

**Manchester City Council
Report for Information**

Report to: Audit Committee – 21 January 2016

Subject: Significant Partnerships Register

Report of: Deputy City Treasurer
City Treasurer

Summary

This report contains the 2015 Register of Significant Partnerships. The format, and the review and assurance process associated with the register is outlined in this report, including an explanation of improvements made to the process. The report itself focuses on either partnerships which have been added to the Register during 2015/16, those where the risk rating has changed, or where the risk rating remains “medium” or “high” following last year’s self assessment. The full Register is attached as Appendix one.

Recommendations

Audit Committee is requested to comment on and note the latest update of the Council’s Register of Significant Partnerships.

Wards Affected: All

Contact Officers:

Name: Carol Culley
Position: Deputy City Treasurer
Telephone: 0161 234 3406
E-mail: carol.culley@manchester.gov.uk

Name: Courtney Brightwell
Position: Performance Manager (Place and Core)
Telephone: 0161 234 3770
E-mail: c.brightwell@manchester.gov.uk

Name: Sean Pratt
Position: Performance and Intelligence Officer
Telephone: 0161 234 1853
E-mail: s.pratt@manchester.gov.uk

1. Introduction and Context

- 1.1 This is a short report setting out why the Council needs a Register of Significant Partnerships, the review process and the areas of change during 2015/16. The latter section of the report sets out the rationale for any additions or deletions to the register and for any changes to the risk ratings. The full Register is contained at Appendix One.
- 1.2 In recognition of the need to ensure that all of the Council's partnerships continue to perform well, thereby delivering both value for money and supporting the achievement of the Council's strategic objectives on an on-going basis, a Partnership Governance Framework is in place. The framework was refreshed in 2013. This framework defines and standardises the Council's approach to managing its partnerships, in order to help strengthen accountability, manage risk and rationalise working arrangements.
- 1.3 In support of its application of this framework, the Council maintains a Register of Significant Partnerships (the Register), which has been in place since 2008. It lists all key partnership arrangements that are considered to be of the highest significance to the financial and reputational risk of the Council and to achieving the Council's objectives. These arrangements are not uniform, ranging from joint venture partnerships, statutory groups and PFIs. They reflect different governance structures depending on their legal status.
- 1.4 The Register is reviewed annually, which is an important aspect of the Council's processes for obtaining assurance over the robustness of its governance arrangements, and ensuring that any challenges that may need to be addressed are highlighted so that improvements can be made where appropriate.
- 1.5 Partnerships working is an increasingly important way for the Council to meet its strategic objectives. In light of the financial challenges which continue to be presented by reducing levels of funding, organisations in the city must work together for mutual benefit to make best use of their combined resources. The principles of ensuring the lawful conduct of its business, and that public money is safeguarded, accounted for and spent economically, efficiently and effectively apply equally to the Council's work with its partners. Therefore it is vital that the Council gains assurance that there are clearly defined and effective governance arrangements in place for all partnership arrangements.
- 1.6 CIPFA guidance on delivering good governance in local government was refreshed in December 2012. The guidance places great emphasis on governance arrangements in partnerships and on the need for clear lines of accountability. More recently, in January 2014, Grant Thornton produced "Responding to the challenge: alternative delivery models in local government". This also highlights, in joint ventures, the importance of embedding robust governance arrangements from the start, and that the same quality is maintained throughout the duration of the arrangement. For new delivery models the report stresses the need for establishment of reporting,

accountability and control mechanisms, so there is awareness of the risk profile of each model, and action can be taken to mitigate the risks.

- 1.7 This is becoming increasingly relevant to the Council as more services, particularly those delivered as part of the Council's Public Service Reform programme, are delivered in partnership with other local services.
- 1.8 Improvements are sought year on year, which continue to make the assessment process more rigorous. This year financial questions have been reviewed and enhanced to enable greater scrutiny of the reasons behind any variance from the planned annual budget of the partnership. A more detailed, longer term picture is obtained of Capital and Revenue income and expenditure, alongside any changes in the shareholding held by the constituent organisations which make up the partnership.
- 1.9 Self-assessments continue to be challenged where evidence to support a rating indicating a high level of assurance is insufficient. This makes it more likely that partnerships may be shown with a "Medium" or "High" risk rating than in previous years. It should be noted that this does not necessarily indicate lower levels of assurance generally across partnerships, but may be partly as a result of greater rigor in ensuring challenges are highlighted so they can be addressed as appropriate.

