Public Document Pack

MANCHESTER CITY COUNCIL

Standards Committee

Date: Thursday, 19 March 2020
Time: 10.30 am
Venue: Council Antechamber, Level 2, Town Hall Extension

Everyone is welcome to attend this committee meeting.

Access to the Council Antechamber

Public access to the Council Antechamber is on Level 2 of the Town Hall Extension, using the lift or stairs in the lobby of the Mount Street entrance to the Extension. That lobby can also be reached from the St. Peter's Square entrance and from Library Walk. **There is no public access from the Lloyd Street entrances of the Extension.**

Membership of the Standards Committee

Councillors - Andrews, Evans, Kilpatrick, Lanchbury, A Simcock, O'Donovan, N Jackson and G Linnell

Councillor O'Donovan (Ringway Parish Council)

Independent Co-opted Members - Nicolé Jackson (Chair), Mr G Linnell

Independent Person -

Ms S Beswick and Mr A Eastwood

Agenda

1. Urgent Business
To consider any items which the Chair has agreed to have submitted as urgent.

2. Appeals
To consider any appeals from the public against refusal to allow inspection of background documents and/or the inclusion of items in the confidential part of the agenda.

3. Interests
To allow Members an opportunity to [a] declare any personal, prejudicial or disclosable pecuniary interests they might have in any items which appear on this agenda; and [b] record any items from which they are precluded from voting as a result of Council Tax/Council rent arrears; [c] the existence and nature of party whipping arrangements in respect of any item to be considered at this meeting. Members with a personal interest should declare that at the start of the item under consideration. If Members also have a prejudicial or disclosable pecuniary interest they must withdraw from the meeting during the consideration of the item.

Information about the Committee

The Standards Committee comprises five city councillors, one parish councillor and two independent members and is chaired by an independent member. The Committee deals with matters relating to the conduct of city and parish councillors and the promotion of ethical standards.

The Independent Persons are appointed by the Council to assist the Council in the consideration of any complaints made against councillors. They are not members of the Standards Committee but they are invited to attend the meeting if they wish to.

The Council aims to ensure that its meetings are as open as possible and confidential business is kept to the strict minimum. When confidential items are involved these are considered at the end of the meeting at which point members of the public are asked to leave.

Agenda, reports and minutes of all Council Committees can be found on the Council's website www.manchester.gov.uk.

Smoking is not allowed in Council buildings.

Joanne Roney OBE
Chief Executive
Level 3, Town Hall Extension,
Albert Square,
Manchester, M60 2LA

Further Information

For help, advice and information about this meeting please contact the Committee Officer:

Andrew Woods
Tel: 0161 234 3011
Email: andrew.woods@manchester.gov.uk

This agenda was issued on **Wednesday, 11 March 2020** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 3, Town Hall Extension (Lloyd Street Elevation), Manchester M60 2LA

This page is intentionally left blank

Standards Committee

Minutes of the meeting held on 16 January 2020

Present
Independent Co-opted Member: G Linnell – In the Chair
Councillors Andrews, Evans, Kilpatrick, Lanchbury and A. Simcock
Ringway Parish Council: Councillor O'Donovan

Apologies
Councillors
Independent Co-opted Member: N Jackson
Independent Person: A Eastwood and S Beswick

ST/20/01   Minutes

The minutes of the meeting held 31 October 2019 were submitted for approval.

Decision

To approve the minutes of the meeting held on 31 October 2019 as a correct record.

ST/20/02   Membership of the Standards (Hearing) Sub-Committee

The Committee considered the report of the City Solicitor which set out proposals for a review of the membership of the Standards (Hearing) Sub-Committee in light of changes to the membership of the Standards Committee.

The report highlighted that membership of the Sub-Committee was last reviewed at the September 2016, however since then the membership of Standards Committee had changed and additionally political balance rules now applied.

In light of this, the Committee agreed to align membership of the Hearing Sub-Committee as follows:

Members of the Sub-Committee	Substitute Members
The Independent Member who has been appointed as Chair of the Standards Committee, who will act as Chair of the Standards (Hearing) Sub-Committee – currently Nicolé Jackson	The other Independent Member of the Standards Committee, who will act as substitute Chair of the Standards (Hearing) Sub-Committee – currently Geoff Linnell
Councillor Andrews	Councillor Lanchbury
Councillor Evans	Councillor A Simcock
Councillor Kilpatrick	

It was also agreed that where the Standards (Hearing) Sub-Committee is asked to consider a complaint against a member of Ringway Parish Council, the Parish

Member of the Standards Committee (currently Councillor O'Donovan) shall also be a member of the Sub-Committee.

Decisions

1. To appoint the following members make appointments to the Standards (Hearing) Sub-Committee as set out below:

Members of the Sub-Committee	Substitute Members
The Independent Member who has been appointed as Chair of the Standards Committee, who will act as Chair of the Standards (Hearing) Sub-Committee – currently Nicolé Jackson	The other Independent Member of the Standards Committee, who will act as substitute Chair of the Standards (Hearing) Sub-Committee – currently Geoff Linnell
Councillor Andrews	Councillor Lanchbury
Councillor Evans	Councillor A Simcock
Councillor Kilpatrick	

2. To agree that where the Standards (Hearing) Sub-Committee is asked to consider a complaint against a member of Ringway Parish Council, the Parish Member of the Standards Committee (currently Councillor O'Donovan) shall also be a member of the Sub-Committee.

3. To agree that an annual review of the membership of the Standards (Hearing) Sub-Committee shall be added to the Standards Committee's Work Programme.

Manchester City Council
Report for Information

Report to: Standards Committee – Thursday 19 March 2020

Subject: Social Media Guidance for Members update

Report of: City Solicitor

Summary

To update the Committee on the operation and efficacy of the Social Media Guidance for Members ('the Guidance') as well as the provision of training for members on the Guidance.

Recommendations

That the Committee note the report.

Wards Affected: All

Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city
Not directly applicable

Our Manchester Strategy outcomes	Summary of how this report aligns to the OMS
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	Not directly applicable
A highly skilled city: world class and home grown talent sustaining the city's economic success	Not directly applicable
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	This report contributes towards promoting and maintaining high standards of conduct among members and towards promoting fairness by members in their conduct towards members of the public and other Members.
A liveable and low carbon city: a destination of choice to live, visit, work	Not directly applicable

A connected city: world class infrastructure and connectivity to drive growth	Not directly applicable

Contact Officers:

Name: Fiona Ledden
Position: City Solicitor
Telephone: 0161 234 3087
Email: fiona.ledden@manchester.gov.uk

Name: Poornima Karkera
Position: Head of Governance Legal Services.
Telephone: 0161 234 3719
E-mail: p.karkera@manchester.gov.uk

Background documents (available for public inspection):

None

1.   Introduction

1.1   The Committee last received a report on the operation and efficacy of the Social Media Guidance for Members ('the Guidance') at its meeting in March 2019. As requested by the Standards Committee at that meeting the Social Media Guidance for Members was circulated to all Members and to candidates prior to the local Elections in 2019. The Guidance is also available on the Members' Google Drive.

1.2   At the meeting on 15 March 2018 the Committee agreed a very minor revision to the wording in paragraph 5.3 of the Guidance to take account of changes to data protection law which came into effect on 25 May 2018. On review in 2019 it was not considered that further revision of the Guidance was required. A copy of the Guidance is contained in the Appendix to this report. It is not considered that further amendments are required to the Guidance at this stage.

2.   Operation of the Guidance

2.1   In terms of the operation of the Guidance of the 28 complaints received about Manchester City Councillors between 1 October and 30 September (reported to this Committee as part of its Annual Standards Report in October 2019) only one made reference to social media use. This complaint was wide ranging and social media use was one of many miscellaneous issues dating back over a number of years. This complaint was rejected at stage 1 following consultation with the Council's Independent Person on the basis that it would not be in the public interest to expend further resources on carrying out an investigation into this matter.

2.2   There has been one complaint against a member regarding social media use since October 2019 but this was subsequently withdrawn. This compares with one complaint relating to use of social media in 2017 and 6 complaints during the period October 2015 to October 2016. The low figure suggests that the use of social media by Members remains less of a concern than in it was in 2016 however as this is an area where care is needed a further copy of the Social Media Guidance will be sent to all Members again shortly and as part of their information pack to all candidates for the forthcoming local elections.

3.   Training

3.1   The Members Development Working Group ('MDWG') established to champion, develop and improve members' development is responsible for sourcing training on the main types of social media as part of its annual training programme. As highlighted in the report on member training elsewhere on the Agenda Training on Social Media is intended to form part of the Training Programme for 2020- 21

4.   Recommendation

That the Committee note the report.

Social Media guidance for Members

1.   Purpose

This guidance is provided to assist Members when using social media. Members are bound by the Council's Code of Conduct for Members when using social media to conduct council business or to represent the Council and should be aware that they may be open to allegations that their actions have breached the code if giving the impression when using social media that they are acting in an official capacity. Where Members are using any "council resources" in order to access social media, they must also comply with the Use of Council Resources Guidance for Members which can be found in the Council's Constitution. This guidance assumes that most use of social media by Members will not involve the use of "council resources".

2.   What is social media?

The term 'social media' is used to describe websites and applications for social networking, where people create, share and exchange content and ideas in virtual networks and communities. The content shared may include (but is not limited to) personal information, opinions, research, commentary, video, pictures, or business information.

For the purposes of this guidance, the term applies, but is not limited to: blogs, Facebook, Twitter, Flickr, LinkedIn, YouTube, Vimeo, Snapchat, Instagram**,** discussion forums, special interest forums, user communities and any other personal web space where content is created, manipulated and shared. There are many more examples of social media and this guidance is relevant in relation to any social media a Member may use.

Social media is an incredibly useful tool for Members; it can increase engagement reaching a wider audience; enabling active and potentially instantaneous conversations with your communities. It can also support increased participation, stimulating debate about services, campaigns and local issues and often at a fraction of the cost of many traditional means of communication.

This guidance is intended to assist Members on how to use social media responsibly and effectively. It also indicates how risks and pitfalls may be minimised and managed.

3.   Guidelines for using social media

3.1   The Members Code of Conduct and "Blurred identities"

It is important for Members to be aware of the fact that they may have "blurred identities" online. This means that you may have a social media account where you comment both as a Member and as an individual. For example, a Facebook account where you post about a great night out (personal) and another time explain the Council's position on recycling (Member). While it may be clear to you when you are posting in your private capacity or as a Member, this may be less clear to others. Such "blurred identities" may have implications where your views are taken as those

of the Council or your political party, rather than your own personal opinion. It is therefore important for you to make sure that your social media accounts and profiles are as clear as possible as to whether you are speaking in your private capacity, as a Member of the Council, or as a member of your political party.

