillors' on the Front Line' (DCLG: 2013) found that "The role of councillors is changing and becoming more community-focused" (page 42, paragraph 101). Local Trafford Councillors will often take on a strong community role, and are a key contact for local residents and groups.

In addition, members have considerable commitments in their wards. These include community groups, residents associations, friends groups, and parish councils. Councillor time commitments can be involved in organising community events, such as the Christmas Lights switch-on, Remembrance Sunday services, Summer festivals, and meeting with Neighbourhood Police teams. When there may be a police incident, or another emergency local councillors' role as community Leaders will come to a fore. In this sense, councillors are always on call, and ready to respond.

Councillors engage with their residents using a mix of the above methods, depending on the individual. Social media, such as Facebook and Twitter, is becoming a more popular way of Members engaging with their residents and vice versa, making Members more accessible to the public, with expectations of response significantly more immediate. Emails are at the forefront of any communication with residents, whilst this varies according to Councillor's preferred approach to engaging with residents.

Many members hold a combination of regular surgeries at a specific location and time, as well as street surgeries. Also, many residents request home visits, and these are often scheduled outside regular office hours or at weekends.

Councillors also represent their communities in the borough. These include the many committees already described, which amount to many hours of meeting time every week, as well as the time preparation for such meetings. As part of their work programmes, scrutiny boards undertake a number of Inquiries each municipal year, which regularly involves members attending working group sessions in addition to formally scheduled meetings of the full boards. As well, to ensure councillors are well briefed on council policies

and initiatives, this involves many meetings and briefings with officers and the council's partners.

Community Bodies

For those areas with a Parish Councillor there is an expectation from many parish councils that Borough Councillors attend their meetings. However this is not always possible when a number of parishes are represented and their meeting dates coincide. Most Borough Councillors make an effort to attend many of meetings of the Parish Councils within their respective electoral wards. Their main role at these meetings is to ensure that Parish Councils are accurately informed of Trafford Council issues.

A significant amount of other non-Council bodies exist, which the local Councillors will be expected to engaged with. Manchester Airport, on the border of Trafford and Manchester, is a significant issue for many local communities, and will require significant councillor time investment.

Business Forums exist in certain communities within Trafford, and Altrincham has a Business Improvement District ("BID"). Many communities also have a civic organisation such as the Hale Civic Society, who have a tremendous amount of local engagement in the local community, and similarly require significant investment by local councillors. All of these groups require substantial additional time for the local councillors concerned.

Engagement with Young People and Other Minority Groups

No formal additional mechanisms are in place to support those not on the electoral register or minority groups, Councillors do not differentiate between people on the electoral role or not, they still represent their constituent's views. However, engaging with young people is a vital role of local councillors. Nearly all Councillors are School Governors, and the unique school system is a big political issue in Trafford. With a growing diverse community, the role is vital. For example, in the Hale area, there are two Orthodox Synagogues, and an Islamic Centre. Councillors will be engaged with different communities, and 4 of the current Trafford Councillors are from a BAME background.

Other Partnerships

There are a large number of other bodies which councillors are appointed to. Along with the Greater Manchester Combined Authority ("GMCA") and AGMA committees, a number of others exist. For example, the council also provides appointees to the Local Strategy Partnership, local Chamber of Commerce, and even to a Canal Trust. The creation of the One Trafford Partnership with Amey to manage various environmental services, has also created a new Partnership Board. A full list of the various appointments are in the Appendix A.

GMCA

The workload generated from the GMCA onto councillors is substantial. The formal basis of this is the governance and scrutiny arrangements which have been discussed in previous paragraphs. However the GMCA is generating significant amounts of additional work, as the impact of policy made centrally impacts councillors locally. Each week a set of decisions is sent to councillors in terms of executive decisions made by the GMCA, which need reviewing by councillors for their impact. The policies can have a significant impact locally. For example, the Greater Manchester Spatial Framework (the “GMSF”) has become incredibly controversial, and generates significant amount of casework for local councillors, and lobbying activities on its behalf. With further devolution of powers expected, this workload will be expected to grow, and the direction of travel is that devolution of powers will increase.

