

Manchester City Council Report for Information

Report to: Audit Committee – 25 January 2018

Subject: Register of Significant Partnerships

Report of: Deputy City Treasurer

Summary

This report contains the 2017 Register of Significant Partnerships. The format, and the review and assurance process associated with the register, is outlined in this report. The report focuses on partnerships which have been added to the Register during 2017 and 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 included as an appendix to this report.

Recommendations

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

Wards Affected: All

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1. Introduction and Context

- 1.1 This report sets out why the Council produces a Register of Significant Partnerships, the review process and the areas of change during 2017. It sets out a summary of the rationale for any additions or deletions to the Register and for any changes to the risk ratings. The full Register is included as an appendix.
- 1.2 In recognition of the need to ensure that all of the Council's partnerships continue to perform well, 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 ensure consistent working arrangements.
- 1.3 In support of its application of this framework, the Council maintains a Register of Significant Partnerships, 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 position or reputation of the Council or to its objectives. These arrangements are not uniform, they include joint venture partnerships, statutory groups, Private Finance Initiatives (PFIs) as well as other types of arrangements. They reflect different governance structures depending on their legal status.
- 1.4 The Register is reviewed annually as part 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 required.
- 1.5 Partnership 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. 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.
- 1.6 CIPFA guidance on delivering good governance in local government was refreshed in April 2016. The guidance emphasises that Councils *"must ensure that when working in partnership, arrangements for accountability are clear and the need for wider public accountability has been recognised and met"*. The Council's updated Code of Corporate Governance (the Code) sets out the expectations for governance standards across the organisation, which align with the principles in the CIPFA guidance. The Register of Significant

Partnerships process is one of the key assurance mechanisms used to assess compliance with the Code, and identify governance challenges. The appropriate evidence of assurance, and governance challenges, are recorded in the Annual Governance Statement (AGS). In 2016, Grant Thornton produced *“Better together: Building a successful joint venture company”*. This also highlights that it is critical to have an effective governance framework to provide protection and ensure there is accountability for all parties.

Definition of Significant Partnership

- 1.7 At the Audit Committee meeting in June 2017, a revised definition of a Significant Partnership was submitted to ensure a distinction can be made between partnerships and contractual arrangements. The revised definition is as follows:
- 1.8 A partnership is a formal agreement between the Council and one or more other organisations to work collectively to achieve an objective. Partnerships may:
 - Agree to cooperate to achieve a common goal or shared objectives.
 - Create a new organisational structure or process to achieve goals or objectives.
 - Plan and implement a jointly agreed programme (often with jointly provided staff or resources).
 - Provide joint investment and share the risks and rewards.
- 1.9 To be included on the Council’s Register of Significant Partnerships, the partnership relationship should be one or more of the following:
 - Of strategic importance to the Council, critical to the delivery of the Council’s key objectives or statutory obligations, and/or to the delivery of the Our Manchester Strategy.
 - Critical to the reputation of the Council – failure of the partnership to deliver could damage the reputation of the Council.
 - Responsible for spend of significant public investment.
- 1.10 Arrangements where the Council agrees a contract with another organisation to deliver services on its behalf will not be considered as a partnership and instead will be subject to appropriate procurement processes in accordance with the Council's Constitution. Where two or more organisations, including the Council, jointly enter into a contract with a third party to deliver services for these organisations collectively, a partnership may be in place between the organisations who have contracted the third party.
- 1.11 The effect of this is that where the Council has entered into a contract with another organisation to deliver services on its behalf will not be included on the Register. It was agreed, therefore, that current contract arrangements for waste and leisure should be removed from the Register.

2. The process of producing the Register of Significant Partnerships

- 2.1 The annual review process starts with a self-assessment proforma being completed by the appointed partnership link officer. 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 Risk Rating Score of low, medium or high based on the robustness of the governance arrangements that the partnership has in place. A rating of “Low” indicates a low risk level, and a 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, Research 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 sought. Where this assurance can be provided the assessment score is confirmed, where this is not the case it is moderated. The outcome of this is a moderated rating, the Partnership Governance Risk Assessment, which is the rating 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. 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.
 - Partnership Governance Risk Assessment – The risk assessment score for the partnership, following moderation.