2. The process of producing the Register of Significant Partnerships

- 2.1 The review process starts with an annual self-assessment proforma being completed. The proforma asks questions about aims and objectives, membership, decision making, finance, audit and risk management, conduct and behaviour, liability and performance. This leads to an overall Self-Assessment Rating Score of low, medium or high risk based on the robustness of the governance arrangements that the partnership has in place. A rating of "low" indicates a low risk level, and high level of assurance.
- 2.2 To provide an additional level of assurance to the process, a panel of Officers from Legal, Audit and Risk, Finance, HROD (Human Resources and Organisational Development) and Performance and Intelligence carry out an independent review of the completed assessments. The Group assesses whether sufficient evidence has been provided to support the proposed rating score, and if not, additional information and assurance is obtained. The outcome of this is a moderated rating, the Partnership Governance Assurance Assessment, which is the rating proposed to be entered on the Register for each partnership.
- 2.3 Once all the self-assessments have been received and reviewed, the updated ratings are compiled to produce the refreshed draft Register (appendix 1). The Register contains a summary of information about each partnership, including;
 - Class of Partnership;
 - Public public – All partners involved in the partnership are public organisations;

- Public private – Partnership with one or more private sector companies;
- LSP – Partnership is part of the Local Strategic Partnership family;
- Academy – Academy status allows freedom to adapt the national curriculum, to vary teachers' pay and conditions, and to vary the length of the school day/week/year.
- Significance Rating Score – This indicates a partnership's relative significance, and reflects aspects such as its contribution to corporate priorities and the level of associated financial, political and reputational risk. A high score signifies major significance. It should be noted that even partnerships with a low relative significance are still of significance and weak governance arrangements can affect the achievement of the Council's goals in the area in question.
- Partnership Governance Risk Assessment – The risk assessment score for the partnership, following moderation.

3. Proposed Changes to Partnership details on the Register

New Registrations and Partnerships with first full Self- Assessment in 2015

- 3.1 Manchester Airport Holdings Limited (entry 4). The partnership enables the Council to participate in the activities of the largest UK airport operator thereby creating economic and social benefits for the city, and returns for the Council. *Significance Rating – High, Partnership Governance Risk Assessment – Low.*
- 3.2 Biffa Municipal Ltd (entry 5). This is a contractual agreement for the provision of domestic waste collection and street cleansing services. *Significance Rating – High, Partnership Governance Risk Assessment – Medium.*
- 3.3 The “Medium” rating for the new partnership is in place while performance information is awaited which can provide assurance of acceptable contract performance. The Growth and Neighbourhoods Directorate has now established a new Waste, Recycling and Street Cleansing Team, which will ensure effective contract management structures and processes, including performance management and risk controls. This team will deliver effective governance through the Strategic Board and the Performance and Contract Management Group. In addition, Biffa are investing in an ICT system that will enable more effective gathering and analysis of performance information. It is anticipated that these measures will result in a transparent oversight of contract performance and risk management.
- 3.4 NOMA (entry 15). The partnership is in place to oversee and guide regeneration and development within the area between Victoria and Shudehill. Partner organisations are the Cooperative Group and Hermes Real Estate. *Significance Rating – High, Partnership Governance Risk Assessment – Low.*
- 3.5 First Street (entry 16). The partnership is in place to oversee and guide regeneration and development within the First Street area. Partner organisations are Southside Regeneration and HOME, which is the trading name of Greater Manchester Arts Centre Ltd (GMAC). *Significance Rating – High, Partnership Governance Risk Assessment – Low.*

- 3.6 Mayfield (entry 11). This is a partnership between the Council, Transport for Greater Manchester and London and Continental Railways, to secure the regeneration of the Mayfield area of Manchester, as a high quality mixed used scheme, based on the vision and principles set out in the Mayfield Strategic Regeneration Framework (January 2014). The partners have entered into a Landowners Agreement, which makes provision for each partner to contribute their land interests to the regeneration of Mayfield. The Agreement covers the responsibility of each partner and the governance arrangements. The Partnership is in the process of procuring a Development Partner for the site, at which point a more formal Development Agreement and Joint Venture arrangement will be established between the partners and the appointed Developer. As the partnership is newly established, a full self-assessment will be carried out for the 2016 version of the Register.
- 3.7 Children's Improvement Board (entry 20). The Board's primary function is to provide the strategic direction across the partnership to drive the implementation of the improvement plan. This is to ensure that sustainable improvements are made at the right pace and scale for the plan to be delivered and the improvement notice to be closed. The improvement programme is made up of three temporary Boards and one sub group. These Boards have been established for the duration of the improvement notice being open. Once the notice is closed and business as usual resumes, the remit of these Boards will be taken over by both the MSCB and the Children's Board. The function of ensuring continuous improvement and scrutiny of safeguarding practise across the partnership will become the responsibility of the MSCB. The MSCB was graded as inadequate at the same time as the OFSTED judgement relating to children's social care and is currently undergoing a similar journey of improvement before it can resume its statutory function.
- 3.8 The delivery and implementation of Early Help, a crucial priority of the improvement plan, is one of the three priority areas for the Children's Board and will continue to be monitored by this Board once the notice is closed. Before this transition can take place, continuity and oversight across the Boards is ensured through both the chair of the Children's Board and the MSCB attending the Improvement Board. Each of the Boards is also using the same risk framework providing a cohesive approach to risk analysis across the Boards. *Significance Rating – High, Partnership Governance Risk Assessment – Medium.*
- 3.9 The "Medium" rating for the new partnership is in place as although improvements have been on-going for a year, the Service acknowledges there is still significant work to be delivered. The Department for Education reviewed progress in July 2015 and advised that it was satisfied with the position that the Service was in. A new senior management team is now in post providing stability to the service and will seek to drive the required improvements over the coming months.