How you use your online identity will also determine how online content will be treated in respect of the Council's Code of Conduct for Members. The key to whether your online activity is subject to the Code of Conduct is whether you are giving the impression that you are acting as a Member of the Council.

This may be less than clear if you have a private blog or a Facebook profile and <u>it is generally safest to assume that any online activity can be linked to your official role</u>. (Unless you have gone to significant effort to keep an online persona completely separate from your Member identity, you are unlikely to be able to claim that you were acting in a completely private capacity).

Where you have a private blog or Facebook account that identifies you as a Member of the Council, you should state that the views expressed are your own and may not represent the views of the Council. Do not use the Council's logo, or any other council-related emblems on a personal account or website.

Where you are held to be acting as a Member of the Council, the Council's Code of Conduct for Members will apply to your online activity in the same way it does to other written or verbal communication you undertake. Members should therefore comply with the general principles of the Code of Conduct in what they publish and in what they allow others to publish.

You will need to be particularly aware of the following sections of the Council's Code of Conduct for Members:

- *You must not:*
  (a)   do anything which may knowingly cause the Council to breach the Equality Act 2010;
  (b)   bully or be abusive to any person;

- *You must not:*
  (a) disclose information given to you in confidence by anyone, or information acquired by you which you believe, or ought reasonably to be aware, is of a confidential nature

- *You must not conduct yourself in a manner which could reasonably be regarded as bringing your office or the Council into disrepute.*

3.2   Think before you publish

Social media sites are in the public domain and it is important to ensure you are confident of the nature of the information you publish. Once published, content is almost impossible to control and may be manipulated without your consent, used in different contexts, or further distributed. Be aware of your own safety when placing information on the internet and do not publish information which could leave you or

others vulnerable. This is in all social media posts or groups that you may be a member of, not just those in your own accounts.

Be aware that historical social media posts made prior to taking office, or being 'tagged' into certain posts/content may potentially give rise to complaints. Where possible, you should take steps to review such posts and remove/'un-tag' controversial content from your social media page.

3.3   Choose appropriate privacy settings

Make use of stringent privacy settings if you don't want your social media to be accessed by the press or public. Read the terms of service of any social media site accessed and make sure you understand their confidentiality/privacy settings. Be careful about accepting people as 'friends' on social media sites, as this allows greater access to your personal social media content/information.

3.4   Make your commenting policy clear

You will need to take note of the comments that other people make on your site, as if you allow offensive comments to stand on your site it can upset members of your community and may constitute a breach of the Code of Conduct for Members. For blogs the easiest way to handle this is to moderate comments and to state clearly on your site that you are doing so and reasons why comments may be rejected. For Facebook or other social media networks, including multi-media sites like YouTube and Flickr where people can post public or semi-public messages to your profile, you will need to regularly check on your messages.

4.   Principles for using social media

The following five "guiding principles" offer assistance on how to approach any social media activities:

Be respectful
Set the tone for online conversations by being polite, open and respectful. Use familiar language and be honest and professional at all times. Make sure that you respect other people's confidentiality – do not disclose non-public information or the personal information of others.

Be credible and consistent
Be accurate, fair and transparent. Encourage constructive criticism and debate. Make sure that what you say online is consistent with your other communications.

Be honest about who you are
It's important that any accounts or profiles that you set up are clear about your own personal role (see the advice on "blurred identities" above).

Be responsive
Respond to questions and comments in an appropriate timely manner.

Be confident

Don't be scared of participating. Seek further guidance from the Council's Members' Services or the Council's Central Communications Team if you need it. If you are about to publish something that makes you even the slightest bit uncomfortable, pause to think about it. Feel confident in what you say before you say it – and say it as clearly as you can.

5. Responsibilities of Members

In general, Members have the same legal duties online as anyone else. There are some additional duties around Members' use of their websites for electoral campaigning and extra care needs to be taken if Members are writing on planning, licensing and quasi-judicial matters.

5.1 Libel

Members are personally responsible for the content they publish on any form of social media. Publishing, or allowing to be published an untrue statement about a person which is damaging to their reputation may incur a libel action. A successful libel claim against you may result in an award of damages against you.

5.2 Copyright

Placing images or text on your site from a copyrighted source (for example extracts from publications or photos) without permission is likely to breach copyright. Avoid publishing anything you are unsure about, or seek permission in advance. Breach of copyright may result in an award of damages against you.

5.3 Data Protection Legislation

Avoid publishing the personal data of individuals unless you have their express written permission.

5.4 Confidential Information

Do not publish or report on meetings which are private or internal (where no members of the public are present or the meeting is of a confidential nature). Do not publish or report on "Part 2 reports" (which contain confidential information or exempt information as defined in the Council's Access to Information Procedure Rules at Part 4, Section B of the Council's Constitution).

5.5 Bias and pre-determination

If you are involved in determining planning or licensing applications or other quasi-judicial decisions, avoid publishing anything on your blog that might suggest you don't have an open mind about a matter you may be involved in determining. If not, the decision runs the risk of being invalidated.

5.6   Electoral periods

The Electoral Commission requires that candidates provide a return of expenditure on any form of advertising or campaign literature and that includes web advertising. And there are additional standards for materials which can be downloaded from a website. Full guidance for candidates is published on the Electoral Commission's website.

6.   Malware and online crime prevention

Social media can be used by the online criminal community to deliver malware and carry out schemes designed to damage property or steal confidential information. To minimise risk related to such threats, adhere to the following guidelines. While these guidelines help to reduce risk, they do not cover all possible threats and are not a substitute for good judgment.

- Do not use the same passwords for social media that you use to access Council computing resources.
- Do not follow links or download software on social media pages posted by individuals or organisations that you do not know.
- If any content you find on any social media web page looks suspicious in any way, close your browser and do not return to that page.
- Configure social media accounts to encrypt sessions whenever possible. Facebook, Twitter and others support encryption as an option. This is extremely important for roaming users who connect via public Wi-Fi networks.

7.   Use of social media and smart devices during meetings and events

Increasingly hand held devices, such as smartphones or tablet devices like ipads are used to access social media during internal and external Council meetings and events to share information, views or comment.

Devices need to be used with care and in line with the above guidance for social media accounts. Alongside this, Members are asked to ensure that devices are silent during meetings and are used without disturbing others.

8.   Compliance

The guidance in this document is in addition to the Council's Code of Conduct for Members, and Use of Council Resources Guidance for Members (adopted as Part 6, Section A and Section C of the Council's Constitution), the Council's 'Email Policy' and the Council's 'Internet/Intranet Policy'.

It should be noted that any breach of this guidance may also constitute a breach of the Member Code of Conduct

9.   Review

These arrangements were last reviewed in 2017 and shall be reviewed every 3 years thereafter, or earlier where there is a change in the applicable law or circumstances warrant an earlier review.

Manchester City Council
Report for Information

Report to: Standards Committee – Thursday 19 March 2020

Subject: Member Development and Training

Report of: City Solicitor

Summary

To update Standards Committee on the operation and efficacy of the Member Development Strategy; provide an update on proposals for the induction programme for new Councillors for May 2020, report on training delivered in the current municipal year and update on the proposals in relation to the next municipal year.

Recommendations

That the Committee note the report.

Wards Affected: All

Financial Consequences – Revenue

None

Financial Consequences – Capital

None

Contact Officers:

Name: Fiona Ledden
Position: City Solicitor
Telephone: 0161 234 3087
E-mail: Fiona.ledden@manchester.gov.uk

Name: Jonathan Kershner
Position: Head of Business Support and Development (Legal Services)
Telephone: 0161 600 8599
E-mail: j.kershner@manchester.gov.uk

Background documents (available for public inspection):

Standards Committee – 21 March 2019 – Member Development Strategy

1.0   Background

1.1   The Member Development Strategy 2019 – 21 was approved by Standards Committee at its meeting of 21 March 2019.

1.2   The strategy sets out a clear direction for delivering on Member development - focusing on the following key objectives:

- Ensure all Members are well equipped with the skills, knowledge and behaviours to enable them to fulfil their various roles effectively and to the best of their ability.
- Ensure that all members have equal access to training and development opportunities, providing extra resources to accommodate those with special requirements.
- Support a consistent approach to learning and development for Members
- Ensure that new Members are fully supported during induction and beyond to allow them to carry out their duties effectively, as quickly as possible.
- Broaden knowledge around Council business and areas of changing priorities.
- Encourage a supportive environment where Members help to develop their colleagues.
- Ensure that the learning and development of Members is recognised as crucial to the Council's success and to the success of the Our Manchester Strategy.
- Facilitate regular assessment of training needs and the learning and development programme by members.
- Evaluate the effectiveness of the training programme and the Member Development strategy.
- Facilitate a planned and strategic approach to member development
- Establish an effective Member Development Group
- Develop and deliver (with Member involvement and engagement) an effective Member Learning and Development Programme.

1.3   The Strategy (a copy of which is at Appendix C) also sets out the roles of the Monitoring Officer, Standards Committee and Member Development Working Group (MDWG) in relation to Member development and training as well as setting out the role of individual Members and group officers for each Group. This report sets out progress in relation to implementation of these objectives to date.

2.0   Member Development Working Group

2.1   The MDWG is tasked with providing strategic direction to formulate, implement and evaluate the quality of training, promoting development opportunities, being responsive to training needs and to review the Member Development budget, attendance and feedback as standard agenda items.

2.2   The MDWG has met 3 times in this municipal year and in addition to considering the standard items above has contributed to the production of a training programme for 2019/20, reviewed feedback from the new member Induction of 2019 and begun discussions on the new member induction proposals for 2020.

2.3   At its February 2020 meeting the MDWG reviewed progress made against the strategy, with specific focus on the variety of training provided in 2019/20, attendance levels, evaluation feedback and the training programme. The group was encouraged by the levels of attendance (7.0 below) and positive feedback (8.0 below) but agreed to a small change to the in-house evaluation form (8.2 below). There were also discussions around training which members may be undertaking as part of other roles they may hold and how the group could be better sighted on this. It was agreed to write out to all members after May 2020, to request this information.

3.0   New Member Induction 2019

3.1   The New Member Induction programme 2019 was split into 2 sessions. The first session focused on legal and constitutional matters, including code of conduct for members, gifts and hospitality guidance, data protection, member / officer relations, access to information/need to know, use of Council resources guidance, Social Media guidance and governance and decision making. There was also an interactive session where members worked through a case study. The afternoon focused on an introduction to Members Services, a tour of members' facilities, general housekeeping and the allocation of devices by ICT. Session 1 was offered to all new and returning members. All 6 new members and 3 returning members attended this session.