3. Proposed Changes to Partnership Details on the Register and those Registered as “Medium” or “High” Risk

Partnerships added to the Register in 2017

Brunswick PFI (entry 55)

- 3.1 It is proposed that a risk rating of “Medium” is recorded. This partnership is a contractual agreement between Manchester City Council and S4B, which is a consortium made up of four specialist organisations (Equitix, Galliford Try, Symphony Housing and Mears). Signed in 2013, the PFI contract involves the remodelling of the Brunswick neighbourhood which will see over 650 homes refurbished; 296 properties demolished; 124 homes to have their orientation reversed to align with the new street layout; 309 new build homes for sale; 200 new build Housing Revenue Account homes (including a 60 place extra care unit) and the creation of new parks, a retail hub and neighbourhood office.
- 3.2 Whilst the majority of elements of the governance arrangements are robust, the partnership has been rated as “Medium” risk due to concerns around the contractor’s capacity to ensure delivery timescales are met.

Manchester Health and Care Commissioning (MHCC) (entry 58)

- 3.3 MHCC was established in 2017 to create a single health, adult social care and public health commissioning function for Manchester.
- 3.4 MHCC was originally set up to operate via delegation of function from the Council to the Manchester Clinical Commissioning Group (MCCG). As this has not happened due to VAT reasons, the two organisations have been working positively and collaboratively within shared governance arrangements but without a fully integrated budget. Decision making has been enabled through the Council's delegation to the Director of Adult Social Care and the Director of Public Health. Staff remain employed by the Council or MCCG and therefore are covered by their host organisations' policies and procedures.
- 3.5 A new partnership agreement is to be agreed and implemented in April 2018, therefore in the interim MHCC is rated as “Medium” risk and the formalising of arrangements and due diligence continues.

Manchester Provider Group (entry 59)

- 3.6 The current providers of health and social care in the City formed the Manchester Provider Board to oversee their bid to become the future provider as part of the procurement process led by Manchester Health and Social Care Commissioning (MHCC). The partnership has four key partners - the newly formed hospital Manchester Foundation Trust, (with North Manchester General Hospital as an additional partner until they are integrated into the new MFT), Greater Manchester Mental Health NHS Foundation Trust, Manchester City Council, Manchester GP Federation and a range of other providers such as the Voluntary and Community Section, Manchester Fire and Rescue and

North West Ambulance Service. This partnership has provisionally rated as 'Medium' risk as the due diligence process is still underway.

- 3.7 The partnership is not legally binding and is in interim form pending the outcome of the procurement process in early 2018. It is likely to be disestablished once the procurement process is completed. The four key partners have gone on to form the interim Local Care Organisation Board which has two representatives from each partner. The Council Board members are the Executive Member for Adults and the Deputy Chief Executive. The governance arrangements for the new LCO, which will include a risk register and reporting arrangements, are currently being agreed and will be subject to a final written, legally binding Partnership Agreement by April 2018.

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

Manchester Working Ltd (MWL) (entry 5)

- 3.8 Manchester Working Ltd was established as a joint venture company in 2006 for the provision of building maintenance services for the Council and Northwards Housing.
- 3.9 The joint venture with Northwards Housing ended on 31st March 2017 as a result of the contract period ending after 10 years and has been re-procured through a competitive process with a new contract awarded outside of the joint venture.
- 3.10 Public buildings are currently being tendered. Due to the current procurement activity the risk has been changed from "Low" to "Medium" risk.

Mayfield (entry 10)

- 3.11 The partnership is a joint venture agreement between Manchester City Council, Transport for Greater Manchester (TfGM), London & Continental Railways (LCR) and a private sector development partner (U&I plc) to deliver the regeneration of the Mayfield site in Manchester city centre, in line with the agreed Strategic Regeneration Framework (SRF).
- 3.12 The partnership was rated as "Medium" risk, mainly due to it being a new entry on the Register and legal agreements needed to be finalised and formally entered into. In the last progress report in June, it was noted that the legal agreements have now been entered into and formal governance and performance management arrangements are now in operation. Therefore given there have been no new risks arising since the last update, the partnership has been re-rated as "Low" risk.

NOMA (entry 15)

- 3.13 The partnership is in place to provide strategic oversight and guide regeneration and development within the NOMA area between Victoria and

Shudehill. The partner organisations are the Cooperative Group and Hermes Real Estate.

- 3.14 Following confirmation of the Co-op-Hermes partnership, there has been a change of personnel leading on the NOMA development, and at the Co-op itself. While relationships with the new team are developing it is proposed that NOMA is rated as “Medium” risk, which changes its previous rating of “Low”.
- 3.15 In order to strengthen the governance arrangements a key focus over the next year will be to improve relationships with the Co-op and Hermes. The Co-op have appointed two new project leads for NOMA, and Hermes have also increased their engagement in the partnership. Progress will be monitored closely via Board meetings and officer meetings. A schedule of Board meetings is now in place, so that progress can be monitored and any issues discussed.