Member Development and Training

The Member training strategy provides a variety of training methods, recognising that Members have numerous demands on their time and require flexible learning opportunities.

Some elements of member training is designated as essential, for example safeguarding for all members, and licensing and planning training for those members appointed to the Council’s regulatory committees.

Member Allowances

Elected members receive a basic allowance of £6,754 per annum (for 2019/20). A further allowance is payable to some councillors who hold special responsibilities in relation to the functions of the authority. Only one special responsibility allowance from the council is payable per councillors and where a councillors is eligible to receive more than one allowance the higher figure is paid.

This is the lowest for a Metropolitan Borough the country, with neighbouring Salford basic allowance of £11,043 and Manchester basic allowance of £16,926, despite similar electors per members. Despite a significant devolution of services to local authorities in the Localism Act 2011, the council allowances have retained significant financial discipline. In 2013, a voluntary reduction of 1.9% was applied which was only reversed in 2018. Whilst the powers and responsibilities of councillors have grown as earlier discussed, allowance rates haven’t, putting additional pressure on councillors, especially those with outside responsibilities.

Councillor Profile

Unlike many other boroughs, a significant number of Trafford councillors are relatively young and a majority are in fulltime employment. 4 out of the 63 Councillors in Trafford are from a BAME background. Out of the current and the previous three council leaders, when appointed three were in their thirties and one in his twenties. As a council, it is expected councillors to have other commitments

This disparity is reflected in the timing of council meetings, with Salford City Council meetings being in the day, whilst most of Trafford's meetings, including all its full council meetings, are scheduled for the evening outside of usual office hours. However, this disparity does mean there are more demands on councillor's time, whether that be their employment or families. Any reduction in the number of members would put significantly additional pressure on councillors, and could reduce the diversity of councillors available.

Changing role of councillors and technology

In 2020, the Conservative Group was surveyed for Member's views on workload incurred; a total of 15 replied (79%). In total, they had an average service of 12 years on the council, and had 1 role, and 3 committee placements, as well as 1 other role appointed to outside the council. In total, they stated that they incur 51 hours of council work in an average month, and service 15 pieces of casework in that month. Overwhelmingly, 87% (13) felt the demands on their time were significantly greater than they expected, and a majority felt that the demands from the role had increased over time. Common themes for the reason for increased demands on councillors was social media and emails, increased community engagement, and increased expectations on the role of a councillor.

We surveyed the main forms of communication with residents (to a maximum of 3). Nearly all stated emails (14), which reflects the common theme of technology increasing accessibility to councillors, though 11 surveyed (73%) stated Face-to-Face, which reflects despite increased technological impact, there remains an expectation that councillors can be available to meet.

There are still some segments of the population, particularly amongst older residents can be regarded as being digitally excluded. Therefore, Councillors will be required to have a dual role, connecting digitally as well as not. Most Councillors will need to post news and deal with casework on a variety of platforms, rather than just be able to focus on one, increasing the workload.

Given the nature of Trafford Council meetings being focused in the evening, with a relatively low basic allowance, the growing demands puts significant pressure on councillors, many of whom have other employment along with family lives to manage, in addition to their roles on the council.

Conclusion

The role of a Councillor is very comprehensive and wide reaching. As well as representing the local community, and engaging with residents to support them. This comes in many ways, including casework, but a lot more, and supporting them in a whole range of activities, from community events, and meetings. There are in some wards significant community groups, and parish councils to engage, along with an increasingly diverse community to engage with. In addition, many sit on a number of outside council bodies, including the GMCA Scrutiny Boards. Nearly all Councillors are School Governors, especially given that schooling is a big local political issue, this is very important. In many ways, it is 24 hour a day role, and this has increased as technology has meant it is easier to get in touch with your local councillor at any time, and for a wider range of work.