3.2   The second session, held three weeks later, focused on key information, including 'Our Manchester', 'listening in action' events and an invitation to attend the 'Our Manchester Experience', Budget and key strategies, Equality, Health and Safety and training for Councillors. There was also a presentation on casework. The first part was delivered by a neighbourhood team strategic lead focusing on their service and how they can support members. The second part was delivered by an experienced Councillor and focused on practical advice and tips. This session was opened up to all members and repeated to increase opportunities to attend. All 6 new members, 3 returning members and 3 current members attended session 2.

3.3   New members and other attendees were also provided with a Member Handbook. This guide covers basic information on how the Council is organised, decision making, the role of officers and directorate responsibilities as well as more practical matters such as claiming allowances and health and safety. Each section signposts members to the appropriate contact in the Council, where further information can be obtained. The handbook is a digital document which is held on a team drive and can be accessed by all members. This allows it to be regularly refreshed and updated.

4.0   Induction Feedback

4.1   A feedback evaluation form was sent out to all Members who attended Sessions 1 and 2. 5 responses were received. 4 out of 5 responses were from new members. 100% rated the induction programme with an overall satisfaction rating of 4 out of 5. Positive comments included – 'excellent on both days', 'there was lot of useful information'. 3 out of 4 of the new members rated it as 4 out of 5 in terms of relevance to their role. The 4th one gave a score of 3 out of 5.

4.2   In relation to session 1, all who responded felt that the level of information provided on the following was just right - code of conduct, member/officer protocol, interactive session, data protection and freedom of information.

4.3   In relation to session 2, all 5 respondents felt the level of information provided on the following was just right - finance, key strategies, equality.

4.4   2 Members commented that there was a lot of information to cover during sessions 1 and 2.

5.0   Proposals for New Member Induction 2020

5.1   The MDWG has considered the feedback from 2019. The content of Session 1 relates to legal matters which need to be shared with members from the outset. On that basis it was not felt appropriate to reduce the content provided in 2019 or delay providing it.

5.2   It is therefore proposed that Session 1 will mirror what was provided in 2019 – see 3.1 above.

5.3   However, the group felt that there is scope in relation to session 2 to spread the content out and hold a further session.

5.4   It is proposed to hold a session covering casework, safeguarding, member safety and member development – allowing members to focus on these related topics. With a separate session covering the more varied topics of 'Our Manchester' Finance, Key Strategies and Equality.

5.5   It is proposed to spread the 3 sessions over a four week period. The sessions would again be offered to all new and returning members. There will also be discussions with Group Officers regarding opportunities for mentoring for new members by existing members.

6.0   Member training May 2019 – Feb 2020

6.1   A record of member training delivered May 2019 – Feb 2020, including attendance levels, can be found in appendix A.

6.2   The Member Development Strategy determined that training and development would be classified as follows

- Mandatory.
- General - suitable for all, to ensure members are able to fulfil their roles.
- Specific - promoted to further develop skills/knowledge in a particular area.

The mix of training provided against these categories can be found in Appendix A

6.3   28 different, non-mandatory, training and development opportunities were offered and attended in the period 1 May 2019 – 11 February 2020, compared to 23 for a similar period in the previous municipal year.

6.4   In addition to the training highlighted in 6.3 above, and the new member induction training discussed above, there was specialist training for new members of licensing, highways and planning committees and employee appeal panels. Drop in sessions have been offered to support members with their 'register of interests' and the 'Caseworker' case management system. 5 members have attended the 'Our Manchester' experience and 8 have participated in the 5 'Listening in Action' sessions held this municipal year. There has also been e-learning available on Information Governance, Equality and Diversity, Health and Safety and a wide variety of courses on softer skills such as effective communication, handling difficult situations etc. As members will be aware Ethical Guidance Newsletters are circulated to members twice a year.

6.5   All members have access to the 'Our Members' team drive. The drive hosts a variety of information - current content includes Code of Conduct, Gifts and Hospitality, Member/Officer relations, Members Handbook, Key contacts, GDPR guidance, use of council resources, Social Media guidance, scrutiny guides, Member Development (including the Member Development Strategy and training programme), Personal safety and Members updates on Ethical Governance from 2016 onwards. Members are notified as new content is added.

6.6   A variety of approaches have been used to deliver training including formal sessions, e-learning, drop-in and one on one sessions.

6.7   A training programme for September 2019 - May 2020 was agreed by the MDWG and circulated to all members in September 2019, to highlight the training opportunities available to them for the remainder of the municipal year. A copy of the programme can be found at Appendix B.

7.0   Attendance

7.1   Attendance levels at non-mandatory training events compared to the number who booked on, remains relatively high at 81%. This compares to 88% for a similar period in the previous municipal year.

7.2   One specific training event (a budget briefing held early evening in June) was particularly poorly attended with only 2 out of 11 attending. This has impacted

the overall figures and if removed would see the figures adjusted towards 86% for the remaining events. There does not appear to be a specific reason why this event was so poorly attended – late apologies were received from 6 members. The morning session saw 3 out 3 attend. An LGIU event on Local Government finance, held in November, saw 6 out of 7 attend.

7.3   In line with the Member Development Strategy, email reminders are sent to members 7 days prior to training events. Members are also able to utilise a training calendar which allows them to view training events as part of their own calendars. Where possible training is provided in afternoon/early evening sessions to suit member preferences and encourage attendance.

7.4   Where there has been non-appearance by members to training which they were expected to attend, they have been contacted in order to understand the reasons for non-attendance. Reasons given were varied and included 'Illness', 'urgent ward matter', 'pressing work commitments'. Group officers have also been informed of non-attendance of members of their groups. Attendance at training is also considered by the MDWG at each meeting.

7.5   Use of sanctions for non-attendance at training was considered in the March 2019 report to Standards Committee on member training. It was agreed at that meeting not to impose sanctions but to keep the situation under review. As attendance levels remain generally good, the Monitoring Officer does not feel that further consideration of sanctions is necessary at this time. It would appear that the current measures being utilised are encouraging regular attendance. However, attendance levels will continue to be closely monitored. Should levels deteriorate then further consideration will be given to asking the committee to reconsider this option.

8.0   Evaluation of training

8.1   Feedback from members is a crucial element in evaluating the quality of training being provided. For in-house training we have been using the evaluation form agreed by the group and adopted as part of the Member Development strategy. Where possible, members are encouraged to complete an evaluation form. Where training is provided externally e.g. Local Government Association, we request a copy of their evaluation. For non-mandatory training, feedback has been provided by 81% of attendees (excluding the most recent training where feedback is awaited). 98% of those felt that the training had met the aims and objectives whilst 100% would recommend the training to others.

8.2   The MDWG has recently agreed to amend the in-house training form to add a further question with an 'overall satisfaction rating' (eg. score out of 5). This will align the feedback more closely to the overall satisfaction rating obtained from the induction feedback which uses a more detailed form due to the variety of topics covered.

8.3   The MDWG will continue to work closely with internal and external training providers to maximise the rate of return.

8.4   Analysis has shown that 60% of members have attended one or more of the training events referred to in 6.1 above. The MDWG is keen to ensure that the varied needs of members are reflected in the training being offered. The MDWG is also mindful that members may be undertaking relevant training as part of their external roles which may be similar to that being offered by the Council. The MDWG is proposing to write out to all members in the new municipal year to better understand what training they may be receiving elsewhere and also what, if any, skills and knowledge they may be willing to share with others.

9.0   Training programme for 2020/21

9.1   Work is now taking place to produce the training programme for the 2020/21 municipal year. We have recently received the LGA schedule of training 2020/21, elements of which can now be incorporated into our programme. With the advantage of the additional planning time, compared to last year, the programme will be considered by the MDWG at its March 2020 meeting before being circulated to members and chief officers.

9.2   Consideration is being given to ensure that the mix of training reflects the mandatory, general and specific categories as referred to in 6.2 above.

9.3   It is intended to include subjects which have not been offered in 2019/20, such as Social Media and Media skills, the Voluntary Sector and Mental Health awareness.

9.4   The programme will aim to further support some key emerging needs relevant to all members such as Carbon Literacy, Cyber Security, Safeguarding and Corporate Parenting and personal safety for members.

9.5   The MDWG will also continue to promote attendance at the 'Our Manchester' experience and 'listening in action' events.

10.0   Recommendation

The Committee is asked to note this report

This page is intentionally left blank

Appendix A – Member training 1 May 2019 – 11 February 2020

Event	Category	Provider	Date/Time	Expected/Actual Attendance	External Cost/Officer Time
New Member Inductions	Mandatory	Session One	7 May 19	9 / 9	4 Officers x 6 hours
New Member Inductions	Mandatory	Session Two	11 Jun 19	7 / 6 *	3 Officers x 2 hours
New Member Inductions	Mandatory	Session Two	12 Jun 19	7 / 6 *	3 Officers x 2 hours
Licensing	Mandatory	In-house	3 Jun 19	1 / 1	1 Officer x 2 hours
Licensing	Mandatory	In-house	9 Jul 19	3 / 3	1 Officer x 2 hours
Planning and Highways	Mandatory	In-house	30 May 19	3 / 3	1 Officer x 2 hours
Employee Appeals	Mandatory	In-house	July 19	4 / 4	Not provided
Council Tax, Business Rates, Universal Credit	General	In-house	4 Jun 19 5:30 – 7.00	12 / 7	2 Officers x 1.5 hours
Effective Scrutiny	General	LGA	3 Jun 19 5.00 – 7.00 5 Jun 19 2.00 – 4.00	9/14 14 / 15	LGA funded
Civic Coaching Programme	General	Link UK Ltd	8 May 19 Full Day	1 / 1	£1,635.00
Budget Briefing	General	In-house	27 Jun 19 9:00 – 10.00 5:30 – 6:30	3 / 3 11 / 2	1 Senior Officer x 2 hours
Hitting the Ground Running	Specific	LGA	27 Jun 19 10:15 – 1:00	1 / 1	LGA funded
Rebuilding Capacity – The Case for Insourcing Public Contracts	Specific	APSE	30 May 19 Full Day	1 / 1	£348.39