Manchester Safeguarding Children’s Board (entry 17)

- 3.16 In the 2016 update of the Register, the Manchester Safeguarding Children’s Board (MSCB) was rated as “High” risk following the findings of the 2014 Ofsted inspection. For 2017, it is proposed that a risk rating of “Medium” is recorded.
- 3.17 In the 12 months since the Register was last updated, MSCB governance arrangements have been strengthened and improved. The key areas of improvement include a refresh of the terms of reference, and the creation of an integrated Business Unit supporting the work of both the MSCB and Manchester Safeguarding Adults Board and Sub-Groups, facilitated by staff employed by the Council. Slightly earlier than the timeframe above, a new Independent Chair was appointed in July 2016. The membership of the Board is reviewed on an on-going basis to ensure that partners from across the safeguarding community are represented by staff of appropriate seniority. The board meets bi-monthly and agendas are structured to provide assurance of the multi-agency response to safeguarding and make sure the statutory responsibilities of MSCB are discharged.
- 3.18 Significant progress has been made against the MSCB Improvement Plan. Of the 35 original actions in the plan, 31 have been completed with 4 remaining to be actioned. Examples include the embedding of quality assurance processes and an improved self-assessment programme including multi-agency dataset analysis with quarterly reports on staff turnover and a case file audit programme.
- 3.19 The Board is supported by a strong Leadership Group made up of sub group chairs and key partners including the Executive Director of Nursing & Safeguarding, Manchester Health and Care Commissioning, the Director of Children’s Services and the Superintendent GMP City of Manchester Division, who are responsible for driving forward board business, having ownership of the business plan, risk register, budget and providing a forum for discussion around how sub groups can work effectively together. The Leadership Group

is chaired by the independent chair and is a forum for challenge; red flags are raised at these where a Challenge and Impact Log is maintained to address issues of concern.

- 3.20 Feeding into the Leadership Group are a number of sub groups serving cross cutting strategic areas such as Quality Assurance and Performance Improvement, Communication and Engagement, Learning and Development, Safeguarding Practice Development and Complex Safeguarding.
- 3.21 The Child Death Overview Panel reports to Leadership Group and there is a sub group specifically having oversight of the serious case review programme, making sure that legal responsibilities are met and most importantly that multi-agency learning from serious incidents is captured quickly and appropriately so that it can be embedded across the partnership.
- 3.22 The Board manages the delivery of its strategic objectives through a rigorous business planning cycle. The plan was reviewed in March/April 2017 and the views of children and young people were sought into the development of priorities for the coming year leading to a new set of priorities forming the basis of the new business plan. These priorities and the business plan actions were discussed with children and young people using strength based conversations at a joint MSCB and MSAB event held in June 2017.
- 3.23 Manchester's children's services were inspected and the subsequent report published in December found services were no longer inadequate. Whilst the board was not specifically re-inspected, there were positive comments made with regard to partnership working finding leadership, governance and management to be good; in which, alongside the Children's Board, Corporate Parenting Panel, and Children and Young People Scrutiny Committee, the MSCB play an important role.
- 3.24 Work as per the above will continue in strengthening the partnership and ensuring that the MSCB continues to meet its current statutory obligations.
- 3.25 Following a national review of Safeguarding Children Boards, a new statutory framework will be introduced (date currently unknown, anticipated 2018), which will set out clear requirements, but give local partners the freedom to decide how they operate to improve outcomes for children.

Manchester's Service for Independent Living (MSIL) (entry 27)

- 3.26 The current agreement between the Council and the three Clinical Commissioning Groups is for the provision of a Community Equipment Service to children, young people, adults and older people across Manchester. This includes stock and store management of equipment and provision of delivery, collection, recycling, decontamination and maintenance services.
- 3.27 While significant progress has been made and governance arrangements remain robust, the partnership is undergoing a period of transition and the work continues in terms of the partnership arrangements. The new service

level agreement (SLA), which sets out the responsibilities and priorities of the Council and the CCG, remains in draft form and is awaiting ratification.

- 3.28 NHS colleagues recognise the importance of the services delivered to support residents in keeping them safe from harm, maintaining their independence and enabling them to stay in their own homes and communities for as long as is possible.
- 3.29 In view of this, it is proposed that a risk rating of “Medium” is recorded, which is a change to the “Low” rating given in 2016. An update will be submitted later in 2018 once the SLA has been finalised and signed and there is further clarity on the partnership’s role.

