

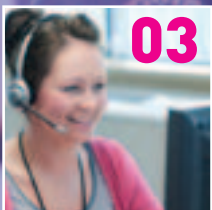
# Business IN Salford

WINTER 2010



## I'm IN ARE YOU?

SEE PAGE 02



03

A BIG THANK YOU



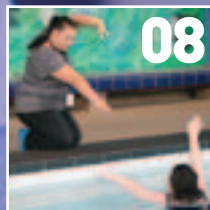
04

BUSINESS AWARDS  
2011



06

NEW BUSINESSES  
THRIVE



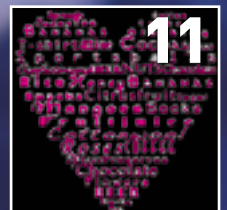
08

A BETTER WAY OF  
DOING BUSINESS



10

LOCAL ENTERPRISE  
PARTNERSHIP



11

MAKE A  
DIFFERENCE

# I'm IN Salford, are you?

**Salford really is a great place to do business. But of course, that's what you'd expect us to say. Don't just take our word for it, read on to see why Baby Deli, ENER-G, Carbon Creative and Xpertrule are all happy to be advocates for the city's new business destination service - Locate IN Salford! If like them you are proud to be in Salford then email us at [locateinsalford@salford.gov.uk](mailto:locateinsalford@salford.gov.uk)**

## **BabyDeli Ltd**

BabyDeli was founded in 2005 to fill the gap in the market for quality, healthy organic food for babies and children. The products are made by hand and then frozen to retain all the goodness, taste and texture.

BabyDeli currently employs six people, all whom live locally. The company has recently moved to new premises at Chancerygate Business Centre, Irlam, because

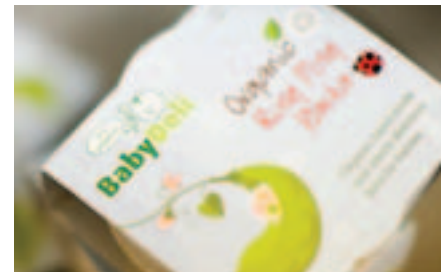
of its great access to the strategic road network, an essential requirement for any fledgling food manufacturing business.

Managing director Louise Duerr (pictured on the front cover) was named Entrepreneur of the Year in the 2010 Salford Business Awards.

She says: "The relocation to Irlam has been most successful. The local facilities are good and I have since employed three local people