Event	Category	Provider	Date/Time	Expected/Actual Attendance	External Cost/Officer Time
Public Speaking	Specific	NWEO	25 Jun 19 10:00 – 4:30 1 Jul 19 10:00 – 4:30	7 / 6 7 / 5	£5,016.86
Viability Assessments	General	In-house	15 Jul 19 5:30 – 6:30	12 / 7	1 Officer x 1 hour
Being An Effective Councillor	Specific	LGIU	18 Jul 19 10:00 – 3:00	1 / 1	£400.69
Corporate Property Access Database	General	In-house	25 Jul 19 10:00 - 11:00	3 / 2	1 Officer x 1 hour
Resilience	Specific	NWEO	12 Sept 19 2:00 – 5:00	5 / 4	£600
Intro to the knowledge & skills of Audit Committee	General	CIPFA	19 Sept 19 10:00 – 4:00	2 / 2	£46.90
Unconscious Bias	Specific	NWEO	12 Nov 19 2:00 – 4:30 13 Nov 19 5:30 – 8:00	8 / 7 7 / 4	£1,100.00
Suicide Prevention	Specific	In-house	19 Nov 19 2:00 – 4:00	10 / 6	1 Lead Member 1 Officer x 2 hours
Local Government Finance	General	LGIU	4 Nov 19 1:00 – 3:30	7 / 6	£992.70
Speedreading & Retention	Specific	LGIU	16 Dec 19 Full Day	1 / 1	£365.79
Guide to Planning (S106) Obligations	General	In-house	11 Feb 20	6 / 6	2 Officers x 1.5 hours
Leadership Academy (3 modules)	Specific	LGA	Various dates/times	2 / 2	£2,474.80

Event	Category	Provider	Date/Time	Expected/Actual Attendance	External Cost/Officer Time
Effective Scrutiny	General	LGA	22-23 Jan 20 Full Weekend	2 / 2	£775.00
Women Councillors	Specific	LGA	11/12 Jan 20 Full Weekend	2 / 2	£400.00
Young Councillors	Specific	LGA	23/24 Nov 19 Full Weekend	3 / 3	£795.00
Homelessness	General	LGA	5/6 Dec 19 Full Weekend	1 / 1	£105.85
Getting Your Message Across	Specific	LGA	25/26 Jan 20 Full Weekend	1 / 1	£250.00
Effective Opposition	Specific	LGA	14/15 Nov 19 Full Weekend	2 / 2	£304.70
Commercial Skills Masterclass	Specific	LGA	15 Jan 20	3 / 3	Funded by LGA
Creating Better High Streets & Towns	General	LGA	30/31 Jan 20	1 / 1	£78.50
Carbon Literacy Part One (Mixed Member/Officer)	General	In-house	9 Jan 20 9:30 – 11:30	2 / 2 (Member only)	2 Officers x 2 hours
Carbon Literacy Part Two Mixed Member/Officer)	General	In-house	20 Jan 20 1:15 – 4:45	2 / 2 (Member only)	2 Officers x 3.5 hours
Caseworker (Formal Sessions)	General	In-house	29 Jul 19 5:00 – 7:00 30 Jul 19 10:00 – 12:00	7 / 4 4 / 4	Training included in contract.

*All new members attended Session 2 of the Induction programme.

Summary figures

Budget

Annual Training Budget   = £28,567
Total spend in this period = £16,557
(1 May 2019 – 11 Feb. 2020)
57% of budget has been spent to date with a further £ 3,233 currently committed until the end of the municipal year.

<u>Attendance</u>

Attendance at non mandatory training events compared to number of bookings = 81%

Members Training and Development Programme

September 2019 to May 2020

Social Media

Aims to train councillors in how to craft and communicate effective messages to convey useful and essential information in order to build confidence among residents in the Council's commitment and ability to make a positive contribution to the well-being and happiness of the community. To provide advice on how to deal with criticism and abuse, and, as much as possible, to avoid provoking it.

Please register your interest to be placed on the waiting list - date(s) to be confirmed for early 2020

Testimonials

"This course gave me more confidence using the various platforms in social media. I was encouraged to use Twitter more effectively to get positive messages out. The tutors were very encouraging, friendly and helpful."

"I liked it that it was an informal session and we were able to talk openly and share our own experiences."

Local Government Finance

This half day session gives a very good grounding in how local government finance works in practice and sets the basics as part of the bigger picture of current developments and longer-term trends.

- An understanding of how local govt finance works
- The emergency budget
- Funding plans for the next five years
- Implications of devolution, Brexit and business rates
- Expectation of councils generating local economic growth to help fund services
- The impact on council budgets of welfare reform changes; the Localism Act, and
- Any fresh or recent government initiatives and announcements will also be assessed

Please register your interest to be placed on the waiting list - date to be confirmed for late autumn 2019

Testimonials

I really liked the tutor's style. It was very engaging and informative and got the topic across really well."

"A good overview of the funding situation for local government. I found the capital and revenue part of the session particularly helpful"

"There was clear, detailed delivery and straightforward responses to questions"

Public Speaking

Aims to equip councillors with the public speaking techniques that will help them overcome nerves, project their voice effectively in order to capture the attention of the audience.

Please register your interest to be added to the waiting list - date(s) to be confirmed for spring 2020

Testimonials

"Excellent coaching and a fun day. Analysing my own and others speaking techniques together was very useful."

"This was a very useful refresher that I would recommend for even the most experienced speaker. A couple of new points came out for me; the power of killer facts and the power of three. Plus "think about the picture first."

<u>Media Skills</u> **Open to all Members **6 places available**** Will focus on techniques for dealing with the media. The day will involve looking at who the media are, structures of radio and TV interviews, what do the media want, types of story, their "agenda", how and how not to answer their questions, and making the most of what you have to say. *Please register your interest to be placed on the waiting list - date(s) to be confirmed for spring 2020*	***<u>Testimonials</u>*** *"Excellent training!!! The practical elements were very welcome and I would definitely recommend this to anybody wanting to either learn media techniques from scratch or to those wanting to enhance their current skills".*
<u>Being an Effective Councillor : Making a Difference</u> **Open to all Members **20 places available**** This session is aimed at new councillors finding their feet - and more experienced councillors wanting to review and develop their roles. The session starts by exploring day-to-day ward and community issues: how do you focus? keep your head above water? and then looks at the different roles - and skills - that you, as a councillor, can identify and focus on for you to 'make a difference'. The session then moves on to case study work, and prompts personal planning/prioritisation - led with an interactive approach encouraging peer learning, to help you develop and progress. *Please register your interest to be added to the waiting list - date to be arranged for late autumn 2019*	***<u>Testimonials</u>*** *"As a new Councillor I found it very useful to have a place to discuss issues with a mix of other new and sitting Councillors.".* *"Having attended a seminar in London, it was interesting to share experiences with Councillors from other Local Authorities as I realised that Manchester are leading the way in a number of things such as delivering an in depth induction programme for newly elected members, and the provision of a Members support office"*
<u>Corporate Property Access Database</u> **Open to all Members** CPAD is used to manage key elements of the Council's operational and investment property portfolios. This briefing will provide an overview of the system, the benefits of using it to search for data and ways to make contact regarding any issues and questions you may have regarding Council land and property. *Please register interest to be placed on the waiting list - date(s) to be confirmed*	*"The presentation was clear and organised and the tutor was very helpful when being questioned".* *"The level of my knowledge at the start of the course was fair but was very good by the end."*

Personal Safety **New Training Session**

Open to all Members ** 12 places available per session

This is an essential programme for Councillors who want to explore ways to improve their personal safety whilst carrying out their Council duties. Designed to sit within any Council's Lone Working and Personal Safety policies, the session is based on sensible advice and established good practice.   Much of this has its origins within Police advice and guidance from the Suzy Lamplugh Trust.

By the end of this programme delegates will be able to:

- Identify the key issues Councillors can face when carrying out their role
- Carry out formal risk assessments
- Implement sensible safety precautions
- Identify the importance of gut feel and instinct
- Explain the steps to be taken to address cyber-bullies and trolls
- Use internal reporting procedures.

3rd October 2019 - daytime and early evening session
Duration 2.5hrs
Venue - Town Hall Extension
Delivered by Miranda Smythe, LGIU Associate

Viability Assessments

Open to all Members

The aims/objectives are outlined below:-

- Short precis of local and national policy context in relation to a viability assessment.
- List of documents submitted as part of the viability assessment.
- Read through of a viability assessment (high density City Centre site).
- Review of analysis that Development Team undertake including resources consulted when providing advice to Planning.

Please register your interest to be placed on the waiting list - daytime session to be confirmed

Testimonials

"This was a really useful session on viability reports and how to read them "

Being a Resilient Councillor **Open to all Members **20 places available**** Aims to explore how you can build greater personal resilience in yourself. The trainer will share with you tips, ideas and strategies on how making small changes can help you to develop and sustain resilience, as well as helping you develop a practical and realistic action plan. **12th September 2019 - 2:00pm to 5:00pm** **Duration - 3 hours** **Venue - Town Hall Extension** **Delivered by Matthew Sneed NWEO Associate**	***Testimonials*** *"Resilience training has taught me how to cope through my job, and how to deal with the pressure of my job".*
Suicide Prevention Training for Councillors **New Training Session** This two hour session will cover:- - Facts, figures and myths about suicide prevalence, risk factors and warning signs - Understanding suicidal feelings and identifying those at risk - Building confidence to talk to someone who may be suicidal - Useful local and national resources to support people who may be suicidal, worried about someone or bereaved by suicide. **Session 1 - 19/11/19 - 2:00pm to 4:00pm in Room 2006** **Session 2 - 21/11/19 - 5:30pm to 7:30pm in Room 2006** **Delivered by Cllr Joanna Midgley & Christine Raisewell (Programme Lead for Manchester Health and Care Commissioning)**	

LGA PROGRAMMES

Leadership Essentials in:

Finance

This programme is designed for Leaders, Finance Portfolio Holders and Chairs of Audit Committees **2 places available**

This is a residential two day programme which aims to help portfolio holders get to grips with the financial challenges facing their authority. The course discusses setting longer term strategies for sustainability as well as balancing the budget on an annual basis, and how to work effectively with officers to ensure the Council is making the most of its opportunities.

Saturday 26th October to Sunday 27th October 19

Venue - Warwick Conferences, Coventry, CV4 7SH

Audit Committee *New Programme**

This programme is designed for Chairs of Audit Committees and Finance Portfolio Holders **2 places available**

The role of Audit Committees is to ensure that the Council has an effective system for managing risks and controlling its finances. In these times of reduced resources and enhanced risk, this role is more important than ever. With a government review of local government underway and controversy in the private sector about the role of external auditors, there has never been a better time to reflect on how audit committees need to be fulfilling their role. This programme will discuss how Audit Committees can be most effective, drawing on the insights of auditors to ensure that the public can have confidence in the way the Council is managing its financial affairs.