Manchester International Festival (MIF) (entry 28)

- 3.30 MIF is a grant agreement to deliver the biennial festival; a memorandum of understanding is being developed to support its links with the development and operation of the city’s new arts venue, Factory, due to open in 2020. In view of this significant change, it is proposed that MIF be rated as “Medium” risk, which is a change from the “Low” rating it has had in previous years.
- 3.31 Taking on the role of operator for Factory will require MIF to undergo significant organisational change to grow and adapt as an organisation. The organisational re-design and transitional planning is underway. This work is owned and driven by the MIF Board, Chief Executive Officer and the Executive Team.
- 3.32 The renewal and expansion of the MIF Board is the first step in this process, with nine new trustees approved. The Board has now grown to 18 members and the City Treasurer is an observer. An Executive Structure is being designed and a new Chief Operating Officer role has been recruited to. A Business Plan has been approved by Arts Council England / Department for Culture, Media and Sport. This plan is a live document and over the next 12 months the artistic programme will be developed.
- 3.33 The development of MIF as an organisation and the artistic planning will take place alongside the construction of Factory, which is a major capital project managed by the City Council sitting within the St John's neighbourhood of the city centre. Governance arrangements are in place to manage the Factory project with the City Treasurer as the Single Responsible Owner and chair of both the Project Board and the Strategic Project Board. A Strategic Forum has been established chaired by the Leader of the Council and attended by the Deputy Leader, Executive Member for Finance and Human Resources, Executive Member for Schools, Culture and Leisure, Chief Executive, City Treasurer, MIF Chief Executive Officer and the Finance Director of the Arts Council England is an observer. A detailed risk register is reviewed at the Project Board meetings covering both the capital and non-capital risks.

Greater Manchester Mental Health NHS Foundation Trust (GMMH) (entry 29)

- 3.34 As of 1st January 2017 GMMH (formerly Greater Manchester West) acquired Manchester Mental Health & Social Care Trust (MMHSCT) and responsibility for the delivery of all its Manchester based mental health services. This was part of a NHS Improvement led process supported by the Council and Clinical Commissioning Groups, signed off by the Secretary of State. In view of this transitional period, the rating awarded to the partnership in 2016 was “High” risk. However, now the acquisition is complete and GMMH is fully operational with no significant concerns, it is proposed that the partnership be re-rated as “Medium” risk.
- 3.35 A single integrated NHS contract was signed with GMMH covering all Health, Social Care and Public Health mental health and wellbeing services. This is a 2 year contract (with the option to extend for a further 2 years) and has an annual value of c£95m. The Council’s Social Care and Public Health element of this contract has a combined annual value of c£7.4m.
- 3.36 With regards partnership arrangements, the establishment of the Manchester Health & Care Commissioning (MHCC) has led to a new structure being implemented between the Council and the CCG, including the MHCC Board, Chief Operating Officer, Executive Team and associated staffing structures.
- 3.37 New performance management processes have been established and an integrated health and social care work plan has been produced to identify and timeline the implementation of the GMMH transformation plan for the city. A Clinical Transformation Group has been developed to oversee this work, which includes representation from the Council and CCG commissioning, who also attend monthly quality and performance meetings. These meetings now feed into the executive structures of MHCC, where the Executive Director of Nursing & Safeguarding has maintained senior management responsibility for mental health in the immediate future.

One Education (entry 49)

- 3.38 One Education provides a range of Pupil and Business Support services to schools and academies, primarily in Manchester but also some other GM areas and West Yorkshire. It is commissioned by the Council 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. It has its own Board of Directors which includes Council officers, and reports to the Council.
- 3.39 The partnership was rated as “Low” risk in 2016, having been rated as “Medium” in the previous year. Given the commercial nature of the organisation there is sensitivity to demand fluctuations and 2016/17 saw a minor budget deficit, which was met from balances held by the organisation. The budget setting process for 2017/18 has taken steps to address this but the margins are very tight with some uncertainty around future demand. As such, it is proposed that the partnership be rated as “Medium” risk.

- 3.40 In governance terms the arrangements are robust and the financial reporting is sound, however, One Education has significant challenges from within the Schools market with the changes (often reductions) to school funding. Whilst it is working to market its services to schools and is performing well in some areas, others remain challenging as school budgets are squeezed. Often schools are not withdrawing from One Education but are reducing the level of service procured. The service has reviewed and slightly revised its offer for 2017/18 focussing on its core areas and will continue to keep the position under review.
- 3.41 The Board of Directors will continue to monitor the financial/delivery plan for 2017/18. Looking forward to 2018/19 and 2019/20, a longer term strategy is being developed to place the operation in to a more sustainable position.