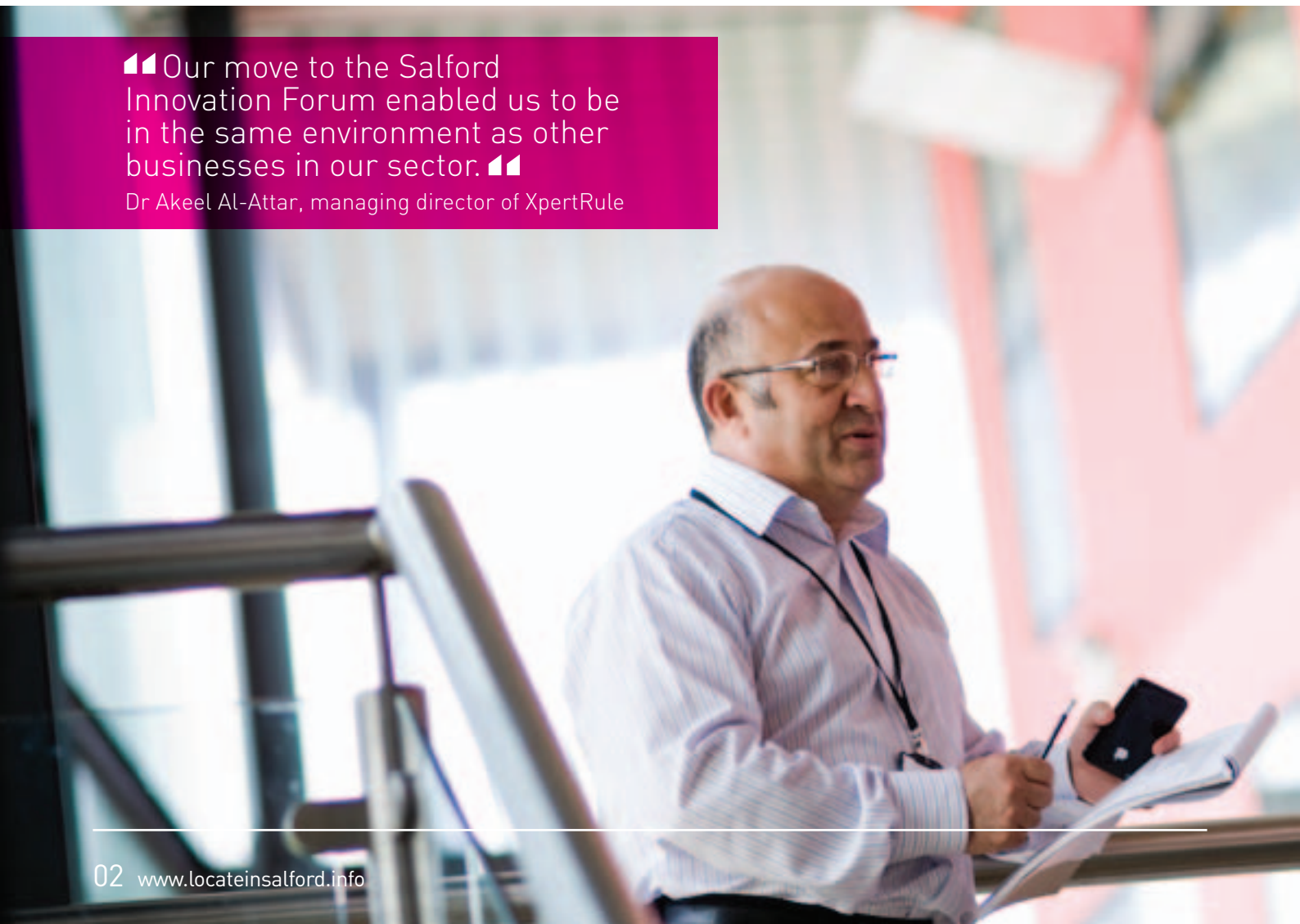
who have proved to be excellent employees."

**[www.babydeli.co.uk](http://www.babydeli.co.uk)  
0161 777 6989**



■ ■ Our move to the Salford Innovation Forum enabled us to be in the same environment as other businesses in our sector. ■ ■

Dr Akeel Al-Attar, managing director of XpertRule



## ENER-G

Tim Scott, chairman of ENER-G says: "We acquired a couple of small businesses in Salford in 1997. The geographical location was good for both UK and international travel and the staff had an excellent work ethic so we decided to make Salford the centre of our operations and to build the group from there."

"I've had only excellent feedback from staff that have moved to the area. We have a very small turnover of people and almost everyone that has moved has remained with the group."

[www.energ.co.uk](http://www.energ.co.uk) 0161 745 7450

## Carbon Creative

Kate Hadfield, company director, said: "There is a warmth and

depth to Salford that will surprise and delight you. Embrace the city as a business destination as we have and you will prosper as part of an innovative and creative business eco system. For me it was the perfect place to locate a new creative business."

[www.carboncreative.net](http://www.carboncreative.net)  
0161 877 3500

## XpertRule

Dr Akeel Al-Attar, managing director of XpertRule, says: "We moved to the Salford Innovation Forum from our old offices in Leigh because it provides excellent modern office facilities and high speed internet connections which are essential for our business."