Prog 1 - Tuesday 5th November to Wednesday 6th November 2019
Prog 2 - Saturday 1st February to Sunday 2nd February 2020
Venue - Warwick Conferences, Coventry, CV4 7SH

Adult Social Care **This programme is open to Portfolio Holders and their Assistant** ****2 places available**** This programme will focus on leadership in the current challenging policy and practice context, including implementing the Care Act, sector led improvement and integration. The event is supported by the LGA and the Towards Excellence in Adult Social Care programme of sector led improvement in Adult Social Care. **Tuesday 5th November to Wednesday 6th November** **Venue - Warwick Conferences, Coventry, CV4 7SH**	
Being an Effective Cabinet Member **New Programme** **This programme is for Portfolio Holders and their Assistants** ****2 places available**** This is an exciting new opportunity from the LGA which is highly interactive and examines the key aspects of being a successful cabinet member - from having a clear understanding of the legacy you want to leave, to working with your Chief Executive, working with other cabinet members, making effective decisions and managing your workload. It is designed to support all different types of portfolio holders. **Saturday 23rd November to Sunday 24th November 19** **Venue - Warwick Conferences, Coventry, CV4 7SH**	
Building Safety **New Programme** **This is aimed at Portfolio Holders with responsibility for Housing, Planning, Building Control or Environmental Health, and Members with an interest in building safety **2 places available**** This course will help participants to:- ● Explore the role that local authorities play in ensuring building safety. ● Understand how peers have dealt with building safety issues that have emerged since the Grenfell fire. ● Understand planned reforms to the building safety system and their implications for LAs. ● Lead and deliver the practical and cultural changes required in staff training, technology and assurance processes. ● Ensure that resident voice is at the heart of changes to their building safety approach. **Tuesday 26th November to Wednesday 27th November 19** **Venue - Warwick Conferences, Coventry, CV4 7SH**	

Children's Services

This programme is for Portfolio Holders and their Assistants and Chairs of Children's Services Committee. **2 places available**

Lead Members for Children's Services are responsible for providing leadership to CS's in their area and hold a statutory role. This development event is funded as part of the sector led improvement programme and aims to support Lead Members with the key challenges they face in the changing policy landscape and to develop leadership capacity, share learning and provide a valuable networking opportunity. This programme is also for Chairs of Children's Services Scrutiny Committees.

Prog 24 - Saturday 14th September to Sunday 15th September 19
Prog 26 - Wednesday 27th November to Thursday 28th November 19
Prog 27 - Thursday 16th January to Friday 17th January 19

Venue - Warwick Conferences, Coventry, CV4 7SH

Creating Better High Streets and Town Centres**New Programme**

This is for Regeneration, Neighbourhood and Planning Portfolio Holders and their Assistants **2 places available**

There are unprecedented changes taking place amongst retailers, largely due to changing shopping habits, leading to the demise of many high street brands. Vacancy rates stand at 10% in our town centres, footfall continues to decline and news continues on shop closures, CVAs and a slowdown in new openings. But these are not the only changes in our town centres and nor is it all doom and gloom. There are opportunities for LAs to help provide a better town centre offer for local people and visitors. There are high level demands for housing; changes taking place to how people work, with an increase in shared, more flexible, and connected workplaces, and in demand for co-location of public services to deliver better outcomes for residents and release public land for housing and economic growth. There are also changing demographics and how people use town centres is also changing in favour of access to services, entertainment, education and convenience and less for traditional shopping.

Prog 1 - Tuesday 3rd December to Wednesday 4th December 19
Venue - Warwick Conferences, Coventry, CV4 7SH

Prog 2 - Thursday 30th January to Friday 31st January 2020
Venue - Burleigh Court, Loughborough, Leicestershire, LE11 3TD

Cultural Services

This is open to Portfolio Holders and their Assistants **2 places available**

This programme will support leading councillors to develop an integrated cultural offer against a backdrop of reducing budgets. The session will be delivered in partnership with the Arts Council of England.

Prog 13 - Saturday 9th November to Sunday 10th November 2019
Prog 14 - Thursday 30th January to Friday 31st January 2020

Venue - Warwick Conferences, Coventry, CV4 7SH

Effective Scrutiny

This is open to all Members of Scrutiny Committees and Chairs of Scrutiny Committees **2 places available**

A two day programme for new Scrutiny Chairs covering leading and managing a scrutiny review; chairing scrutiny meetings, increasing participation by members and the public and ensuring impact of scrutiny recommendations.

Wednesday 22nd January to Thursday 23rd January 2020

Venue - Warwick Conferences, Coventry, CV4 7SH

Health & Well-being

Open to Portfolio Holders and their Assistants and Chairs of Health Committees **2 places available**

This is an opportunity to come together to share experiences and reflect and actively learn from each other through the LGA's tried and tested approach to leadership development.
Prog 18 - Tuesday 15th October to Wednesday 16th October 19
Prog 19 - Tuesday 5th November to Wednesday 6th November 19

Venue - Warwick Conferences, Coventry, CV4 7SH

Focus on Leadership Programmes

Young Councillors' Weekender

Open to Members who have not previously attended this programme ** 2 places available**

This event is aimed at those aged 40 and under and is an opportunity to benefit from some focused leadership skills development aimed at helping participants to make progress in their political career. It is also a chance to meet with and build up a network of other young councillors from different political parties. Some of the workshop choices will be:-

- Is perception more powerful than reality
- Communication skills
- Operating in party groups
- Local Government Finance

Saturday 23rd November to Sunday 24th November 19

Venue - Warwick Conferences, Coventry, CV4 7SH

"I was very happy with the content that we covered and particularly enjoyed meeting with councillors from other political parties and learning how Local Authorities work in very different ways. I would definitely recommend this to other young councillors"

Black, Asian and Minority Ethnic (BAME) Councillors Weekender

Open to Members who have not previously attended this programme ** 3 places available**

This event provides a unique learning and networking opportunity for elected members from BAME backgrounds and those who are interested in exploring ideas for enhancing the recruitment and retention of BAME councillors. The programme will include a variety of leadership, skills and personal development workshops, an opportunity to identify new learning and support needs, and a chance to work with others in finding possible solutions for some of the specific challenges faced by councillors from BAME backgrounds.

Saturday 22nd February to Sunday 23rd February 2020

Venue - Warwick Conferences, Coventry, CV4 7SH

"You learn about you and how you can be better. This is equality and diversity at its best".

Political Leadership Masterclasses

Risk Management **New Programme**

This programme is open to Portfolio Holders and their Assistants and Chairs of Scrutiny Committees ** 1 place available

This seminar will consider the types of risks that councillors are likely to meet as they seek to influence the decision making process. After establishing what is meant by risk, how risk is identified, evaluated and managed, the seminar will provide an opportunity for participants to discuss in a supportive environment how best to understand and deal with the political, financial and practical risks they face.

Thursday 10th October 2019

Venue - Warwick Conferences, Coventry, CV4 7SH

Emergency Planning and Civil Resilience **New Programme**

This programme is open to all Members ** 3 places available

This masterclass has been developed to focus on the role of councillors in preparing for and dealing with a crisis situation. The day will feature expertise and experience from councillors involved in major emergencies and will provide an introduction to handling the media, understanding your role as a councillor during a civil emergency and provide practical advice and best advice.

Monday 14th October 2019

Venue - Radisson Blu Hotel, Frankland Lane, Durham, DH1 5TA

Commercial Skills

Open to all Members ** 2 places available

An opportunity to learn practical commercial skills from an LGA member peer and an experienced commercial trainer. The masterclass is aimed at councillors with different levels of commercial knowledge to support confident decision making about commercial projects.

Wednesday 15th January 2020

Venue - Renaissance Manchester City Centre Hotel, Blackfriars Street, M3 2EQ

Potential Upcoming Training	

<table>
<tr>
<td>

<u>**Cyber Security Training**</u>

The topics that will be covered are

- Email Security
- Avoiding Scams
- How to spot a Phishing Email
- Password Security
- Internet Security
- Portable Devices and Apps
- Offline and physical security

</td>
<td></td>
</tr>
<tr>
<td>

<u>**Be Aware Be Safe (BABS): Dealing with Difficult Situations**</u>

Helpful for those who have to deal constructively with challenging behaviours. It looks at helping participants to understand the causes of conflict whilst providing the skills and confidence to resolve challenging behaviour.

Please register your interest to be placed on the waiting list

</td>
<td></td>
</tr>
<tr>
<td>

<u>**Speedreading**</u>

This session is designed to double the reading speed of all participants making them a more effective reader.

Please register your interest to be placed on the waiting list

</td>
<td></td>
</tr>
<tr>
<td>

<u>**Dementia Awareness**</u>

A workshop that covers what it is like for someone to live with dementia, the signs and symptoms of dementia, how you can turn your understanding into action and help someone live well with dementia; the local situation and how you can help, services to signpost people to, and the effects a diagnosis can have for carers and support network.

Please register your interest to be placed on the waiting list

</td>
<td></td>
</tr>
</table>

<u>Mental Health Awareness</u> This session is driven by the voice of those with lived experience of mental health issues and utilises thought provoking video, group exercises and evidence based material to develop increased knowledge, awareness and skills. Through challenging common myths and stereotypes, the session will build understanding of how to communicate sensitively and effectively as well as how to support and signpost colleagues. ***Please register your interest to be placed on the waiting list***	***<u>Testimonials</u>*** *"What I enjoyed about this training is that it enabled those who attended to share their own personal experience and knowledge of the subject"* *"This session included lots of participation, interaction and discussion. It was a really good opportunity to sit with other Councillors to share, learn and listen".*
<u>Unconscious Bias Training</u> Course outline to follow	
<u>Hate Crime</u> Course outline to follow	
<u>Voluntary Sector</u> Course outline to follow	

For more information, to book a place, or to register your interest, please send an email to:-

members.development.group@manchester.gov.uk

MANCHESTER
CITY COUNCIL

Member Development Strategy

2019 - 2021

Document Control

Title	Member Development Strategy
Document Type	Strategy document
Author	Jonathan Kershner
Owner	Member Development Working Group
Subject	Member Development
Government Security Classification	Official
Created	30/01/2019
Approved by	Fiona Ledden, City Solicitor
Date of Approval	25/02/2019
Review due	2 years from date of approval or earlier where there is a change in the applicable law or Council policy, affecting this strategy

Revision History

Version	Date	Author	Description of Change
1.0	30/01/2019	Jonathan Kershner,(JK) Head of Business Support and Development, Legal Services.	First Publication
1.1	04/03/2020	JK	Updates to Appendix A, Update to Appendix B - new question added to evaluation form
1.2			
1.3			
2.0			
2.1			
2.2			
2.3			
3.0			

Content

1. **Introducion**

2. **Our Vision**

3. **Our Objectives**

4. **Key Responsibilities**

5. **Identifying learning and development needs**

6. **Delivering training and development**

7. **Feedback and Evaluation**

8. **Resources**

9. **Review of this strategy**

1. Introduction

Our vision for Manchester as set out in the Our Manchester Strategy is to be in the top flight of world class cities by 2025 and to be somewhere that is:

- Thriving
- Full of Talent
- Fair
- A great place to live
- Connected

Our Councillors are at the heart of making this happen. Manchester City Council is committed to helping our Councillors ensure they have the skills and knowledge they need to carry out their wide ranging and fast changing roles as effectively as possible . The knowledge, enthusiasm and expertise of Manchester's Members is crucial as we strive to match our ambition with our capacity to deliver. The Council recognises that our Councillors need the right support to manage the many priorities of the modern Manchester Councillor.