Partnerships where Risk Rating remains “Medium” or “High” following latest assessment

Children’s Board Strategic Partnership (entry 21)

- 3.42 It is proposed that a risk rating of “Medium” is recorded, which maintains the same rating as that given in the last two years.
- 3.43 The rating proposal is mainly in relation to performance objectives and outcomes. A refreshed outcomes framework has been approved and this needs further monitoring to evidence impact. Evidence in relation to Early Help is being demonstrated and significant impact can be shown, but this along with wider health and educational outcomes need to be sustained. A refreshed Children and Young People’s Plan was issued and thematic workshops held in relation to the key passions and priorities. This has proved to be a more successful approach in engaging partners and young people, with themed sessions led and delivered by key board members. The Early Help Summit was held in June 2017 to consider what is working well and evidence of impact.
- 3.44 These improvements are also reflected in the performance data. In 15/16 there were 1,890 Early Help Assessments (EHA) registered in the year; in 16/17 this increased sharply to 4,892 and achieved the target of good. In 17/18 there have been 1,458 registrations in the first 2 months of the reporting year and validation of the current quarter is underway.
- 3.45 Registrations by health visitors have increased over the past two years. In 15/16 there were 333 registrations of EHA within the year; in 16/17 registrations increased to 792 and in 17/18 427 registrations have been registered in the first two quarters of the reporting year and remain on target to achieve a good level.
- 3.46 The recent Ofsted inspection reported very positively on the strengthened arrangements to deliver an offer of early help and recognised the progress and effective step up and step down arrangements. They highlighted there is

further work to do to improve the quality of some of the EHAs and to evidence impact and this reflected our self-assessment and priority areas for 17/18.

- 3.47 Key actions to support the development of the partnership's governance include the continuation of themed sessions to achieve key priorities, thus embedding the outcomes framework and delivery of the Children and Young People's Plan. Recommendations from Early Help Summit are to be progressed including sessions for Board members on outcomes based accountability.

Avro Hollows Tenant Management Organisation (entry 40)

- 3.48 The Avro Hollows TMO was set up in 2008 to manage a relatively small area of housing stock (312 properties) in Newton Heath on behalf of the Council. A risk rating of "Medium" was recorded for 2017, which remains the same as the last two years.
- 3.49 The Avro Hollows board recently took a decision to employ their own maintenance contractor to deliver repairs for the TMO. The management agreement for the TMO has been renegotiated with the Council and is close to final completion. The Council is carrying out a review of the TMO annual allowances.
- 3.50 A new risk management process has been introduced. There is a facility via the Estate Office for any tenant, resident or visitor to report any identified risks on the estate. A risk log has been generated as a continually evolving document. The whole risk register is reviewed at Board Meetings, with particular focus on identifying strategic risks or high level operational risks. Once the risk has been addressed the response strategy is captured in the risk log and the risk is closed, with the information moved from the 'live' register to a completed risk register.
- 3.51 Avro Hollows TMO are to adopt the NFTMO (National Federation of Tenant Management Organisations) model code of governance for TMOs. This action shows the TMO take their responsibility seriously. The code of governance outlines the Board's duties and responsibilities and the way it will conduct its business through the Board. The TMO will also be developing a business plan. AVRO Hollows will continue to attend the TMO liaison meeting with partners to encourage an integrated approach.

SHOUT Tenant Management Organisation (entry 41)

- 3.52 The SHOUT TMO ensures effective monitoring, governance and support in the provision of a voluntary service managing a relatively small area of housing stock (100 properties).
- 3.53 It is proposed that the partnership is given a risk rating of "Medium". This is as a consequence of changes in the housing management team and then allowing sufficient time to gain significant understanding of the systems and practices which are in operation.

- 3.54 In addition, the chair of the board was unable to continue in the role due to being an owner occupier. A board Annual General Meeting brought in new residents to the board. A new chair has also been appointed who recently won the Council's Volunteer of the Year award.
- 3.55 Development sessions are planned throughout the next twelve months to help new board members explore their new roles and responsibilities. The board with their consultants have identified the following training and development opportunities to enable them to develop their board skills, improve their governance and also develop them as a team:
- Training for the Board on decision making and working together as a team.
 - Strengthening of key functions such as finance and strategy.
 - Adoption of a communication plan for engagement with residents and stakeholders.
- 3.56 There will be continued regular meetings of the TMO liaison group. The Council will continue to attend board meetings and provide advice to the board as and when required. This has been a key driver in improving the governance arrangements. SHOUT TMO also plan to relaunch the organisation in the neighbourhood to gain support from local residents as well as improving communications with its members.