Whilst Members do get training, and a basic allowance to cover their work, it is significantly lower than other boroughs. This reflects that this isn't seen as a full-time role, or one just for retired people, but for a more diverse range of councillors. However, this requires more balancing than councillors in other boroughs might have to do, and therefore, it is vital that workload isn't increased, by reducing the number of wards.

Summary of Conclusions

In Conclusion, we believe that Trafford should retain its 21 ward structure

- The role of an Executive Member whilst significant, is growing due to the expanded role through the GMCA, as well as devolution locally, which requires a lot of balance alongside their ward responsibilities.
- The role of a Shadow Executive Councillor is also significant, but they have to balance the role of scrutinising the executive, along with a position in the scrutiny or regulatory committees and their ward responsibilities.
- The demands of scrutiny and regulatory committees are significant, with a large volume of work expected.
- There is an increasing amount of additional roles for councillors, whether they are reflected in the GMCA, or in liaising with other bodies.
- New relationships with service bodies being a new focus for councillors, meaning they no longer just deal with the council, but also with the service bodies, such as the OneTrafford Partnership
- The increased level of workload on councillors, reflecting both increased expectation, the technological impact of social media and email as well as increased community engagement.

Whilst many other councillors in other authorities face similar challenges, what makes Trafford different is the nature of a Trafford Councillor being different to other councils. The councillors are younger, and this brings an increased breadth of representation and views which the Conservative Group is keen to maintain. This is emphasised with an evening role and low Member's allowances. However, this diversity of roles has to be balanced, with those younger councillors tending to have a family and a full or part time role outside the council. This means we cannot add additional level of expectation by increasing ward sizes, in doing so, potentially making many councillors chose to focus on their other commitments.

APPENDIX A - External Bodies Councillors are appointed to

Committee	Number of councillors attending
Association of Greater Manchester Authorities Executive Board	1 Labour
AGMA Statutory Functions Committee	1 Labour
Greater Manchester Planning & Housing Commission	1 Labour
(LGA) Founder Members Mutual Member	1 Labour
Age UK (Trafford)	2 Labour
Altrincham and Sale Chamber of Commerce	1 Labour
Ashton-Upon-Mersey Aid in Sickness Fund	2 Conservative
Greater Manchester Pensions Fund Management Panel	1 Conservative
Greater Manchester Health Scrutiny Committee	1 Labour
Greater Manchester Police and Crime Panel	1 Labour
Bollin Valley Scheme Steering Committee	2 Labour
Broadheath Partnership	3 Labour
Bridgewater Canal Trust	1 Labour
Citizens' Advice Trafford	1 Labour
Early Years and Childcare Advisory Forum	1 Labour
Frances Del Panno Trust	1 Conservative
Greater Manchester Accessible Transport Limited - Ring and Ride Steering Group	1 Labour
Greater Manchester Combined Authority	1 Labour
Greater Manchester Combined Authority - Audit Committee	1 Conservative
Greater Manchester Combined Authority - Health and Social Care Partnership Board	1 Labour
Greater Manchester Combined Authority - Scrutiny Committees	5 - 4 Labour and 1 Conservative
Greater Manchester Fire Committee	1 Labour
Greater Manchester Forests Partnership	1 Labour
Greater Manchester Waste and Recycling Committee	2 – 1 Labour and 1 Conservative
Greater Manchester West Mental Health NHS Foundation Trust - Council of Governors	1 Conservative
Groundwork, Manchester, Salford, Stockport, Tameside and Trafford	1 Labour
Larkhill Centre Community Association	1 Liberal Democrat