This strategy seeks to set out a clear direction to help equip our Members with the skills and knowledge they need to fulfill their roles and to enable the Council and our Members to make best use of time and resources. It covers how we identify development needs, the ways in which Members can participate in learning and development , and how we measure the success of the learning.

This strategy has been produced by the Member Development Working Group, reviewed by the Council's Standards Committee and approved by the Council's Monitoring Officer. It has been distributed to all Members and the Council's Strategic Management Team .

2. Our Vision

Recent years have seen many changes in local government and the challenges they present require Members and officers to be responsive and flexible. The Council has worked with our residents, businesses and partners to adopt the Our Manchester Strategy to meet these challenges and deliver our ambitions together through the Our Manchester behaviours :

- We work together and trust each other
- We're proud and passionate about Manchester
- We take time to listen and understand
- We 'own it' and aren't afraid to try new things.

The Council's contribution to the Our Manchester vision is set out in the Corporate plan, setting the Council's priorities for the next 2 -3 years. One of the key priorities is to be a well managed Council which includes to support our people to be the best and make the most of our resources.

To achieve this, we need to ensure that learning and development is appropriately focused, well delivered and that resources are used effectively to achieve maximum benefit.

Learning and development applies to all Councillors even those who have served on the Council for a long time as part of **continuing** development . The key to this Member Development Strategy is that all Councillors have a responsibility to their communities and the Council to continuously develop and to keep up to date with the challenges facing local government and to help ensure that the Our Manchester vision becomes a reality.

3 . Our Objectives

The key objectives are to :

- Ensure all Members are well equipped with the skills, knowledge and behaviours to enable them to fulfil their various roles effectively and to the best of their ability.
- Ensure that all our Members have equal access to training and development opportunities, providing extra resources to accommodate those with special requirements.
- Support a consistent approach to learning and development for Members
- Ensure that new Members are fully supported during induction and beyond to allow them to carry out their duties effectively as quickly as possible.
- Broaden knowledge around Council business, the Corporate plan, key strategies and areas of changing priorities.
- Encourage a supportive environment where Members help to develop their colleagues.
- Ensure that the learning and development of Members is recognised as crucial to the Council's success and to the success of the Our Manchester Strategy .
- Facilitate regular assessment of training needs and the learning and development programme by Members.
- Evaluate the effectiveness of the training programme and the Member Development strategy.
- Facilitate a planned and strategic approach to member development
- Establish an effective Member Development Group
- Develop and deliver (with Member involvement and engagement) an effective Member Learning and Development Programme.

4. Key Responsibilities

Monitoring Officer

Overall responsibility for Member learning and development rests with the Monitoring Officer - the key to its success however is that it is owned by the Council as a whole .

The Member Development Working Group(MDWG) is responsible for supporting the strategy and reports to the Monitoring Officer.

Standards Committee

The Standards Committee is responsible for promoting and maintaining Members ethical standards.

The Member Development Working Group

The Member Development Working Group(MDWG) comprises of 4 Councillors including Members who do not hold a group office plus officers from Legal Services(Governance group), HR/OD and Governance and Scrutiny Support Unit.

The Chair of the group is the Deputy Leader.

The group is supported by an Officer in Members Services .

The MDWG plays a central role in Member development, ensuring that the training needs of all Councillors are met. To achieve this there needs to be a clear and consistent approach not only to identifying and delivering training but one which also provides opportunity for Members to have direct input into their own development.

The key tasks/terms of reference for the group are to :

- Provide strategic direction to formulate,implement and evaluate Member development.
- Help implement and annually review the 'Member Development Strategy'
- Meet at least 4 times per year but more often if necessary, with an agenda including standard items such as budget, development attended and feedback, built around the strategic objectives.

- Promote development opportunities including sharing learning and best practice.
- To promote and encourage completion of a training needs assessment by Members, through their group officers and to feed the results in to the Member Development Working Group as one of the tools for identifying and prioritising training needs.
- Be the central point of reference for all Member development and training, ensuring that all training activity is recorded.
- Support the work of the Standards Committee in promoting and maintaining ethical standards.
- Compile an annual training plan that reflects the priorities identified and with learning opportunities spread evenly throughout the year.
- Be responsive to and include emerging training needs into the plan as they arise ensuring training links with the Council's aims policies and objectives
- Strategically monitor the Member Development Budget ensuring that the training budget is being used effectively by reviewing spend at every meeting
- Establish a process for evaluating the effectiveness of the Member development process including encouraging provision of feedback by Members following any development activity.
- Consider a variety of options for delivering training and monitor their effectiveness, including formal training, e-learning and other on line resources, members handbook, drop-in lunchtime sessions, marketplace events.
- Explore opportunities to promote learning and development on a GM/Regional level
- Support the delivery of a robust induction programme for new Members and promote buddying/mentoring within 'groups'

Group Officers

Group Officers have a key role in supporting member learning and development within their Groups .This involvement is key in order to assess training needs and to facilitate buddying and mentoring arrangements, particularly for new Members. Group Officers also have a role to play in encouraging attendance at training and understanding the reasons for non-attendance as well as considering and supporting ways in which improvements can be made to participation in development and learning opportunities by Members in their Group .

Members

The key roles of all Councillors are set out in Article 2 of the Council's constitution ie to :

- ■ collectively be the ultimate policy-makers and carry out a number of strategic and corporate management functions;

- ■ bring views of their communities into the Council's decision-making process;

- ■ effectively represent the interests of their ward and of individual constituents;

- ■ deal with individual casework and act as an advocate for constituents in resolving particular concerns or grievances;

- ■ respond to constituents' enquiries and representations, fairly and impartially;

- ■ participate in the governance and management of the Council;

- ■ be available to represent the Council on other bodies; and

- ■ maintain the highest standards of conduct and ethics.

It is essential that all Members have the necessary skills and knowledge to fulfil these roles. All Members are responsible for, and have direct input into, their own development. This can be achieved by highlighting their development needs, including participating in a needs assessment with their Group Officers. Members are also responsible for attending any mandatory training, participating in learning and development opportunities and providing meaningful feedback to the MDWG.

Members will be expected to participate in learning and development in the following ways :
- ● New Members will attend and participate in the Induction Programme
- ● Members of Planning and Licensing Committees will attend training on Planning and Licensing decision making including refresher training
- ● Participating in training and attending training or briefings
- ● New Scrutiny Chairs will attend training on Scrutiny matters

- Supporting each other through mentoring and advice
- Sharing and cascading learning within groups
- Completing post training feedback forms .

5. The Programme - Identifying learning and development needs

For the purpose of this strategy, development can be divided into 3 broad categories

- Knowledge - including workings of the Council, policies, community strategy
- Skills - including negotiating/influencing skills, social media, IT
- Role Specific - relating to particular roles on committees/external bodies

The following training is mandatory:

- New member induction
- Planning and Highways (for committee members)
- Licensing (for committee members)

Knowledge

New Members

All new Members will be required to attend the induction programme(discussed in further detail at section 6). They will also have opportunity to highlight any development needs and benefit from mentoring opportunities, through their Group Officers.

All Members

Chief Officers will engage with the MDWG to suggest and deliver learning and development relevant to all Members eg planning, welfare and benefits, budget etc All Members will be encouraged to participate in Council wide development such as the Our Manchester Experience.

Skills

All Members will be encouraged to complete a training needs assessment through their Group Officers. The anonymised information collected will be fed back through Group Officers and used to highlight common skill needs. It will also inform and

support the delivery of training which is focused and appropriate to these overall needs. Group Officers will also work with their members to help identify those willing to act as mentors and champions.

Role Specific

Development needs in this area will be determined by the specific role held by individual Members. E.g.

- Members of the Licensing and Planning and Highways committees are required to attend mandatory in-house training.
- All newly appointed Scrutiny Chairs will receive in-house training on Governance and Decision making, the role of a scrutiny chair, scrutiny of a key decision and call in. They are also encouraged to attend a 2 day residential LGA course and attend the annual Centre for Public Scrutiny conference
- All members of Scrutiny Committees are to be offered scrutiny related training delivered by the LGA.
- Preparatory Civic Coaching is offered to Deputy Lord Mayors

Chief Officers will support the identification of development needs in relation to roles linked to a specific committee and ensure they are included as part of the development planning process.

How can members make requests for development and training?

Members can apply for training through their Group Officers. The Monitoring Officer in consultation with the Chair of the MDWG will consider the request and, taking into account available budget, determine the most efficient means of delivery.

Scrutiny Chairs are encouraged to highlight any training needs for themselves or their committee to the Scrutiny lead officer.

6. Delivering training and development

Annual training plan.