[www.xpertrule.com](http://www.xpertrule.com)  
0870 6060 870

# A big thank you to Salford businesses

**650 local businesses took part in the council's business survey during the summer (mentioned in the last edition of Business IN Salford).**

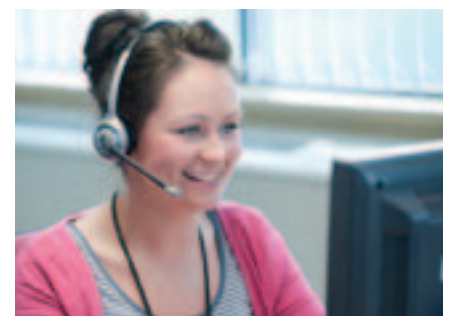
Your views are much appreciated, and they will help to ensure Salford continues to be a business destination of choice.

Early headline messages are very positive: satisfaction amongst Salford businesses regarding their location is very high at 81%. In addition, 54% agreed that their business is benefiting from the city's reputation as a **'good place' to do business.**

The businesses surveyed felt that Salford's particular key strengths are its highway connectivity, the good choice of property, and staff retention, all scoring over 80%.

In terms of day to day operations, it's great that businesses feel supported in Salford, with 56% aware of the assistance available to them, with 49% of these businesses having accessed the services.

Finally, the future looks bright with 39% of companies expecting their **company to grow** over the next 12 months, and 74% of these expecting to take on new employees.



# Give your business an Oscar moment

The fourth annual Salford Business Awards organised by Salford City Council, the University of Salford and the Chapel Street Business Group is now open for entries.



The benefits of entering the 2011 Salford Business Awards extend far beyond picking up one of the prestigious trophies; here are four reasons why your organisation should take part in the competition.

## 1. Reflect on your success

In the busy environment of everyday business, achievements can be easily forgotten. Completing the entry form allows you to pause and consider what contributed to your success and where you can go from here.

## 2. Positive PR

Being selected as a winner or finalist is a great achievement and a real opportunity to generate positive publicity for your business across all media.

## 3. Celebrate your achievements

A representative of all short listed finalists is invited to attend the awards ceremony and dinner, at no cost. This is a fantastic event and you will get the opportunity to meet people from other successful businesses.

## 4. Differentiate your business

What better way to make your business stand out and demonstrate to your current and future customers, employees and competitors, that yours is an exceptional organisation?

## Categories

There are **eight categories** in total and businesses can choose to enter one or more of the classes detailed below. All winners are put forward for the top accolade, namely the Businesses of the Year Award, which is again sponsored by Talk Talk Technology.

- Innovation Award
- Technology Award
- Excellence Award
- Green Award
- Community Award
- Entrepreneur Award
- International Trade Award

## Tips for entering:

- Ensure that you complete a separate application form for each category and that you fill out all the sections.
- Read the judging criteria for your chosen category before starting your application.
- Try to keep to the word limit within the requested amounts - keep your answers succinct.
- Make sure that your address reads Salford!

There will be four finalists in each category and the winner and runner-up will be announced at the awards ceremony on 7 April 2011 at the Lowry Hotel.

All businesses in the city are encouraged to enter and can find everything they need at [www.salfordbusinessawards.co.uk](http://www.salfordbusinessawards.co.uk)

If you need help completing your application form contact Joanne Hall on **0161 793 3428** or email [joanne.hall@salford.gov.uk](mailto:joanne.hall@salford.gov.uk)



## A word from last year's winners

Freemont director Noel Ruane said "as Salfordians we're not used to talking ourselves up but we've been working hard to develop our business and our people. We're proud to be recognised for our achievements". His business partner and co- director Charles Roland added, "winning this award has given a great boost to our company profile and has helped to open up opportunities with prospective and new clients who want to engage and ultimately work with companies who are achieving excellence".



# Rachel puts Trinity back into Salford

**Salford City College's business training centre has been transformed since the appointment of Rachel Kay.**

The merger of Eccles, Pendleton and Salford colleges meant that a new name for the centre was essential. The new corporate brand name - Trinity Business Training - is an ingenious choice. It reflects pride in the city of Salford, a historical reference to the original commercial centre of the city, and the tertiary education system.