Partnerships where a different risk rating from last year is proposed.

- 3.10 Manchester Safeguarding Adults Partnership Board (entry 32). It is proposed that a Partnership Governance Risk rating of “Low” is recorded, which is a decrease from the “High” rating given in 2014. The annual self-assessment identifies that the partnership has strengthened its governance structure and its ability to oversee core activity within the health and social care networks. The Board has an Executive that oversees the work of the four sub groups, one of which fulfils the Board’s statutory duties in relation to Safeguarding Adults Reviews.
- 3.11 Performance monitoring and reporting is now in place through another sub group and the revised procedures enable the measuring of quality along with volume of delivery of safeguarding activity across Manchester. Two further sub groups are responsible for Learning and Development and Board communication.
- 3.12 A permanent MSAB chair has been appointed and took up post in July 2015. The Chair attends regular meetings with the Council’s Chief Executive, the Executive Member for Adults is a member of the Board, and an annual report is provided to the Health and Well Being Board. Support structures for the Board have been reviewed and are currently subject to recruitment procedures.
- 3.13 Please note that the “2015/16 Annual Governance Statement (AGS)” report on the Agenda provides further detail of the improvement that has taken place.
- 3.14 SHOUT Tenant Management Organisation (entry 32). It is proposed that a revised risk rating of “Medium” is recorded, which is a decrease from the “High” rating given in 2014. The reduction in risk rating is due to significant changes which have taken place in the last year in the Council’s relationship with SHOUT. An officer from Strategic Housing now attends their Board meetings and coordinates six weekly progress meetings. This is helping to drive improvements in the governance arrangements of the partnership.
- 3.15 Confident and Achieving Manchester Board (formerly Complex Dependency Partnership Board, entry 50). It is proposed that a revised risk rating of “Low” is recorded, which is a decrease from the “Medium” rating given in 2014. The original rating reflected the fact that governance arrangements were still in development. Since then, a review of the Board and its functions was carried out in August 2015 as planned, and in September 2015 new Terms of Reference were agreed, changing the focus of the board from a purely reporting and monitoring role, to that of a “design authority”. The Board will provide quality assurance and challenge to work across all programmes that will impact on reducing issues of Complex Dependency, such as the Early Help Hubs for Children’s Services.
- 3.16 One Education (entry 55). It is proposed that a revised risk rating of “Low” is recorded, which is a decrease from the “Medium” rating given in 2014. The reduction in risk rating is due to a new finance director being in position, and

there being a good understanding of the challenges facing the organisation, alongside plans to address them.

- 3.17 The East Manchester Academy (entry 52). It is proposed that a revised risk rating of “Medium” is recorded, which is an increase from the “Low” rating given in 2014. The reason for the risk rating is that the 2015 GCSE results indicate that there are challenges in the leadership, teaching, learning and assessment at the Academy. Discussions have taken place between the Director of Education and Skills, the Academy Sponsor, and the Regional Schools Commissioner so that actions can be identified which can then start to address these challenges.

Partnerships where Risk Rating remains “Medium” or “High” for 2015 following last year’s assessment

- 3.18 Manchester Mental Health and Social Care Trust (entry 30). It is proposed that a Partnership Governance Risk rating of “High” is recorded, which is the same rating given in 2014. At a strategic level, the Trust Development Authority (TDA) have agreed, following due process and through the Sustainability Steering Group, to lead a procurement process to facilitate the acquisition of the Trust by one of the two other existing Mental Health Trusts in Greater Manchester. The Council and the CCGs are jointly producing the required specifications for the social care and clinical services that will form the transaction. The risk rating will at present remain at the previously set level while progress is made with this procurement process.
- 3.19 Please note that the “2015/16 Annual Governance Statement (AGS)” report on the Agenda provides further detail of the improvement that has taken place.
- 3.20 Manchester Safeguarding Children’s Board (MSCB) (entry 18). It is proposed that the Partnership Governance Risk rating remains “High”, which is the same rating which was recorded in 2014. The rating reflects the outcome of the July 2014 Ofsted inspection which stated that the functions of the Board were inadequate; and the partnership’s annual report which identified a number of significant governance improvements required.
- 3.21 Following the Ofsted inspection, an improvement plan was put in place for MSCB; improvement areas were grouped into four themes: Vision, Leadership and Governance; Quality Assurance; Business Planning and Board Effectiveness. Action points, with delivery deadlines, leading to the required improvements were identified and progress tracked. The majority of the action points in the plan were completed, with the majority of the remaining items being on track for completion within the targeted timescales.
- 3.22 The newly appointed Independent Chair of MSCB has reviewed the Improvement Plan and progress to date, and has held wide-ranging discussions with individual senior representatives from a number of Board partners. Subsequently, members have endorsed and committed to an urgent refresh of the Improvement Plan to support further improvement.