An annual training plan will be produced by the MDWG, reflecting the needs identified above. This will ensure that development is provided in a structured way and spread throughout the year, making best use of Member/Officer time and resources. The training plan will be informed by needs identified by committees, and individual members' training needs assessments through their Group Officers. It will also consider the overall strategy, evaluation from the previous year and any changes in the law. Options for training and development for the forthcoming municipal year will be looked at in December/January and a proposed annual training plan will be drawn up taking into account that the plan needs to be responsive where new training needs emerge eg as a result of changes in legislation or policy. The proposed plan will be considered by the Monitoring Officer and MDWG and agreed at its March meeting, with the programme commencing in May.
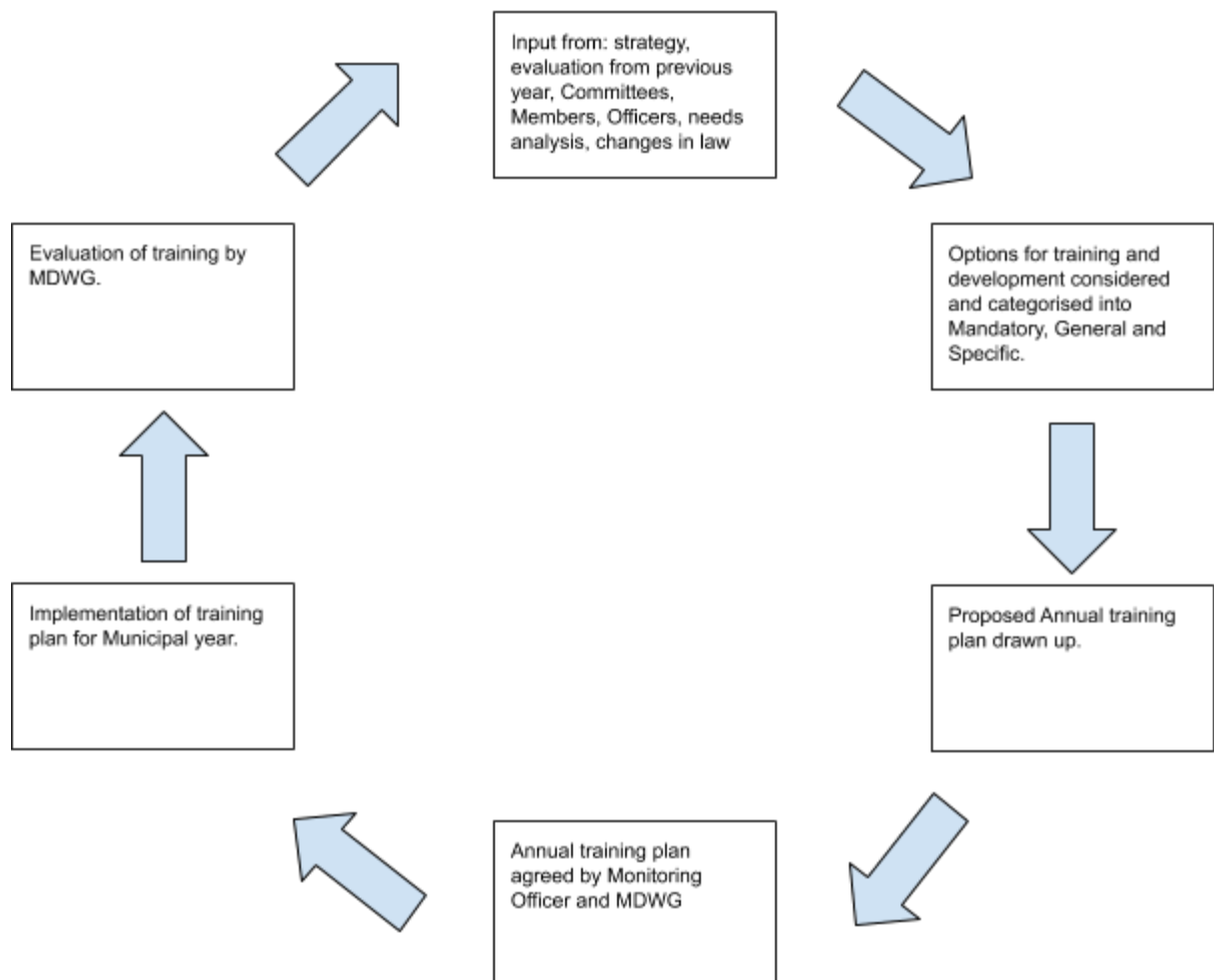
Training and development will be classified as follows

- Mandatory - Induction/required for a specific role
- General - recommended, to ensure all members are able to fulfil their roles including new or changing legislation or major policy or service changes including new ways of working eg the move to google and moderm.gov.)
- Specific - promoted to further develop members' skills, knowledge in a particular areas of interest.

(A list of current options for training and development opportunities is attached at Appendix A, categorised as above)

The diagram below sets out how the annual training 'cycle' will operate.

Annual training cycle

Input from: strategy, evaluation from previous year, Committees, Members, Officers, needs analysis, changes in law

Options for training and development considered and categorised into Mandatory, General and Specific.

Proposed Annual training plan drawn up.

Annual training plan agreed by Monitoring Officer and MDWG

Implementation of training plan for Municipal year.

Evaluation of training by MDWG.

The MDWG will be responsible for reviewing and updating the content of the plan as new priorities arise and providing a steer on the prioritisation of training within the programme, taking into account any emerging themes or needs to be included.The training plan will be distributed to all Members who will be able to highlight any training gaps at the earliest opportunity.

Induction for New Councillors [being reviewed]

All newly elected Councillors will undergo an induction programme split over 2 sessions. Returning Councillors will be welcome to attend as a refresher.

Session 1 will primarily focus on legal and constitutional matters eg

- Code of conduct - setting out the rules that apply governing behaviour and registration and declaration of interests when acting in an official capacity
- Gifts and hospitality - guidance on acceptable and unacceptable gifts and hospitality and, where required, how to declare them.
- Data protection - highlighting members' responsibilities when handling personal information on behalf of the Council and as a ward representative.
- Freedom of information - Understanding how Freedom of Information requests apply to members when undertaking Council business.
- Member/Officer relations - highlights the importance of mutual respect and sets out the protocols about what support members can expect from officers given the need for Officers to remain fair and impartial.
- Use of Council resources - sets out the circumstances under which resources provided to Councillors can be legitimately used.
- Access to Information
- Social Media Guidance
- Governance and decision making - sets out the structure of the Council, the decision making process and the role of scrutiny committees.
- Member DBS checks

Where possible this session will include a practical exercise undertaken in small groups .
Time is also made available for Group Induction.

This will be followed by a shorter afternoon programme dealing with more practical matters.

- Housekeeping information for members - a guided tour of members facilities, an introduction to members services, photographs and allocation of passes.

- ICT - Allocation and set up of equipment with ICT colleagues.

Session 2 will cover key information eg

- Budget - a high level introduction to the Council's budget from sources of funding to the budget setting process
- Our Manchester - Understanding the Our Manchester vision. What an Our Manchester approach means and how it works in practice.
- Key strategies - existing and planned strategies to deliver Our Manchester
- Equality - The Council's commitment to equality, inclusion and valuing diversity.
- Health and Safety - practical advice for members on how to keep safe when carrying out their roles in the community.
- Training and Development - The Council's approach to training and development for members.
- Casework - How neighbourhood services are delivered, support available to members from neighbourhood officers, and an opportunity to hear from an experienced member about their experiences.

The scheduling and content will be agreed by the MDWG. Evaluation will be conducted to inform future training provision for new Councillors and also subsequent induction programmes.

A more tailored version of the induction programme will be provided to new Members elected following a by-election.

Where possible, new Councillors will also be supported by a mentor/buddy as arranged by their political groups.

They will also be provided with a Members Handbook including key information about how the Council operates, the Executive and decision making process, directorate responsibilities and the role of officers, the constitution, Health and Safety for Councillors, claiming allowances and essential contacts.

It is recognised that the induction of new Members is an ongoing process and further training opportunities will be made available to support their specific development needs, as identified.

Learning and Development - Delivery methods

There are a variety of ways in which members can learn and develop

- Formal training sessions

- Presentations at Committee or at Full Council
- drop-in sessions/marketplace events
- E-learning and on line resources
- Bulletins/Written materials eg Members Update on Ethical Governance newsletter.
- Briefings
- Mentoring/Coaching/Buddying

To encourage member involvement and generate participation a flexible approach is crucial. It is recognised that Members may have preferences around delivery methods and also that some subjects more easily lend themselves to a particular method.

The Council's new e-learning portal offers access to over 200 courses from softer skills such as effective communication, challenging behaviours, handling difficult conversations to essential information such as Information Governance, Equality and Diversity, Health and Safety. The benefits of e-learning are that it allows Members to study at a time and pace that suits them. The flexibility that e-learning provides might also address some of the issues around non-attendance at more formal training as well as allow resources to be focused elsewhere.

Wherever possible, member preferences will be taken into account and consideration will always be given to those who are unable to access a particular method adopted.

IT skills are increasingly important to Members, in order to fulfil their roles effectively. Training in this area will focus on ensuring Members have the skills to

- Use email to communicate with constituents, officers and other bodies
- Access and use on line documents
- Conduct electronic research
- Use apps such as Modern.gov
- Use an electronic case management system

Training in this area is often best provided on a 1:1 basis, or in small groups supporting Members to progress at their own pace.

All members will also have access to a shared Google Team Drive 'Our Members' where they can find the Members' Handbook , Guidance such as the Code of Conduct and Social Media Guidance ,training information, slides and presentations, learning aids, workbooks and videos, useful information and documents. This will be accessible from any device.

How will Learning and Development opportunities be communicated to members?

The rolling training programme will be shared with all members so they are aware of planned training over the period. Members will be made aware of any changes to this programme by means of a bulletin.

All communications about training will be sent from a dedicated email account **member.development.group@manchester.gov.uk** to ensure they stand out as relating to training.

Members will also be given access to an electronic member development calendar which will automatically populate training events in their own personal calendars.

Individual training events will be promoted with an 'advert' setting out in advance, clear goals and objectives and highlighting the relevance to Members.

When will training be held?

In-house sessions will be scheduled at times to suit Members and where possible Members will be given a choice of dates/times. Where training will take up a full day as much advance notice as possible will be given.

Consideration will also be given to drop in sessions and lunchtime events on those days when Members would normally be attending the Town Hall on other business.

Who will deliver training?

There will be a mix of in-house trainers, partners and external providers as appropriate. Where possible training will be delivered in partnership with other Local Authorities and organisations.
The MDWG is currently working with Corporate Procurement and colleagues from HROD to establish a framework of learning providers to ensure that there is a network of experienced practitioners that can respond to the Council's learning and development requirements.

7. Feedback and Evaluation

Feedback

All Councillors who attend development opportunities will be asked to complete an evaluation form or provide more detailed feedback as appropriate. This information will be collated and reviewed by the MDWG to ensure that training attended is relevant and also gauge its usefulness for others.

A short evaluation form (attached at Appendix B) has been created, that Members can easily complete at the end of a training session. The form will also be emailed out to all attendees for those unable to complete on the day and to offer a further opportunity to provide additional feedback or comments.

The information gathered above will allow the MDWG to review both the content and method of delivery and ensure that the key objectives above are being met.

Attendance

Attendance will be monitored and reviewed in order to focus on issues around non-attendance. To maximise attendance, the MDWG will ensure that training opportunities are well advertised and highlight the specific benefits to Councillors in relation to their role. Training records will be maintained recording expressions of interest, numbers enrolled and actual attendance.