Rachel's vision is to see Trinity as a one-stop shop for first-rate business training: "Our services can help business of all shapes and sizes to address skills gaps within their workforce and actual day-to-day administration, with courses on vital areas of business that are all too often overlooked."

Change is a keyword in business, and it can only ever happen effectively through commitment. Trinity Business Training adheres to this philosophy perfectly: a forward thinking, innovative company built on



solid foundations helping others achieve a more successful future.

For more information visit [www.salfordcitycollege.ac.uk](http://www.salfordcitycollege.ac.uk) or call 0161 631 5555.

## Extra help for Salford businesses - just the job!

**The government funded Future Jobs Fund programme is going strong in Salford with over 400 people placed in employment to date.**

The fund, which is pumping £5 million into Salford's economy, has so far seen candidates placed in the public and voluntary sectors but now businesses in the private sector can also get involved.

This could provide your company with a great opportunity to get an additional pair of hands at no extra cost. The Future Jobs Fund can pay the wages of an extra member of staff for six months. Jobs created need to benefit the community, be at entry level and suitable for a candidate who is keen but may lack experience or qualifications.

People on the scheme are employed on your behalf and paid at the national minimum wage. The jobs must be available for six months and for a maximum of 35 hours per week. All payroll and human resources functions are provided.

For more information please visit [www.salford.gov.uk/futurejobsfund](http://www.salford.gov.uk/futurejobsfund) or call Dave Timperley at Salford City Council on 0161 793 2533.

## Fledglings continue to excel

Winners of the 2010 Salford Excellence Award, Fledglings Education & Childcare, continue to thrive and prosper. A recent Ofsted inspection at their Irlam centre gave an overall assessment of Good with two areas, Healthy Living and Parental Partnership, described as outstanding.

[www.fledglingsnurseries.co.uk](http://www.fledglingsnurseries.co.uk)  
0161 281 2821

Our services can help business of all shapes and sizes to address skills gaps within their workforce

# New businesses thrive in Salford

Salford's Intensive Start-up Support (ISUS) programme is celebrating a successful first year, with the creation of 165 new businesses.



Lady Sainsbury

Two recent examples of new businesses supported in Salford are 'Delivered4U' and 'Adnan Bayyat - Waste to Your Taste'. Both handle leaflets as an integral part of their business - but that's where the similarity ends!

'Delivered4U' deliver any type of leaflets, catalogues or samples for businesses. Owner Paul Bennett prides himself on making sure that every delivery is made on time and by staff who are treated fairly. His strategy for any new customer is to be personally involved to 'ascertain how the client operates' to ensure his commitment to excellence.

**Adnan Bayyat** is a designer with a difference. He uses objects that others regard as waste to produce incredible creations. For example, he used 1,000 Sainsbury's bags, cut into strips then crocheted, to create an Edwardian inspired dress, which will soon be part a marketing campaign for Sainsbury's. Alternative corporate and event creations include using pastry bags to produce vases and leaflets to produce swans.

So, if you have that batch of misprinted or out of date leaflets under your desk, a faulty batch of none-recyclable objects left unsold or even that ever growing pile of off-cuts - then why not ask Adnan Bayyat to use them to promote your business or enhance your image?

Councillor John Merry, Lead Member for Regeneration at Salford Council, said: "I am delighted that the ISUS programme has been so successful in Salford. The council is committed to supporting small and start-up businesses in the city, as they play a vital role in providing jobs and realising our ambitions to develop an enterprising economy at the heart of Greater Manchester."

For more information on how the ISUS programme can help you get your business up and running visit

[www.shv-training.co.uk](http://www.shv-training.co.uk) or call **0161 742 4424**.