Local Government Association - General Assembly	3 – 2 Labour and 1 Conservative
Local Strategic Partnership	2 Labour
Manchester Airport Consultative Committee	3 – 2 Labour and 1 Conservative
Manchester Port Health Authority	1 Labour
Manchester University NHS Foundation Trust	1 Conservative
North West Reserve Forces and Cadets Association	1 Labour
North West Sound Archive Committee	1 Conservative
One Trafford Partnership Board	3 – 2 Labour and 1 Conservative
Parking and Traffic Regulations Outside London (PATROL) Adjudication Joint Committee/Bus Lane Adjudication Service Joint Committee	1 Labour
Sale Educational Foundation	7 – 5 Labour and 1 Conservative
Sale Town Centre Partnership	1 Labour
Sharon Youth Association Management Committee	2 Labour
Standing Advisory Council for Religious Education	6 – 4 Labour and 2 Conservative
Stockport, Trafford and Rochdale (STaR) Joint Committee	1 Labour
Stretford War Memorial Red Cross Public Nursing Services	1 Labour
Sure Start Strategic Partnership	1 Labour
Teachers Joint Negotiating Committee (Schools)	4 – 3 Labour and 1 Conservative
The James Bradshaw Charity and the Bradshaw Educational and Richard Newton Foundations	2 Labour
The Mayor's Land Charity and Newtown Night School Charity	2 – 1 Labour and 1 Conservative
Timperley Village Club - Management Committee	1 Liberal Democrat
Timperley Vision	3 – 2 Liberal Democrats and 1 Conservative
Trafford Arts Association	2 Labour
Trafford Bruntwood LLP	1 Labour
Trafford ES LLP	1 Labour
Trafford Community Leisure Trust	2 Labour

Trafford Housing Trust Customer Scrutiny Panel	1 Labour
Trafford Regeneration and Investment Limited	1 Labour
Trafford Safeguarding Children Board	2 Labour
Trafford Leisure Community Interest Company Limited Board of Directors	1 Labour
Trafford Sports Council	2 Labour
Trans Pennine Trail	2 Labour
Transport for Greater Manchester Committee	2 Labour
University of Manchester - General Assembly	1 Labour
Urmston Partnership	3 Labour
Victim Support - Trafford (Management Committee)	1 Labour
Vision 31	3 Labour

APPENDIX B - Regulatory Committees

Licensing Committee (and Licensing Sub Committee, Public Protection Sub-Committee and Safety at Sports Grounds Sub-Committees)

15 members of the Authority

Terms of Reference

1. To exercise the Council's licensing functions under the Licensing Act 2003 with the exception of any function conferred on the Council under Section 5 of the Act (statement of licensing policy).
2. In respect of each 5 year period, in consultation with the Executive, to formulate or prepare for approval by the Council its policy with respect to the exercise of its licensing functions under the Licensing Act 2003.
3. To keep the policy with respect to the exercise of its licensing functions under the Licensing Act 2003 under review and recommend any revisions to the policy to the Council.
4. To exercise the Council's licensing functions under the Gambling Act 2005 with the exception of any function conferred on the Council under Section 349 of the Act (statement of licensing policy).
5. To exercise powers in relation to the following functions as specified in Schedule 1 to the Local Authorities (Functions and Responsibilities) (England) Regulations 2000:
 - (i) all licensing and registration functions except those relating to town and country planning and the regulation of the use of the highway;
 - (ii) functions under any 'relevant statutory provision' within the meaning of Part I of the Health and Safety at Work Act 1974, to the extent that those functions are discharged otherwise than in the Council's capacity as employer; and
 - (iii) associated functions under any local Act.
6. To establish one or more Sub-Committees under Section 10(1) of the Licensing Act 2003 and Section 154 of the Gambling Act 2005 consisting of three members of the Licensing Committee for the discharge of functions exercisable by the Committee under the Licensing Act 2003 and the Gambling Act 2005. The functions to be exercised by the Sub-Committees include the functions set out at Appendix 1 and Appendix 2. Licensing Act and Gambling Act Sub-Committees shall be chaired in accordance with the protocol set out at Appendix 3.
7. To establish a Safety at Sports' Grounds Sub-Committee consisting of three Members of Council to oversee the exercise of the Council's functions in relation to safety at sports' grounds.

