

[Note – intention is for this matrix to be included as a schedule to the Partnership Agreement]

Skyline – Governance Matrix

SG	Steering Group
CMG	Contract Management Group
PSG	Property Steering Group
GMCA	Greater Manchester Combined Authority
Salford	Salford City Council, acting as Lead Authority
LAs	Bolton Borough Council; Bury Borough Council; Manchester City Council; Oldham Borough Council; Rochdale Borough Council; Salford City Council; Stockport Borough Council; Tameside Borough Council; Trafford Council; Wigan Borough Council
PA	Partnership Agreement
CSA	Care Services Agreement
AfL	Agreement for Lease

	Activity	Relevant provisions	SG	CMG	PSG	GMCA	Salford as Lead Authority	LAs/SROs (including Salford) acting unanimously
Entering into contract documents								
1.	Salford entering into the CSA as Lead Authority	PA 7.1 – obliges Salford to enter into CSAs, subject to its internal governance requirements.				Decision	Decision	Decision
2.	GMCA entering into AfL Note: See also line 6	PA 6.12 – obliges GMCA to enter into AfLs. CSA 4.5 – obliges Salford to procure that GMCA enters into AfL				Decision	Action – obliged to procure GMCA enter into AfL	
3.	GMCA entering into Lease	PA 6.12 – obliges GMCA to enter into Lease				Action		

	Activity	Relevant provisions	SG	CMG	PSG	GMCA	Salford as Lead Authority	LAs/SROs (including Salford) acting unanimously
		AfL clause 6 – obliges GMCA to enter into Lease						
4.	LAs to enter into Individual Placement Agreements and pay associated fees	PA 7.2 – Each LA fully responsible for matters relating to individual IPA. PA 8.2 – Each LA fully responsible for payment of all sums due under IPA. CSA 3 – All LAs entitled to place CYP in a Skyline Home						Decision of each individual LA
Acquisition of properties								
5.	Consultation on acquisitions with Care Provider	CSA 4.1 - obliges Salford to procure that GMCA consults Care Provider PA 6.2 – requires GMCA to consult Care Provider			Action	Action	Action	
6.	Approval of a Property Purchase and entry into of AfL by GMCA, and associated refurbishment budget	PA 6.2 – Requires approval of LA whose area property is in PA 6.3 - 6.6 sets out process of recommendation, endorsement and decision.	Endorse PSG recommendation		Recommend	Decision		Decision for individual LA whose area property is in
7.	Approval of location of Skyline Home where proposed location will result in increased payment to Provider	CSA schedule 4 para 8 – Salford must make additional payment if homes are widely spread.			Recommend		Action	Decision

	Activity	Relevant provisions	SG	CMG	PSG	GMCA	Salford as Lead Authority	LAs/SROs (including Salford) acting unanimously
	Note: Any decision relating to this row 7 does not affect the separate requirement for property purchases to be approved in the manner indicated in row 6.							
8.	Change the Property Selection Criteria for the Skyline Homes	PA definition of Property Selection Criteria – states the criteria must be approved by SROs.			Recommend			Decision
9.	Termination of AfL if suitable planning consent not obtained	AfL 3.4, 4.2 – entitle GMCA to terminate AfL PA 6.15 – requires GMCA to consult with LAs				Decision/ Action		Consult
10.	Termination of AfL if refurbishment works not viable	AfL 3.4, 4.2 – entitle GMCA to terminate AfL PA 6.15 – requires GMCA to consult with LAs				Action		Decision
Rent								
11.	Agreement of rent due under Lease for each property	PA 6.17				Decision		[Consult]
Management of CSAs								
12.	General day to day management of the CSA	n/a		Consulted where necessary			Action	Notified on a 1/4ly basis; align with CMG meetings
13.	Written consent to accommodate a child from outside GM	CSA 4.8 PA 7.8- this is a 'reserved matter'					Action	Decision
14.	Care Provider staff being excluded as unsuitable	CSA 5.3, 5.13		Consulted if necessary			Decision	Any LA having dealings with