[www.delivered4u.co.uk](http://www.delivered4u.co.uk) • **0161 870 7925**

[www.adnanbayyat.com](http://www.adnanbayyat.com) • [info@adnanbayyat.com](mailto:info@adnanbayyat.com)

■ ■ The support I've had since taking part in the programme has been fantastic - it's made such a difference to my business. ■ ■ **ADNAN BAYYAT**

## National Insurance holiday for new businesses

**The Employer NICs Holiday for New Businesses announced by the Chancellor at the June 2010 Budget has now started.**

New businesses in Salford will be eligible for a NIC holiday worth up to £5,000 for up to the first ten employees they hire in their first year of business. This means a maximum saving on their national insurance payments of up to £50,000.

The scheme will run for three years. New businesses established since the announcement in the Budget on 22 June, and which meet the qualifying criteria, will also be eligible to apply.

For more information on the National Insurance Contribution Holiday call **0207 147 3838** or go to **[www.businesslink.gov.uk](http://www.businesslink.gov.uk)**

## Prepare to be inspired...

**A brand new website is launching soon to help schools and community groups across Salford by matching them up with local businesses who want to do their bit for the environment.**

The not for profit website features a wish list of ways local groups and schools are hoping to develop their outdoor activities. These include planting trees, building a greenhouse, installing chicken coops and cameras for bird boxes.

The website was created to match-make schools and other groups with businesses who would like to support green projects but aren't sure where to start. Business donors simply choose the type of project they would like to contribute to, the amount they'd like to invest, and they're up and running.

In return organisations get to:

- invest in a local project that really matches their business personality and corporate social responsibility objectives
- make a real difference to the community on their doorstep
- promote their green credentials on the website, via treeinspired's weekly e-alert, to staff and to the media

Treeinspired.co.uk, working in partnership with Salford City Council, will also feature a calendar that tells people about all the great outdoor events and activities happening across Salford in schools, parks and woodlands, encouraging people to enjoy and take care of their own environment.

To find out more and take part please register your details on **[www.treeinspired.co.uk](http://www.treeinspired.co.uk)**



## The Prince and the pauper



**Grant Chapman was a typical street kid in Salford back in the 1960's who never imagined that one day he would meet royalty, let alone be preparing a feast fit for an actual Prince.**

However that is exactly what happened when Chapman Holmes Catering created, prepared and served dinner for HRH The Prince of Wales and 400 guests at the Gorton Monastery.

Grant Chapman, who started Chapman Holmes Catering over 20 years ago with his school friend Stuart Holmes, has stuck to his Salford roots and now has a state of the art base in Eccles.

Grant received his own personal honour last year when Salford University awarded him with an MA for all the work he has done with catering and event students over the past ten years.

To find out more please visit **[www.chapmanholmes.co.uk](http://www.chapmanholmes.co.uk)** or call **0161 789 3262**.

# A better way of doing business?

**Almost without being noticed, a new form of business has been flourishing in Salford. A social enterprise is a business that trades for a social and/or environmental purpose and which reinvests its profits for that purpose.**

Based in Charlestown, Unlimited Potential aims to use social innovation to promote happiness and health. It provides a range of services in health, employability, social care and other fields, especially those which present the greatest challenges.

Unlimited Potential has gained a reputation for reaching people that many others cannot, and for its capacity for thought leadership - thinking the unthinkable.

Unlimited Potential also seeks to make a real economic impact. More than 90% of its staff are people from the neighbourhoods in which it works, and all profits are reinvested in the organisation. Once reserves are covered, all the remaining funds are devoted to new social innovations.

Having grown by more than 136% in the past three years, Unlimited Potential is one of the fastest growing social enterprises in the UK, as well as being a leader in impact measurement. It was the first organisation in northern England to gain the national Social Enterprise Mark, and was shortlisted for Best Social Enterprise in England in the Social Enterprise Awards 2009.

Unlimited Potential works closely with the NHS, Salford City Council and the University of Salford and is now looking at commercial opportunities as well.

"There are now many social enterprises in Salford", said Chris Dabbs, Chief Executive. "Not only are we

seeking to deliver high-quality goods and services, but we provide greater added value that makes the city a better place to live and work."