8. To establish a Public Protection Sub-Committee for the discharge of all other licensing, registration and regulatory functions within the terms of reference of the Licensing Committee not covered by the sub-committees in paragraphs 6 and 7 above. That in establishing a Public Protection Sub-Committee this is to be a Sub-Committee of 9 Members (5:3:1) with up to 5 substitute Members for the Sub-Committee Members being allowed (3:2:0). The substitute Members for the Sub-Committee can only be nominated from the membership of the Licensing Committee.

Delegation

In exercising the power and duties assigned to them in their terms of reference, the Licensing Committee shall have delegated power to resolve and to act on behalf of and in the name of the Council.

Planning and Development Management Committee

13 members of the Authority

Terms of Reference

1. To exercise powers in relation to planning and development management over development proposals in the Borough in the context of Government and Council policies and guidance in order to maintain and improve the quality of life and the natural and built environment of the Borough.
2. To exercise powers in relation to the following functions as specified in schedule 1 to the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 as amended:
 - (i) town and country planning;
 - (ii) the protection and registration of common land or town and village greens and to register the variation of rights of common; and
 - (iii) the exercise of powers relating to the regulation of the use of highways.
3. To exercise powers under Section 101 of the Local Government Act 1972 in respect of the discharge of functions under the Planning Acts to any other local authority.

Delegation

In exercising the power and duties assigned to them in their terms of reference, the Planning and Development Management Committee shall have delegated power to resolve and to act on behalf of and in the name of the Council.

Appendix C – Executive Terms of Office

Portfolio - Leader of the Council (with portfolio responsibility for Sustainability and Climate Change)

Areas of Responsibility

To have overall responsibility for:

- Strategic overview of the Council
- Overall performance of the Council
- Overall performance of the Executive
- Overall governance of the Council
- Chief Executive's functions
- Co-ordination within the Executive
- Developing and implementing the Council's Corporate Plan
- Determination of how and by whom Executive functions are exercised
- Appointments to outside bodies not within the remit of the Council
- All matters not within the remit of any other portfolio

In recognition of the importance of these matters and in the light of the Council's declaration of a Climate Emergency, the Leader will also assume overall responsibility for:-

- Sustainability and Climate Change
- The Clean Air Plan (and Air Quality Commission)

Deputy Leader of the Council

GENERAL

In the event that the Leader of the Council is unable to act, or the post of Leader is vacant, the Deputy Leader shall:

1. Undertake all statutory functions of the Leader of the Council; and
2. Undertake the portfolio responsibilities of the Leader's portfolio.

In the absence of the Leader of the Council, the Deputy Leader shall:

1. Chair meetings of the Executive; and
2. Ensure that the Executive acts as a corporate team working together to achieve common aims.

Portfolio – Adult Social Care

Areas of Responsibility

To have overall responsibility for Adult Social Services including:

- Joint Commissioning of Services
- Services to Older People
- Mental Health

- Learning Disabilities
- Health & Disability Services
- Sensory Services
- Other Adult services
- Liaison with NHS service providers
- Carers services
- Housing issues including:
 - Supporting People
- Major and minor adaptations services and the Disabled Facilities Grant Advice and information services

Portfolio – Children’s Services (with all statutory children’s responsibilities)

Areas of Responsibility:

- Statutory Lead Member for Children’s Services in accordance with the Children Act 2004 and associated statutory guidance
- Development of the All Age Integrated Health and Social Care Service
- Day to day operation of the All Age Integrated Health and Social Care Service
- The functions of the Council with regard to its responsibilities for the safeguarding of children and young people, including:
 - receiving and responding to referrals where there is concern about the welfare and safety of individual children and young people;
 - investigating referrals for child protection and children-in-need and taking appropriate action to safeguard children and young people’s safety and welfare;
 - maintaining an up-to-date Child Protection Register.