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								the relevant individual should be consulted
15.	Variations to the CSA	PA 7.7 – this is a ‘reserved matter’		Consulted if necessary		Decision	Action	Decision
16.	Issuing a Default Notice for poor performance	CSA 9		Consulted if necessary			Decision	Consult
17.	Termination of CSA	PA 7.7 - this is a ‘reserved matter’ CSA 14.1	Consult	Consult		Decision	Action	Decision
18.	Suspension of award of new IPAs	CSA 14.4 PA 7.8- this is a ‘reserved matter’	Consult	Consult			Action	Decision
19.	Payment of all sums due to provider on termination	CSA 15.3				Consult	Decision	Consult
20.	Agreement of an exit plan provided by Care Provider	CSA 16.1 PA 7.8 - this is a ‘reserved matter’		Consult			Decision	Decision
21.	Payment of insurances where Care Provider defaults	CSA 19.7		Consult			Decision	
22.	Waive any material rights under the CSA	PA 7.8 - this is a ‘reserved matter’		Consulted if necessary			Action	Decision
23.	Extension of CSA for years 7-10	PA 7.7 - this is a ‘reserved matter’ CSA 2	Consult			Decision	Action	Decision
24.	Approval of price increase arising from Change in Law	PA 7.8 - this is a ‘reserved matter’ CSA 12.4					Action	Decision
25.	Incur any third party advisor fees over £20,000	PA 7.8 - this is a ‘reserved matter’					Action	Decision
26.	The initiation, conduct, settlement of any claim with	PA 7.8 - this is a ‘reserved matter’					Decision	Decision

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	an estimated quantum in excess of £10,000							
27.	Quarterly reporting inc; risk management, operating and financial performance	PA 4.15		Action	Action		Action	
28.	Payment of losses incurred under the CSA	PA 7.9 – LAs must reimburse Salford for losses it incurs under CSA or related third party costs (e.g. advisor fees)					Decision	Decision
Payments to/from Care Provider								
29.	Payment of Mobilisation Costs	CSA 6 – Salford must pay Provider which triggers are hit PA 7.11 and 8.1 – GMCA must fund mobilisation costs and can recover through rent.		Consult		Consult	Decision	
30.	Agree any Occupancy Guarantee payment due to Provider	CSA schedule 5 – Salford must pay the Provider PA 8.3 – Salford must provide LAs with explanation of how amounts due have been calculated.					Decision	Consult
31.	Agree any Gainshare payment from Provider	CSA schedule 5 – Provider must pay Salford PA 10.2 – Salford must provide LAs with explanation of how amounts due have been calculated.					Decision	Consult

	Activity	Relevant provisions	SG	CMG	PSG	GMCA	Salford as Lead Authority	LAs/SROs (including Salford) acting unanimously
32.	Agree any Rent Reconciliation payment to Provider	CSA schedule 4 para 10 – Salford must pay the Provider PA 6.21 – Salford must provide LAs with explanation of how amounts due have been calculated.					Decision	Consult
33.	Agree any Rent Reconciliation payment from Provider	CSA schedule 4 para 10 – Provider must pay Salford PA 10.2 – Salford must provide LAs with explanation of how amounts due have been calculated.					Decision	Consult
34.	Payment to Salford of contributions towards Occupancy Guarantee Payments and Rent Reconciliation Payments	PA 6.21 – LAs must contribute to Rent Reconciliation Payments. PA 8.4 - LAs must contribute to Occupancy Guarantee Payments						Action
Management of AfL/Lease								
35.	Expenditure on maintenance	AfL					Decision	
36.	Termination of AfL or Lease for Provider default	PA 6.16 – GMCA cannot terminate without SRO approval					Decision	Decision
Disposal of properties								
37.	Disposal of a property once no longer capable of being used as a Skyline home	PA 9.1					Decision/ Action	Decision
38.	Agreement of Profits/Losses arising on a disposal						Decision	Decision

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Finances								
39.	Agreement of sums due to Salford in relation to contract management costs			Consult			Decision	Decision
40.	Review of LA Contribution Rates if any changes to current proposals: year 1 based on %, year 2 onwards based on usage	PA 1.12, 1.13						Decision
41.	Approval of use of any Gainshare or rent rebate	PA 10				Decision	Action	Decision
42.	Approval of use of any surplus monies from the disposal of the Properties.	PA 10				Decision/ Action		Decision
Wider Project Matters								
43.	Expanding, developing, evolving the project not as contemplated in the overarching project plan	n/a	Consultation and recommendation			Decision	Decision	Decision
44.	Changes to the Governance Arrangements	n/a				Decision	Decision	Decision