[www.unlimitedpotential.org.uk](http://www.unlimitedpotential.org.uk) 0161 743 0088



we provide greater added value that makes the city a better place to live and work

## Finance for business

### Business Support Finder

This allows you to search for potential sources of help with starting up, running or developing your business. Help can either be financial or advisory.

[www.businesslink.gov.uk](http://www.businesslink.gov.uk) (select 'site map' then scroll down to 'site wide tools and info' to find link)

### Northwest Business Angles

A network of private equity investors who invest in entrepreneurs or expanding SME's.

[www.nwdabusinessfinance.co.uk](http://www.nwdabusinessfinance.co.uk)

### Enterprise Finance Guarantee

A guarantee facility for small businesses to improve availability of working capital through term loans and the consolidation of overdrafts.

[www.nwdabusinessfinance.co.uk](http://www.nwdabusinessfinance.co.uk)

### Resource Efficiency

Assistance to manage resources, reduce operating costs and environmental risks and to implement cost savings. [www.resource-efficiency.org](http://www.resource-efficiency.org)

### Interest free loans

Available to SME's to purchase energy efficient equipment. [www.carbontrust.co.uk/loans](http://www.carbontrust.co.uk/loans)

## Carpet recycling challenge

Axion Consulting, based in Salford, has been appointed manager for Carpet Recycling UK, a not-for-profit scheme set up in 2008 to develop commercially viable recycling solutions for carpet waste.



Currently just 2% of carpets are recycled in the UK. The aim is to increase this amount to 25% by 2015. Carpet Recycling UK is an industry-backed association at the forefront of research and development into new methods for recycling and reusing carpet.

The scheme does not offer a recycling service itself but aims to support and develop the emerging carpet recycling industry in the UK.

Jane Gardner, Axion Senior Consultant, said: "We are delighted to become manager of Carpet Recycling UK. We are looking forward to the challenge of increasing carpet recycling facilities across the country and diverting significant quantities of it from landfill".

Tel 0161 440 8325 [www.carpetrecyclinguk.com](http://www.carpetrecyclinguk.com)

## Looking for an extra resource for you business?

If you take on a recent graduate on a part time placement, the University of Salford will pay their salary for 12 weeks.

The placements can be utilised to get a graduate to work on a specific business need, for example;

- Carrying out research
- Finance work
- Designing and delivering a marketing campaign

To find out more and submit a placement opportunity visit [www.careers.salford.ac.uk/page/employersgg](http://www.careers.salford.ac.uk/page/employersgg) or call 0161 295 5088.

Existing placements can be viewed at <http://careers.salford.ac.uk/page/ggcurrentplacements>



## ENWORKS save Salford's Lowry Hotel thousands

Salford's Lowry Hotel is set to benefit from more than £133,000 in annual cost savings by improving its energy and water efficiency, following free support from ENWORKS.

Over the last 18 months the Lowry Hotel has worked closely with an ENWORKS adviser from Groundwork to improve its resource efficiency and environmental performance.

### For example:

Savings of £29,117 per annum are being made on heating bills, by fitting thermostatic controls and reducing standard temperatures by just 1°C throughout the hotel.

ENWORKS has also supported managers to implement a recycling scheme which is helping to divert over 730 tonnes of waste from landfill and to save another £23,382 per year.

Further opportunities have also been identified to reduce water use, including the potential to install water aerators on taps and restricted-flow showers.

These measures are indicative of the Lowry Hotel's green credentials as recognised in the 2010 Salford Business Award. For more information about ENWORKS and to see how your organisation could benefit from free support and advice, please visit: [www.getsupport.enworks.com](http://www.getsupport.enworks.com) or call 0161 236 6348.

## Novotel's green achievement

Novotel Worsley, has achieved the prestigious Green Globe Certified status under the Green Globe Earthcheck Certification programme, managed by EC3 Global. The Green Globe programme is a worldwide benchmarking, certification and performance improvement system assisting the travel and tourism industry to attain sustainability.