- 3.23 Please note that the “2015/16 Annual Governance Statement (AGS)” report on the Agenda provides further detail of the improvement that has taken place.
- 3.24 Children’s Board (entry 22). It is proposed that the Partnership Governance Risk rating remains “Medium”, which is the same rating which was recorded in 2014. Following the Ofsted Inspection of services for children in need of help and protection, children looked after and care leavers, the Children’s Board has maintained a priority focus on ‘Early Help’ to improve the early help offer of the Council and its statutory partner organisations (Health, Police and the Voluntary and Community Sector).
- 3.25 This has contributed towards improved delivery of the Early Help offer delivered by the Council and its partner organisations. This includes a new early help assessment tool, better alignment of pathways and referrals, aligning the offer available from partner organisations to meet needs, improving awareness of, communications and training across partner organisations in early help. There is further work required, however, to increase the number of early help assessments.
- 3.26 Manchester Equipment and Adaptations (entry 27). It is proposed that the Partnership Governance Risk rating remains “Medium”, which is the same rating which was recorded in 2014. During the last twelve months the partnership has continued to operate successfully, with the MEAP service exceeding its performance targets around equipment delivery times. The draft Service Level Agreement was agreed in principle, but both partners recognised that the outcome of the review by Contact Consultancy would be used to identify opportunities to review and develop the service further. The Independent Living Service Improvement Board was established, and an improvement plan commenced in June 2015. Over the coming year joint working will be strengthened and clear and timely communication between the Council, Health and Social Housing partners encouraged, through the development of an Equipment and Adaptations Improvement Board.
- 3.27 AVRO Hollows (entry 27). It is proposed that the Partnership Governance Risk rating remains “Medium”, which is the same rating which was recorded in 2014. A number of improvements have been made in the last 12 months leading to the development of a programme of works which is now in the process of being delivered. In addition to this AVRO Hollows are currently looking at developing a suite of performance indicators to enable the Council to monitor performance in the future.

Partnerships proposed for removal from the Register

- 3.28 Manchester Ship Canal Developments (previously entry 4). The Council sold its shares in 2015, and is no longer part of the partnership.
- 3.29 Clinical Commissioning Groups - Central, North and South (previously entries 17, 18 and 19). Governance arrangements from the Council perspective are now within the scope of the Health and Wellbeing Board assessment. In 2016, as Adult Social Care services start to be integrated with community health

services and the subsequent contractual arrangements are formed with providers, the position will be reviewed to ensure any relevant new partnership arrangements are recorded and assessed.

- 3.30 Manchester Sports and Leisure Trust (previously entry 32). The Trust are no longer partners with the Council as they are currently being wound up as an organisation.
- 3.31 North West Consortium for Asylum Seekers and Refugees (previously entry 37). The work of this partnership has been subsumed into the work of the Regional Strategic Migration Partnership, so a separate entry on the Register is no longer required.

4. Next Steps

- 4.1 An update on progress made to strengthen governance arrangements in those partnerships where a medium or high Partnership Governance Risk Assessment is recorded will be taken to Audit Committee in July 2016.
- 4.2 The annual refresh of the Register is part of the Council's processes used to gain assurance over the robustness of its governance arrangements, and will be used to inform the production of the Annual Governance Statement (AGS) 2015/16. A draft of the AGS will be taken to Audit Committee in June 2016.

2015 Register of Significant Partnerships

INCORPORATED BODIES (separate and distinct legal entities)						2015 Rating Scores		Risk Assessment Trend
No	Partnership Name	Short Description of Partnership	SMT Lead	Lead Officer	Class	Significance Rating Score	Partnership Governance Risk Assessment	
1	Enterprise Manchester Ltd	Waste management for commercial businesses. Partners: Enterprise Managed Services Ltd. Reports to company board and shareholders.	Sara Todd	Fiona Worrall	Public Private	High	Low	↔
2	Manchester Central Convention	Manchester Central Convention Complex Ltd, wholly owned by the City Council. Owns the Convention Complex (formerly G-Mex). Reports to Manchester Central Board.	Richard Paver	Richard Paver	Public Public	Medium	Low	↔
3	Manchester Science Partnership (formerly Manchester Science Park)	Manages the Science Park and attracts science and technology investment into Manchester. Partners: University of Manchester, Salford CC, MMU and private sector. Reports to company board.	Sir Howard Bernstein	Angela Harrington	Public Private	Medium	Low	↔
4	Manchester Airport Holdings Ltd	Company with shareholding held by the Council, IFM Investors and the other Greater Manchester local authorities.	Richard Paver and Sir Howard Bernstein	Charlie Tomlinson	Public Private	High	Low	New Entry
5	Biffa Municipal Ltd	Provides provision of domestic waste collection and street cleansing services.	Sara Todd	Fiona Worrall	Public Private	High	Medium	New Entry
Key to Rating Scores (from Partnership Governance Framework definitions)	Low: Low Risk. There is a sound system of governance designed to achieve the partnership's and the Council's objectives.							
	Medium: While there is a basically sound system of governance, there are areas for improvement, hence some of the partnership's and the Council's objectives may be at risk.							
	High: Controls are generally weak leaving the partnership's system open to significant error or abuse. It is expected that the partnership's and the Council's objectives will not be met.							