Lead Member with special responsibility for Education

The functions, powers and duties of the Council as a local education authority, including specific areas within the Councils core duties such as:

- Special educational needs provision
- Education welfare service
- Educational Psychology Service
- Early years sufficiency
- School admissions
- School attendance and provision for pupils not in school
- Asset management planning
- Funding of schools
- Sufficiency of school places
- To receive schools OFSTED reports and subsequent Action Plans
- To ensure an effective response to the OFSTED inspection of the LEA on SEND

The functions, powers and duties of the Council with regard to the availability of advice and information for 13 to 19 year olds.

Portfolio – Communities and Partnerships (with responsibility for the Trafford Poverty Strategy)

Areas of Responsibility:

- Community Strategy and the Local Strategic Partnership
- Partnership and neighbourhood working
- Poverty Strategy
- Locality Services
- Community Partnerships
- Community Cohesion
- Community Safety
- Greater Manchester Police and Crime Panel
- Youth services
- Voluntary Sector Grants

Portfolio – Covid -19 Recovery and Reform

Areas of Responsibility

To have overall responsibility for:

- Covid 19 Recovery Plan
- Civil Contingencies and Business Continuity
- Adult Education, Life Long Learning and tackling worklessness and skills
- Customer Services/Relations
- Digital and Website engagement
- Policy and Performance Improvement

Portfolio – Culture and Leisure

Responsibilities:

To have overall responsibility for:

- Arts – Theatres – Waterside Arts Centre
- Festivals
- Libraries
- Social Studies, local history and heritage
- Leisure Centres
- Sports Development
- Parks and Green Spaces
- “Friends” Groups (parks)
- Allotments
- Trafford Arts Association
- Culture and tourism and events

- The Music Service

Portfolio – Environmental and Regulatory Services

Areas of Responsibility

To have overall responsibility for:

- Engineering and construction services
- Highways, Traffic and transportation
- Passenger transport
- Road safety
- Bridges and structures
- Environmental enforcement
- Environmental services
- Environmental partnerships
- Waste Management
- Pollution
- Environmental Health
- Trading standards
- Executive Licensing functions

Portfolio – Finance and Governance

Areas of Responsibility

To have overall responsibility for:

- Corporate Finance
- Accountancy
- The Investment Strategy
- Benefits and Local Taxation
- Procurement (STAR)
- Delivery of value for money services
- Strategic Human Resources
- Pension Fund
- Occupational Health and Safety
- Operational Services for Education
- Traded Services
- Corporate Governance and Constitution
- Legal and Governance Services – including Registration Services and liaison with the Coroner’s Service
- Information Governance

Portfolio – Health and Wellbeing and Equalities

Areas of Responsibility

1. Community Health and Wellbeing Services including:

- The Health and Wellbeing Board
- Public health functions
- Delivery of the Health and Wellbeing Strategy
- Liaison with NHS commissioning bodies and NHS strategic partners
- Liaison with voluntary and community sector organisations in relation to health and wellbeing
- Championing health and wellbeing issues on behalf of the Council and Trafford Partnership

2. Mental Health Services – to act as the Council’s champion for all matters relating to mental health.

3. Equality and Diversity – to act as the Council’s champion for all matters relating to Equality and Diversity

Portfolio – Housing and Regeneration

Areas of Responsibility relating to Housing

To have overall responsibility for:

- Strategic Housing
- Homelessness and housing advice
- Housing Register
- Empty Properties
- Housing Standards
- Asylum Seekers and Refugee Readiness

Areas of Responsibility for Regeneration and Strategic Planning

To have overall responsibility for:

- Property acquisition
- Resource procurement
- Strategic asset management
- Planning policy and strategic and / or sub-regional planning
- Land use and development in the Borough
- Sustainable Development
- Heritage assets
- Building Control
- Planning Enforcement
- Economic growth, development and regeneration
- Transport strategy
- Town centres
- Parking services
- Resource Procurement
- Conservation and building preservation
- Property disposal

- Community Buildings
- Architectural services
- Corporate Landlord