Hulme High Street Ltd (entry 46)

- 3.57 Hulme High Street Ltd is a joint venture limited company incorporated in 1996 between Manchester City Council (as landlord) and Amec (as developer) formed to develop the Hulme High Street area brought about following the Hulme City Challenge regeneration project initiated in the early 1990's. The site comprised of the High Street area including the 'Asda' retail park along with the surrounding high street, market and residential development sites. Amec's interest is now held by Muse Developments. Although there is a Council Officer listed as a director of the Company, it is more in a 'sleeping' capacity. The Council do not have involvement in the day to day running of the Company given the elapse of time since any real activity.
- 3.58 The principal objective for the formation of this partnership arrangement was to develop the Hulme High Street area of the City. All but one of the sites has now been developed. The remaining site, the former Hot Pot pub site remains undeveloped. It is proposed that, once a valuation is agreed for this site between the Council and Amec/Muse, the Development Agreement will be terminated and the Council will become the sole shareholder. Whilst the Valuation part of this process has now been agreed in principle, the legal process has yet to commence and therefore, at this stage, it is considered a "High" risk partnership until the legal process has been completed to dissolve the partnership.

Partnerships proposed for removal from the Register

Enterprise (entry 1)

- 3.59 It is proposed that Enterprise is removed from the Register primarily because it does not meet the significant spend criteria outlined in the recently updated Significant Partnerships definition. The value of the contract is less than £250k, and should reduce to nil by January 2018. The Council will retain membership on the board until the joint venture is terminated, which should take place in January 2018.

Piccadilly Triangle (entry 7)

- 3.60 Whilst the joint venture Company with TfGM still exists, essentially the only arrangements that are still in place are of a landlord and tenant nature rather than delivery focused. The joint venture partners no longer meet specifically to discuss this development. In view of this it is proposed that Piccadilly Triangle is removed from the Register.

Manchester Cultural Partnership (entry 26)

- 3.61 The Cultural Partnership Board has not met for over two years and alternative arrangements are in place to work with the cultural sector. The only real manifestation of the partnership is the existence of the website, which the Council is now reviewing.

Street Lighting PFI (entry 54)

- 3.62 In line with the revised definition of a Significant Partnership, it is proposed that the Street Lighting PFI be removed from the Register as it is solely a contractual arrangement between the Council and Amey Highways Lighting (Manchester) Ltd.

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 2018.
- 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) 2017/18. A draft of the AGS will be taken to Audit Committee in March 2018.
- 4.3 Partnerships will undertake reassessment of their governance arrangements in September 2018; this will include new partnerships that have been formed in 2018, including the Housing Investment Fund Phase 2 (Matrix2) which is due to be formed in April/May 2018. Following this, a Register with revised risk ratings will be submitted to Audit Committee in December 2018.

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.

							2017 Rating Scores		
No	Partnership Name	Short Description of Partnership	SMT Lead	Lead Officer	Link Officer	Class	Significance Rating Score	Partnership Governance Risk Assessment	Risk Assessment Trend
INCORPORATED BODIES (separate and distinct legal entities)									
1	Enterprise Manchester Ltd	Waste management for commercial businesses. Partners: Enterprise Managed Services Ltd. Reports to company board and shareholders.	Fiona Worrall	Fiona Worrall	Matthew Bennett	Public Private	Low	Proposed to be removed (was 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.	Carol Culley	Carol Culley	Karen Gilfoy	Public Public	Medium	Low	↔
3	Manchester Science Partnerships Ltd	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.	Joanne Roney	Angela Harrington	Karin Connell	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.	Eddie Smith	Eddie Smith	Leon Philip	Public Private	High	Low	↔
5	Manchester Working Ltd	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.	Carol Culley	Sean McGonigle	Steven Southern	Public Private	Medium	Medium	↑
6	National Car Parks	Manages car parking facilities & CCTV under joint venture agreement with MCC. Reports to company board.	Carol Culley	Kim Dorrington	Graham Marsh	Public Private	Medium	Low	↔
7	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.	Eddie Smith	Eddie Smith	Anthony Payg, Laura Green	Public Private	Medium	Proposed to be removed (was Low)	
8	Spinningfields	Secures the redevelopment and regeneration of the Spinningfields area. Partners: Allied London. Reports to company Board. Also to SMT and Executive when appropriate.	Eddie Smith	Pat Bartoli	Dave Carty	Public Private	Medium	Low	↔
9	Oxford Road 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 / Pat Bartoli	Angela Harrington	Angela Harrington	Public Private	Medium	Low	↔
10	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.	Eddie Smith	Pat Bartoli	Hilary Sayers	Public Private	Medium	Low	↓
11	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	Louise McManus	Public Private	High	Low	↔