INCORPORATED BODIES (separate and distinct legal entities)						2014 Rating Scores		
No	Partnership Name	Short Description of Partnership	SMT Lead	Lead Officer	Class	Significance Rating Score	Partnership Governance Risk Assessment	Risk Assessment Trend
6	Manchester Working	Homes repair and maintenance joint venture. Partner: Morrison Facilities Service. Affiliated / Subsidiary partners: Northwards Housing Ltd, GMPTE, Warrington Council and Rotherham Council. Reports to Manchester Working Board.	Richard Paver	Sean McGonigle	Public Private	Medium	Low	↔
7	National Car Parks	Manages car parking facilities & CCTV under joint venture agreement with MCC. Reports to company board.	Richard Paver	David Lea	Public Private	Medium	Low	↔
8	Piccadilly Triangle Developments	Manages the interests of the Council and GMPTE as the landowners in the Piccadilly Triangle. Partner: TFGM. Reports to MCC via relevant senior officers and senior elected members.	Sir Howard Bernstein	Steve Thorncroft	Public Private	Medium	Low	↔
9	Spinningfields	Secures the redevelopment and regeneration of the Spinningfields area. Partners: Allied London. Reports to company Board. Also to SMT and Executive when appropriate.	Sir Howard Bernstein	Pat Bartoli	Public Private	Medium	Low	↔
10	Corridor Manchester	Delivery vehicle for a strategic development framework within the Oxford Road Corridor area. Partners: University of Manchester, Manchester Metropolitan University, Central Manchester Foundation Trust. Reports to Corridor MCR Board.	Sara Todd	Angela Harrington	Public Private	Medium	Low	↔
11	Mayfield	This is a partnership between the Council, Transport for Greater Manchester and London & Continental Railways, to secure the regeneration of the Mayfield area of Manchester, as a high quality mixed used scheme.	Sara Todd	Pat Bartoli	Public Private	Medium	New Entry	New Entry

INCORPORATED BODIES (separate and distinct legal entities)						2014 Rating Scores		Risk Assessment Trend
No	Partnership Name	Short Description of Partnership	SMT Lead	Lead Officer	Class	Significance Rating Score	Partnership Governance Risk Assessment	
12	Manchester Life	Joint venture company established between Abu Dhabi United Group and the City Council, to deliver predominantly housing development. The first phase of the partnership will focus on the development of 6 sites within the Ancoats and New Islington neighbourhoods of the city which are in the ownership of the Council.	Eddie Smith	Ian Slater	Public Private	High	Low	New Entry
13	Matrix Homes	The Council and Tameside Metropolitan Borough Council have entered into a limited partnership, Matrix Homes Limited Partnership, for the purpose of developing five sites in the Manchester area building new homes for sale and market rent.	Eddie Smith	Paul Beardmore	Public Public	High	Low	↔
14	Eastlands Strategic Development Company Ltd	The Eastlands Strategic Development Company, provides an overview and direction for the Eastlands Development Company to carry out the development of Eastlands Regeneration Area. The partnership is a forum for MCC and MCFC to drive growth in the east of the city and best utilise the land surrounding the stadium to encourage economic growth.	Eddie Smith	Eddie Smith	Public Private	High	Low	↔
15	Eastlands Development Company Ltd	The company is a vehicle for investment into East Manchester and provides a formal partnership arrangement for MCC and MCFC to leverage funding and investment in the area in line with the East Manchester Regeneration Framework.	Eddie Smith	Eddie Smith	Public Private	High	Low	↔
16	NOMA	Partnership to oversee and guide regeneration and development within the area between Victoria and Shudehill. Partners are the Cooperative Group and Hermes Real Estate.	Sara Todd	Pat Bartoli	Public Private	High	Low	New Entry
17	First Street	Partnership to oversee and guide regeneration and development within the First Street area. Partners are Southside Regeneration and HOME / GMAC.	Sara Todd	Pat Bartoli	Public Private	High	Low	New Entry

STATUTORY PARTNERSHIPS						2014 Rating Scores		Risk Assessment Trend
No	Partnership Name	Short Description of Partnership	SMT Lead	Lead Officer	Class	Significance Rating Score	Partnership Governance Risk Assessment	
18	Manchester Safeguarding Children's Board	Statutory body responsible for co-ordinating and promote the welfare of children in Manchester. Partners: MCC, GMP, NHS, Manchester Children's Board, Schools and Voluntary & Community Sector.	Gladys Rhodes-White	Linda Evans	Public Public	High	High	↔
19	Health and Well Being Board (2013)	Thematic partnership providing leadership for health and wellbeing. Partners: NHS and NHS Trusts, Pennine Acute Trust, North, Central and South Clinical Commissioning Groups, CN4M and Local Involvement Network. Reports to Manchester Partnership	Hazel Summers	David Regan	Public Public	High	Low	↔
20	Children's Improvement Board	A multi-agency board providing the strategic direction for delivering the required improvements for the Council and the Manchester Safeguarding Children's Board following on from the Ofsted report judgement in September 2014. Reports to DFE and Young People and Childrens Scrutiny Committee.	Gladys Rhodes-White	Amanda Amesbury	Public Public	High	Medium	New Entry
21	Manchester Community Safety Partnership (formerly Crime and Disorder Reduction Partnership)	Statutory thematic partnership providing strategic direction for challenging and resolving crime and antisocial behaviour. Partners: GMP, GM Probation Trust, GM Fire and Rescue Service, Public Health Manchester, GM Probation Authority and Manchester Metropolitan University. Reports to MIB.	Sara Todd	Fiona Sharkey	LSP	High	Low	↔