Novotel, located in the historic village of Worsley, has 119 rooms and seven conference and banqueting rooms, bar, restaurant, fitness and outdoor seasonal swimming pool. Contact Maurice Abel, General Manager on 0161 799 3535.

Visit EC3 Global at [www.ec3global.com](http://www.ec3global.com).

# Salford welcomes Chamber Chief

**Greater Manchester Chamber of Commerce's new Chief Executive, Clive Memmott, welcomed the enthusiasm of Salford businesses when he attended the recent meeting of the Chamber's Salford local council.**

He met with member firms from a variety of sectors including recruitment, construction, and IT. As well as a customary update from firms on the current state of trade, the meeting looked at the potential impact of the Comprehensive Spending Review. In addition, Clive set out his priorities for the Chamber over the coming few months including aspirations in relation to membership and Chamber involvement in the soon-to-be formed GM Local Enterprise Partnerships (LEP).

In response to the government announcement on 28 October confirming the GM LEP, Chris Fletcher, Deputy Chief Executive at the Chamber said; "We've been involved in the development of

the LEP making sure that our members are kept informed through events and briefings. The important element for the future is to ensure that business views and needs are continued to be fed through and represented. For local businesses the most direct way would be through the Chamber's own local council made up of Salford businesses which is there to represent local members. If the private sector is to lead the recovery we all need to start to work together and make sure that

the decision makers know what is most important to business."

The Chamber's Salford local council which meets every two months aims to inform and drive the Chamber's work in the city.

For further information on the Salford Council or any issues relating to Greater Manchester Chamber of Commerce, please contact Salford's Local Manager, Patrick Prinsloo on **0161 237 4250** or email: **patrick.prinsloo@gmchamber.co.uk**



Members of the Chamber's Salford local council

Daniel Edén of Eden Photography



## Sunny future ahead for first approved local solar installer

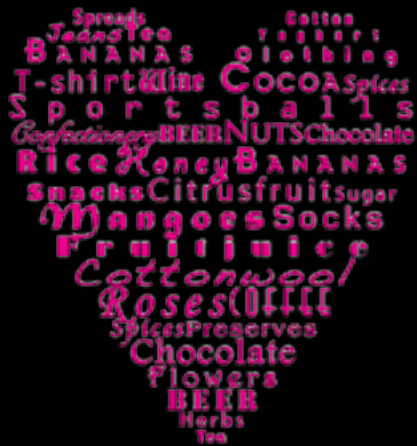
**Jacob Eco Energy Ltd is looking towards a sunny future after becoming the first business in Salford and central Manchester to pass the official certification as an installer of solar photovoltaic (PV) technology.**

By gaining accreditation under the Microgeneration Certification Scheme (MCS), Salford-based Jacob Eco Energy's residential, business and public sector customers can claim government clean energy cash back incentives (Feed-In Tariffs) for all the renewable electricity they generate over the next 25 years.

Visit **[www.jacobecoenergy.co.uk](http://www.jacobecoenergy.co.uk)** or call **0161 793 8536**.

Businesses can also claim interest free Carbon Trust loans to cover the investment and install large systems up to 50kW to maximise their financial return. For more information visit **[www.carbontrust.co.uk](http://www.carbontrust.co.uk)**.

## I pledge...



Loving Fairtrade IN Salford

## Fairtrade goodies

**Fancy sampling some Fairtrade coffee or winning a hamper of Fairtrade goodies? We will trade our products for information!**

Salford has been a Fairtrade city since 2005 and we want to encourage businesses to back Fairtrade – even if it's just by introducing a small change, such as drinking Fairtrade tea and coffee in the workplace.

If you answer the questions below, the Fairtrade Steering Group will provide you with a FREE sample of Fairtrade coffee and the chance to win a hamper of Fairtrade goodies.

- Does your company sell Fairtrade products?
- Does your company use Fairtrade products?
- Would you be interested in supporting Fairtrade?