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No	Partnership Name	Short Description of Partnership	SMT Lead	Lead Officer	Link Officer	Class	Significance Rating Score	Partnership Governance Risk Assessment	Risk Assessment Trend
12	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	Lucy Lovatt	Public Public	High	Low	↔
13	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	Leon Philip	Public Private	High	Low	↔
14	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	Leon Philip	Public Private	High	Low	↔
15	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.	Eddie Smith	Pat Bartoli	Liam Critchlow	Public Private	High	Medium	↑
16	First Street	Partnership to oversee and guide regeneration and development within the First Street area. Partners are Southside Regeneration and HOME / GMAC.	Eddie Smith	Pat Bartoli	Dave Carty	Public Private	High	Low	↔

STATUTORY PARTNERSHIPS

17	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.	Paul Marshall	Linda Evans	Lisa Walsh	Public Public	High	Medium	↓
18	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.	Dr Carolyn Kus	Yvonne Nolan	Yvonne Nolan / Lisa Walsh	Public Public	High	Low	↔
19	Health and Well Being Board	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	David Regan	David Regan	Sophie Black	Public Public	High	Low	↔
20	Manchester Community Safety 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	Sam Stabler	LSP	High	Low	↔

NON-STATUTORY PARTNERSHIPS

21	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.	Paul Marshall	Julie Heslop	Julie Heslop	LSP	High	Medium	↔
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No	Partnership Name	Short Description of Partnership	SMT Lead	Lead Officer	Link Officer	Class	Significance Rating Score	Partnership Governance Risk Assessment	Risk Assessment Trend
22	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	Pat Bartoli	Hilary Sayers	Public Private	Medium	Low	↔
23	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	Kayte Smyth	Public Public	Medium	Low	↔
24	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.	Sara Todd	Richard Elliott	Louise Lanigan	Public Private	High	Low	↔
25	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	Rachel Rosewell	Public Private	Medium	Low	↔
26	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	Louise Lanigan	LSP	Medium	Proposed to be removed (was Low)	
27	Manchester Services for Independent Living (MSIL)	Operates under a SLA between MCC and NHS Manchester. SLA under review to incorporate changes to Community Health MCR.	Yvonne Nolan	Karen Crier	Terry Jones / Jane Downs	Public Public	Medium	Medium	↑
28	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	Richard Elliott	Louise Lanigan	Public Private	Medium	Medium	↑
29	Greater Manchester Mental Health NHS Foundation Trust (GMMH)	The partnership is based on a legal contract with the Manchester Mental Health and Social Care Trust for the delivery of the Councils statutory duties under a Section 75 Agreement (Mental Health Act). This works to deliver care management and assessment and Approved Mental Health Professional (AMHP) functions within an integrated health and social care organisation.	Dr Carolyn Kus	James Williams	Michael Salmon	Public Public	High	Medium	↓
30	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	Neil MacInnes	Rebecca Simpson	Public Public	Medium	Low	↔
31	Millennium Quarter Trust	Manages, operates and maintains amenities and facilities in the Manchester Millennium Quarter project area. Partners: private sector. Reports to Council.	Sara Todd	Richard Elliott	Louise Lanigan	Public Private	Medium	Low	↔
32	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.	Eddie Smith	Martin Oldfield	Ingrid Daly	Public Private	Medium	Low	↔
33	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.	Eddie Smith	Pat Bartoli	Dave Carty	Public Private	High	Low	↔

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No	Partnership Name	Short Description of Partnership	SMT Lead	Lead Officer	Link Officer	Class	Significance Rating Score	Partnership Governance Risk Assessment	Risk Assessment Trend
34	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	Jane Davis	Katy Wood / Colin Parker	Public Public	Medium	Low	↔
35	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	Sue Davison	Public Public	High	Low	↔
36	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	Nicky Boothroyd, Kate Holland	Public Private	Medium	Low	↔
37	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	Nicky Boothroyd, Kate Holland	Public Public	Medium	Low	↔
38	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	Karin Connell	LSP	High	Low	↔
39	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	Paul Beardmore	Ben Gudger / Brendan Todd	Public Public	High	Low	↔
40	AVRO Hollows Tenant Management Organisation	Tenant Management Organisations are set up under the Government's Right to Manage legislation. The company manages aprox 300+ Council owned homes in Newton Heath, and is a contractual arrangement with a tenant management company.	Eddie Smith	Martin Oldfield	Ingrid Daly	Public Private	Medium	Medium	↔
41	SHOUT Tenant Management Organisation	Tenant Management Organisations are set up under the Government's Right to Manage legislation. The company manages aprox 100 Council owned homes in Harpurhey, and is a contractual arrangement with a tenant management company.	Eddie Smith	Martin Oldfield	Ingrid Daly	Public Private	Low	Medium	↔
42	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.	Amanda Corcoran	Amanda Corcoran	Charlotte Wilson	Public Private	High	Low	↔
43	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	Richard Elliott	Louise Lanigan, Rebecca Simpson	Public Private	High	Low	↔
44	Our Manchester Forum	The Our Manchester Forum is a high level group which meets quarterly. It brings together leaders from the public, private and voluntary sector to develop the Our Manchester Strategy and oversee progress towards delivering it.	Sara Todd	Richard Elliott	David Houlston, Liz Mitchell	Public Private	High	Low	↔