NON-STATUTORY PARTNERSHIPS						2014 Rating Scores		
No	Partnership Name	Short Description of Partnership	SMT Lead	Lead Officer	Class	Significance Rating Score	Partnership Governance Risk Assessment	Risk Assessment Trend
22	Children's Board	Thematic partnership providing strategic leadership on the design and delivery of services for children, young people and families in Manchester. Partners: Central Manchester Foundation Trust, GMP, NHS, Manchester Safeguarding Children Board, Voluntary and Community Sector (VCS) and Schools. Reports to the MIB.	John Edwards	Nathan Atkinson	LSP	High	Medium	↔
23	Cityco (Manchester) Ltd	Aims to improve all aspects of the city centre's trading environment. Incorporates Piccadilly Partnership. Partners: Boots, Bruntwood Estates, Marks & Spencer, Prudential Portfolio Managers Ltd and United Utilities. Reports to Cityco Board.	Sara Todd	Fiona Worrall	Public Private	Medium	Low	↔
24	Greater Manchester Multi Agency Public Protection Agency	Enables Police, Probation and Prison services to work together to protect the public against dangerous and sexual offenders. Partners: GM Probation Service, GMP, Her Majesty Prison Service, NHS. Reports to Police Authorities.	Sara Todd	Mark Ellison	Public Public	Medium	Low	↔
25	Manchester Concert Hall	Manages Bridgewater Hall. Partners: Partners: SMG Theatres (the operator of the Hall) and Manchester Professional Services Ltd. Reports to company Board. Annual Returns are completed to comply with Charity Commission requirements.	Sir Howard Bernstein	Fran Toms	Public Private	High	Low	↔

NON-STATUTORY PARTNERSHIPS						2014 Rating Scores		Risk Assessment Trend
No	Partnership Name	Short Description of Partnership	SMT Lead	Lead Officer	Class	Significance Rating Score	Partnership Governance Risk Assessment	
26	Manchester Credit Union (MCU)	A not-for-profit financial co-operative serving people who live or work in Manchester. Partners: DWP, Northwards Housing and City South Housing (both provide accommodation). Reports to union board.	Carol Culley	Angela Harrington	Public Private	Medium	Low	↔
27	Manchester Cultural Partnership	Delivers Manchester's Cultural Strategy 'Our Creative City' 2002 – 2012. Partners: Sport England, Arts Council England, Heritage Lottery Fund, English Heritage, Marketing Manchester and New Economy. Reports to Neighbourhood and Communities Overview and Scrutiny Committee and Manchester Partnership via Neighbourhoods Board.	Sara Todd	Neil MacInnes	LSP	Medium	Low	↔
28	Manchester Equipment and Adaptations	Operates under a SLA between MCC and NHS Manchester. SLA under review to incorporate changes to Community Health MCR.	Hazel Summers	Nicky Parker	Public Public	Low	Medium	↔
29	Manchester International Festival	Delivers an International Festival. Partner: Arts Council of England. Reports to the Festival Board. An independent review and evaluation, commissioned at the end of each Festival, is reported to Executive.	Sara Todd	Maria Balshaw	Public Private	Medium	Low	↔
30	Manchester Mental Health and Social Care Trust	Delivers Mental Health Services in an integrated and seamless manner, to avoid duplication and provide service users with one point of access. Partner: Manchester Mental Health Social Care Trust. New partnership arrangements as of 1 September 2010 resulted in new governance monitoring arrangements managed by a Section 75 agreement.	Hazel Summers	Nathan Atkinson	Public Public	High	High	↔

NON-STATUTORY PARTNERSHIPS						2014 Rating Scores		Risk Assessment Trend
No	Partnership Name	Short Description of Partnership	SMT Lead	Lead Officer	Class	Significance Rating Score	Partnership Governance Risk Assessment	
31	Manchester Museums Consortium	Works to raise the profile of museums and galleries in the city. Partners: University of Manchester, Manchester Museum & Whitworth Art Gallery, People's History Museum and Museum of Science & Industry. Affiliated/subsidiary partners: National Football Museum @ Urbis, The Lowry, Cornerhouse and Imperial War Museum North. Reports to Consortium Board	Sara Todd	Maria Balshaw	Public Public	Medium	Low	↔
32	Manchester Safeguarding Adults Partnership Board	Ensures that the Multi Agency Safeguarding Policy is carried out. Partners include: MMHSC Trust, University Hospital of South Manchester, NHS Pennine Acute Trust, NHS Manchester, Central Manchester Hospital Trust, Crown Prosecution Service, Age Concern Manchester, Manchester Carers Forum, GMP, Care Quality Commission, Probation Trust, Reports to Manchester Safeguarding Adults Board.	Hazel Summers	Yvonne Nolan	Public Public	High	Low	↓
33	Millennium Quarter Trust	Manages, operates and maintains amenities and facilities in the Manchester Millennium Quarter project area. Partners: private sector. Reports to Council.	Sean McGonigle	Fran Toms	Public Private	Medium	Low	↔