Please email your answers and business details to:  
**christine.southern@salford.gov.uk**

## Make sure your business is heard!

Every quarter the British Chambers of Commerce produce an economic survey which is widely recognised by the UK Government and The Bank of England to be one of the most accurate barometers of the UK economy - it takes account of 5,300 private sector business responses that collectively employ over 600,000 people across the country.

The latest Q3 analysis is just out: to see the results of the survey go to **www.britishchambers.org.uk**.

To make sure that your company is included in the next survey contact Dr. Brian Sloan, Head of Business and Economic Policy at Greater Manchester Chamber of Commerce, on **0161 237 4105** or **brian.sloan@gmchamber.co.uk**

## Could your business help?

**Salford City FC, the leading football club in Salford, is going from strength to strength. On the pitch the players are doing their bit, but off the pitch help is needed to realise the vision of a new clubhouse which will be available for use by the whole community.**

How can you get involved?

- Sponsor us... Anything from kit or a match, through to individual rooms or the new clubhouse itself!
- Advertise with us... On our website or perimeter boards
- Consult us... Let us know how you, or your employees, would like to use the new facility.
- Watch us...



If you would like to know more about helping us to achieve our footballing and community ambitions please get in touch.

Please contact Paul Smith on **07805 664064** or email **paul thesportbusiness.co.uk** or visit **www.salfordcityfc.co.uk**

# What's on for business

Calendar of events

**01**  
December

**A bright, lean, green  
NHS**

8.30am - 5pm  
Manchester City  
Centre

Contact:  
Mike Jones  
**01132 805832**  
[events@mvue.uk.net](mailto:events@mvue.uk.net)

**01 & 08**  
December

**Business analysis  
workshop**

9.30am - 4.30pm  
Daresbury science &  
innovation campus

Contact:  
Judith Friesl  
**01524 510 713**  
[ifg@lancaster.ac.uk](mailto:ifg@lancaster.ac.uk)

**10**  
December

**Vision and media  
career doctor session**

All day  
100 Broadway,  
Salford Quays

Contact:  
Hayley Melloe  
**0844 395 0385**  
[freelancer@  
visionandmedia.co.uk](mailto:freelancer@visionandmedia.co.uk)

**16**  
December

**Return to work  
interviews - How to  
get them right**

9.30 am - 1pm  
ACAS Manchester

Contact:  
**events@acas.org.uk**

**17**  
December

**Daresbury business  
breakfast**

8am - 9.30am  
Daresbury science &  
innovation campus

Contact:  
**01925 607 000**  
[dsic@nwda.co.uk](mailto:dsic@nwda.co.uk)

**17**  
January

**Nations and regions  
media conference**

10am - 6pm  
The Lowry,  
Salford

Contact:  
**0161 295 7161**  
[nationsandregions-  
media@salford.ac.uk](mailto:nationsandregions-<br/>media@salford.ac.uk)

**23-24**  
March

**Market visit  
to Denmark**

Copenhagen

Contact:  
Jackie Nolan  
**0161 875 2335**  
[events@  
uktinorthwest.co.uk](mailto:events@<br/>uktinorthwest.co.uk)

**07**  
April

**2011 Salford  
Business Awards**

Lowry Hotel

Contact:  
Joanne Hall  
**0161 793 2083**  
[joannehall@salford.  
gov.uk](mailto:joannehall@salford.<br/>gov.uk)

Dates were correct at time of going to press

## We are looking for businesses to feature in our publicity showing the amazing success stories of people like you!

Features on businesses proud to be in Salford will appear in all our new publicity and on our website. This is a wonderful opportunity to raise the profile of your company and show your support for the city.

For more information write to the Business and Investment team at Salford City Council, Unity House, Salford Civic Centre, Salford, M27 5FJ.

Phone us on **0161 793 2803**

Or email us at [locateinsalford@salford.gov.uk](mailto:locateinsalford@salford.gov.uk)

**I'm IN**  
*are you?*

Salford City Council