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No	Partnership Name	Short Description of Partnership	SMT Lead	Lead Officer	Link Officer	Class	Significance Rating Score	Partnership Governance Risk Assessment	Risk Assessment Trend
45	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.	Geoff Little	James Binks	Eleanor Fort	Public Public	Medium	Low	↔
46	Hulme High Street	A joint venture Limited Company incorporated in 1996 between Manchester City Council (Landlord) and Amec (Developer) formed to develop the Hulme High Street area brought about following the Hulme City Challenge project on the early 1990's. The site comprised of the High Street area including the 'Asda' retail park along with the surrounding high street, market and residential development sites. One development site remains. Amecs interest is now held by Muse.	Dominic Hayes	Lorraine Horne	Lorraine Horne	Public Private	Medium	High	↔
47	Confident and Achieving Manchester Working Group	The role of the Confident and Achieving Manchester Working Group 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	Geoff Little	Victoria Clark	Rosie Rees-Bann	Public Private	High	Low	↔
58	Manchester Health and Care Commissioning (MHCC)	Established to create a single health, adult social care and public health commissioning function for Manchester.	Ian Williamson / Carolyn Kus / David Regan	Carolyn Kus/David Regan	Nick Gomm	Public Public	High	Medium	NEW ENTRY
59	Manchester Provider Group	To provide integrated, out-of-hospital, community based care for Manchester residents, bringing together Primary Care, Mental Health, Social Care and Community Health services in an integrated approach. Contributes to improvements in the health of the population, reduce demand and spend on acute health and care services, and improve the care available for patients. Develop new models of care that demonstrate Our Manchester principles and link effectively with wider services in communities that can impact on the wider determinants of health	Geoff Little	Nicky Parker	James Binks	Public Public	High	Medium	NEW ENTRY

SCHOOL LEADERSHIP

48	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	Amanda Corcoran	Amanda Corcoran	Academy	High	Low	↔
49	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.	Janice Gotts	Amanda Corcoran	Angela Harrington	Public Public	High	Medium	↑

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No	Partnership Name	Short Description of Partnership	SMT Lead	Lead Officer	Link Officer	Class	Significance Rating Score	Partnership Governance Risk Assessment	Risk Assessment Trend
PRIVATE FINANCE INITIATIVES (PFI)									
50	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	Jemma Turner / Robert Stanway	Public Private	Medium	Low	↔
51	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	Gary Sullivan	Public Private	Medium	Low	↔
52	Schools PFI - Temple Community Primary	Contractual agreement to design, build and manage facilities at Temple Primary School.	Amanda Corcoran	Michelle Devine	John Francoli / Jim Simcoe	Public Private	Medium	Low	↔
53	Schools PFI - Wright Robinson	Contractual agreement to design, build and manage facilities at Wright Robinson High School.	Amanda Corcoran	Amanda Corcoran	John Francoli	Public Private	Medium	Low	↔
54	Street Lighting PFI	Contractual agreement to replace dilapidated and outdated street lighting columns / licenses street lighting and illuminated traffic signage. Governed by contractual agreement.	Kim Dorrington	Kim Dorrington	Kevin Gilham	Public Private	Medium	Proposed to be removed (was Low)	
55	Brunswick PFI	Contractual agreement to remodel the Brunswick neighbourhood which will see over 650 homes refurbished; 296 properties demolished, 124 homes reversed; 309 new build homes for sale; 200 new build HRA homes (including a 60 place extra care unit) and the creation of new parks, a retail hub and neighbourhood office.	Eddie Smith	Paul Beardmore	Gary Sullivan	Public Private	Medium	Medium	NEW ENTRY