NON-STATUTORY PARTNERSHIPS						2014 Rating Scores		
No	Partnership Name	Short Description of Partnership	SMT Lead	Lead Officer	Class	Significance Rating Score	Partnership Governance Risk Assessment	Risk Assessment Trend
34	Northwards Housing	ALMO managing and maintaining housing stock totalling 13,000 properties on behalf of the Council. Partners: Northwards Housing. Reports to Strategic Housing and Neighbourhoods DMTs.	Sara Todd	Martin Oldfield	Public Private	Medium	Low	↔
35	Greenwich Leisure Trust	Contractual partnership with Greenwich Leisure Limited to manage and deliver the community leisure contract.	Sara Todd	Neil Fairlamb	Public Private	New Entry	Low	New Entry
36	St John's (Quay Street)	Manchester Quays Limited (MQL) is a joint venture between the Council and Allied London Properties Ltd set up to re-develop the former ITV site at Quay Street and Water Street.	Sir Howard Bernstein	Pat Bartoli	Public Private	New Entry	Low	New Entry
37	Regional Strategic Migration Partnership	Supports the development of a regional strategy and co-ordinates support and services for migrants living and/or working in the North West. Partners: 54 organisations representing, public, private and third sector. Reports to UK Border Agency via Partnership's Executive Committee.	Hazel Summers	Hazel Summers	Public Public	Low	Low	↔

NON-STATUTORY PARTNERSHIPS						2014 Rating Scores		
No	Partnership Name	Short Description of Partnership	SMT Lead	Lead Officer	Class	Significance Rating Score	Partnership Governance Risk Assessment	Risk Assessment Trend
38	The Neighbourhoods Board	Thematic partnership providing a strategic forum around stakeholder accountability for neighbourhood delivery and key strategic / cross-cutting neighbourhood issues to be managed at a city wide level. Partners: GMP, NHS and Registered Social Landlords. Accountable to Manchester Leaders Forum.	Sara Todd	Fiona Worrall	Public Public	High	Low	↔
39	Eastlands Trust (formerly The Velodrome Trust)	The Trust manages The Velodrome. MCC is the freehold owner. Partners: Sport England and British Cycling. Reports to MCC via lead officer.	Sara Todd	Neil Fairlamb	Public Private	Low	Low	↔
40	Wythenshawe Forum Trust	Provides/assists in the provision of facilities for the general public, in particular for recreation or leisure-time. Partners: Parkway Green Housing Trust, Manchester Airport, University Hospital South Manchester and The Manchester College. Reports to the Trust's Board.	Sara Todd	Neil Fairlamb	Public Public	Medium	Low	↔
41	Work and Skills Board	Thematic partnership responsible for economic growth, employment and skills. Partners: Job Centre Plus (JCP), Skills Funding Agency (SFA), the New Economy and key delivery partners such as Manchester College, Manchester Solutions and VCS.	Sara Todd	Angela Harrington	LSP	High	Low	↔

NON-STATUTORY PARTNERSHIPS						2014 Rating Scores		Risk Assessment Trend
No	Partnership Name	Short Description of Partnership	SMT Lead	Lead Officer	Class	Significance Rating Score	Partnership Governance Risk Assessment	
42	Manchester Place	Collaborative partnership between MCC and the Homes & Communities Agency to harness the land resources and market intelligence assets of both organisations, to support the delivery of the Residential Growth Prospectus.	Eddie Smith	Ian Slater	Public Public	High	Low	↔
43	AVRO Hollows Tenant Management Organisation	Tenant Management Organisations are set up under the Government's Right to Manage legislation. The company manages approx 300+ Council owned homes in Newton Heath, and is a contractual arrangement with a tenant management company.	Eddie Smith	Martin Oldfield	Public Private	Medium	Medium	↔
44	SHOUT Tenant Management Organisation	Tenant Management Organisations are set up under the Government's Right to Manage legislation. The company manages approx 100 Council owned homes in Harpurhey, and is a contractual arrangement with a tenant management company.	Eddie Smith	Martin Oldfield	Public Private	Low	Medium	↓
45	South Manchester Credit Union	A not-for-profit financial co-operative serving people who live or work in the following Wards: Ardwick, Burnage, Chorlton, Didsbury, Fallowfield, Hulme Levenshulme, Longsight, Moss Side, Old Moat, Rusholme, Whalley range and Withington. Partners: DWP, Blue Orchid, Southway Housing and City South Housing. Reports to union board.	Carol Culley	Angela Harrington	Public Private	Medium	Low	↔

NON-STATUTORY PARTNERSHIPS						2014 Rating Scores		
No	Partnership Name	Short Description of Partnership	SMT Lead	Lead Officer	Class	Significance Rating Score	Partnership Governance Risk Assessment	Risk Assessment Trend
46	Strategic Education Partnership	The partnership brings together the Council, schools and city partners such as MMU and UoM to agree and connect key educational, skills and employment priorities for Manchester.	John Edwards	John Edwards	Public Private	High	Low	↔
47	HOME	The partnership between MCC and Greater Manchester Arts Centre (trading name of HOME) is to secure the funding, development and operation of HOME and to ensure it achieves our vision and contributes to the City's economy, cultural ecology and delivering social impact for residents, visitors and workers in Manchester and beyond.	Sara Todd	Fran Toms	Public Private	High	Low	↔
48	Manchester Leaders Forum	The partnership provides strategic leadership for the Manchester Partnership on the delivery of the city's priorities of Growth, People and Place as set out in the Community Strategy.	Sara Todd	Jessica Bowles	Public Private	High	Low	↔
49	Manchester Investment Board	The Manchester Investment Board drives the delivery of the Community Strategy priorities and also leads the city's work on public service reform.	TBC	TBC	Public Public	Medium	Low	↔
50	Confident and Achieving Manchester Board (formerly Complex Dependency Partnership Board)	The role of the Complex Dependency Partnership Board is to manage strategic risks and issues, provide leadership, coordination, communication and decision making across all partner agencies city wide in the delivery of the Complex Dependency Approach. Partners: GMP, NHS and Registered Social Landlords, DWP, Manchester College. The board is accountable to the Manchester Investment Board	TBC	James Binks	Public Private	High	Low	↓

SCHOOL LEADERSHIP						2014 Rating Scores		Risk Assessment Trend
No	Partnership Name	Short Description of Partnership	SMT Lead	Lead Officer	Class	Significance Rating Score	Partnership Governance Risk Assessment	
51	Manchester Communication Academy	Part of a wider programme of seven new academies opened in 2010, each one linked to future growth sectors of the city's economy. Lead partner BT. Co-sponsors: Manchester College. Reports to governing body.	Carol Culley	John Edwards	Academy	High	Low	↔
52	The East Manchester Academy	Part of a wider programme of seven new academies opened in 2010, each one linked to future growth sectors of the city's economy. Partners: Laing O'Rourke, Lend Lease, Manchester College, Manchester Airport and Willow Park Housing Trust. Reports to governing body.	Eddie Smith	John Edwards	Academy	High	Medium	↑
53	Manchester Enterprise Academy	Part of a wider programme of seven new academies opened in 2010, each one linked to future growth sectors of the city's economy. Partners: Manchester Airport, Willow Park Housing Trust and The Manchester College. Reports to governing body.	Geoff Little	John Edwards	Academy	High	Low	↔
54	Manchester Health Academy	Part of a wider programme of seven new academies opened in 2010, each one linked to future growth sectors of the city's economy. Partners: Central Manchester University Hospitals NHS Foundation Trust and The Manchester City College. Reports to governing body.	Sara Todd	Sara Todd	Academy	High	Low	↔
55	One Education	Is commissioned by MCC to respond to the Education Act 2011 in a positive way, both in terms of the interface with schools and in providing challenge as champions of children in the City. One Education has its own Board of Directors which includes officers of the Council. Reports to the Council.	Richard Paver	Richard Paver	Public Public	High	Low	↓

PRIVATE FINANCE INITIATIVES (PFI)						2014 Rating Scores		Risk Assessment Trend
No	Partnership Name	Short Description of Partnership	SMT Lead	Lead Officer	Class	Significance Rating Score	Partnership Governance Risk Assessment	
56	Grove Village PFI	Delivers estate regeneration in Ardwick neighbourhood by creating a mixed tenure community, improving the environment, delivering new retail opportunities and offering work, training and other community development activities. Governance managed by the contractual agreement (30 year term). Reports to Strategic Housing DMT and PFI Stock Transfer Board.	Eddie Smith	Paul Beardmore	Public Private	Medium	Low	↔
57	Renaissance (Miles Platting Neighbourhood PFI)	Contractual agreement to manage housing estates in the Miles Platting neighbourhood. Reports to Strategic Housing DMT and PFI Stock Transfer Board.	Eddie Smith	Paul Beardmore	Public Private	Medium	Low	↔
58	Schools PFI - Temple Community Primary	Contractual agreement to design, build and manage facilities at Temple Primary School.	John Edwards	Amanda Corcoran	Public Private	Medium	Low	↔
59	Schools PFI - Wright Robinson	Contractual agreement to design, build and manage facilities at Wright Robinson High School.	John Edwards	Amanda Corcoran	Public Private	Medium	Low	↔
60	Street Lighting PFI	Contractual agreement to replace dilapidated and outdated street lighting columns / licenses street lighting and illuminated traffic signage. Governed by contractual agreement.	Sara Todd	David Lea	Public Private	Medium	Low	↔