All Members who have booked on to training will be sent a reminder email up to one week prior to the event. A read receipt will be attached to try and highlight any members who may not have seen the reminder.

Where places are not limited, email reminders of training events will also be sent out to all Councillors to encourage maximum attendance on the day.

Where Members do not attend training they have been booked on, the MDWG will write to them asking for the reason why they were unable to attend. The MDWG will also inform Group Officers of their members non-attendance and highlight to them and the Member concerned any related costs. The support of Group Officers will be sought to encourage attendance and to deal with non attendance as appropriate.

The MDWG will also highlight to Group Officers any of their Members who persistently fail to attend training events they have booked on to.

The MDWG will use all the information gathered above to explore with Group Officers the reasons for non-attendance, tackle emerging issues and consider appropriate mechanisms to increase attendance levels.

Evaluation

To enable full evaluation of the effectiveness of the approach to member learning and development the MDWG will consider the following:

- Training evaluation forms completed by Members
- Other feedback received from Members
- Feedback received through Group officers resulting from completed needs assessments
- Annual Member survey will include a section on training
- Statistics on Member participation including attendance

8. Resources

An annual budget of £28,567 has been allocated for member training and development in the financial year 2018/19. In addition there is a small budget which can be called upon to support scrutiny training. The budget will be a standing item on the MDWG meeting agenda and reviewed at least 4 times per year.

Member Services will provide administrative support to the delivery of training and the MDWG.

9. Review of this Strategy

This Strategy will be reviewed every 2 years or earlier where there is a change in the applicable law or Council policy, affecting this strategy.

It will help ensure all Members are equipped with the skills and knowledge necessary to support their communities, the success of the Council and the Our Manchester strategy.

(Appendix A)
Members Training and Development

Mandatory

Induction Programme
All newly elected and returning members are required to attend an induction programme split over 2 sessions.

Session 1 focuses on code of conduct, gifts and hospitality, data protection, freedom of information, member/officer relations, use of Council resources, governance and decision making.

This is followed by a tour of members facilities, introduction to member services, photographs and allocation of passes and mobile devices by ICT.

Session 2 focuses on Budget, Our Manchester, Key strategies, Equality, Health and Safety, Training and Development and Casework.

Planning and Highways (for committee members)
All newly appointed members to the Planning and Highways Committee are required to attend this training. A brief site visit followed by a training session to include basics of the planning system, the planning protocol(specifically members' interests, bias/predetermination and speaking at committee). Also the types of matters typically brought to committee, the content/format of committee reports and material planning considerations.

Licensing (for committee members)
All newly appointed members to the Licensing Committee are required to attend this training. The training covers background legislation for Licensing Act decisions, Taxi

decisions and Gambling. It also focused on principles of a fair hearing, procedure at hearings and examples of member's interests which need to be declared.

General – suitable for all , to ensure all members are able to fulfil their roles

Code of Conduct incl Members Interests & Gifts & Hospitality
The rules that apply governing behaviour and registration and declaration of interests when acting in an official capacity. Guidance on acceptable and unacceptable gifts and hospitality and, where required, how to declare them.

Decision Making
The structure of the Council, the decision making process and the role of scrutiny committees.

Data Protection/GDPR
Members' responsibilities when handling personal information on behalf of the Council and as a ward representative.

Member/Officer Relations
The importance of mutual respect and sets out the protocols about what support members can expect from officers given the need for Officers to remain fair and impartial.

Use of Resources
The circumstances under which resources provided to Councillors can be legitimately used.

Corporate Parenting
(TBC)

Carbon Literacy
Becoming Carbon Literate will give you the knowledge and skills to help drive a socially just and environmentally sustainable future. Learning alongside officers, you will gain an

understanding of The basic science behind climate change, Social equity & climate change, What you can do to act on climate change, Strategies and skills for communicating action on climate change

Our Manchester
A guide to the Our Manchester vision. What an Our Manchester approach means and how it works in practice.

Lord Mayor and GMCA Mayor
An insight into the roles and the differences between them

Council Protocol / Rules of Debate / What to expect at your first Council meeting
A helpful guide to the rules governing debate and protocols associated with Council meetings.

Equality and Diversity
(TBC)

Health and Well-Being
(TBC)

Personal Safety
Practical advice for members on how to keep safe when carrying out their roles in the community.

Scrutiny Questioning Skills
(TBC)

Social Media
Aims to train councillors in how to craft and communicate effective messages to convey useful and essential information in order to build confidence among residents in the council's commitment and ability to make a positive contribution to the community's well-being and happiness.

Budget/Finance
MCC budget briefing delivered by the City Treasurer.

An explanation of Council Tax, Business Rates and Manchester Benefits Service delivered by the Corporate Revenues Manager

Local Government Finance

This workshop gives a very good grounding in how local government finance works in practice and sets the basics as part of the bigger picture of current developments and longer-term trends.

IT skills ....

(TBC)

Specific – promoted to further develop members' skills, knowledge in a particular area of interest.

Civic Coaching Programme

The aim is to support the development of the Deputy Mayor to be highly effective in the key spheres in which the Mayoral office and 'First Citizen' operates.

Scrutiny Chair

The role of a scrutiny chair, scrutiny of a key decision and call in, governance and decision making.

Safeguarding Children, Young People and Adults

What is safeguarding? Understanding the role of an elected member in relation to safeguarding compared to acting as a concerned member of the public. How to respond if someone is in crisis? What is the pathway for referring and what you should expect.

Public Speaking

To equip participants with the public speaking techniques that will help them overcome nerves, project their voice effectively to capture the attention of the audience.

Media Skills

To equip participants with techniques for dealing with the media: this will look at who the media are, structure of radio and interviews, what do the media want, types of story: their 'agenda', how and how not to answer the questions, and making the most of what you have to say.

Speedreading

This workshop is designed to double the reading speed of all participants to make them a more effective reader.

Dealing with Difficult Situations

Helpful for those who have to deal constructively with challenging behaviours. It aims to help participants to understand the causes of conflict whilst providing the confidence and skills to resolve it.

Emergency Planning and Civil Resilience

Covers an introduction to handling the media, understanding your role as a councillor during an emergency and provides practical advice and best practice.

Dementia Awareness

A workshop that covers what it is like for someone to live with dementia, the signs and symptoms of dementia, how you can turn your understanding into action and help someone live well with dementia, the local situation and how you can help, services to signpost people to, and the effects a diagnosis can have for carers/support network.

Hate Crime Awareness

This event will give you a chance to learn more about Manchester's Hate Crime Strategy, the difference between a hate crime and a hate incident and the remedies available, and how and where to report hate crime.

Corporate Property Access Database (CPAD)

The Council's Property Asset Database (CPAD) is used to manage key elements of the Council's Operational and Investment property portfolios. The briefing will provide an

overview of the system, the benefits of using it to search for data and ways to make contact regarding any issues and questions you may have regarding Council land and property.

Being an Effective Councillor: Making a difference - doing it your way

As a new councillor finding your feet, how do you plan to make your mark? What are the different 'roles' that you as a councillor might focus on, to do the most for your community? This workshop explores the relevant roles and styles - facilitating community development; fixing resident issues; watching over council decision-making to help you maximise your impact.

Mental Health Awareness Session

This half day course provides an overview of mental health problems, as well as practical tools to help you manage your own mental well-being and support for residents, friends, family and colleagues.

Suicide Prevention

Facts, figures and myths about suicide prevalence, risk factors and warning signs. Understanding suicidal feelings and identifying those at risk.
Building confidence to talk to someone who may be suicidal.
Useful local and national resources to support people who may be suicidal, worried about someone or bereaved by suicide.

LGA Development Opportunities

Leadership Essentials in

Finance

This workshop is held over two days and aims to help portfolio holders get to grips with the financial challenges facing their authority. The course discusses setting longer term strategies for sustainability as well as balancing the budget on an annual basis, and how to work with officers to ensure the Council is making the most of its opportunities.

Children

Aims to support Lead Members with the key challenges they face in the changing policy landscape and to develop leadership capacity, share learning and provide a valuable networking opportunity.

Effective Scrutiny

A two-day programme for new Scrutiny Chairs covering leading and managing a scrutiny review; chairing scrutiny meetings, increasing participation by Members and the public and ensuring impact of scrutiny recommendations.

Health & Well-Being

This two-day residential session gives Chairs an opportunity to come together to have space to think and reflect, share experiences and actively learn from each other.

Adult Social Care

Supports Lead Members with the key challenges they face in adult social care. It will focus on leadership in the current challenging policy and practice context, including implementing the Care Act, sector led improvement and integration.

Women Councillors Weekend

Provides an opportunity for women Councillors to network and share experiences with each other.

Young Councillors Weekend

Designed to give Councillors aged 40 and under an opportunity to benefit from some focused leadership skills aimed at helping them make progress in their political career. Also allows them to build up a network of other young councillors from different political parties and Local Authorities.

BAME

Provides a unique learning and networking opportunity for Councillors from BAME backgrounds and those who are interested in exploring ideas for enhancing the recruitment and retention of BAME Councillors.

Working with the Media (Political Masterclass)

A course run by experienced journalists who will provide advice and guidance on understanding journalists, the local media and what makes news; how to prepare for an interview; how to develop meaningful messages and narrative and how to convey your message and control an interview.

Leadership Academy

This is aimed at Councillors in leadership positions and is spread over three modules. (1) leading through relationships (2) leading innovation and change (3) leading communities and place.

(Appendix B)

Evaluation of Training

Your Name
Course Title / Date

Please complete this form at the end of your session. The information provided will be used by the MDWG to evaluate the effectiveness of the training and help us make informed decisions about provision in the future.

Was the timing of the training convenient for you? **YES/NO**
If you have answered NO please tell us why

Did the training fully meet the aims and objectives? **YES/NO**
If you have answered NO please tell us why

Would you recommend this training to others? **YES/NO**
If you have answered NO please tell us why

Were you satisfied with the quality of handouts/slides? **YES/NO**
If you have answered NO please tell us why

Overall, how satisfied were you with this training session? Please circle below:

Not very   1   2   3   4   5   Very much

Please provide any other comments or feedback below?

Manchester City Council
Report for Information

Report to: Standards Committee – 19 March 2020

Subject: Draft Annual Governance Statement 2019/20

Report of: Deputy Chief Executive and City Treasurer

Summary

This report contains the draft 2019/20 Annual Governance Statement (AGS) which has been produced following completion of the annual review of the Council's governance arrangements and systems of internal control. The processes followed to produce the AGS are outlined in the report. Related activity to promote better understanding and transparency in relation to governance arrangements, both within the Council and for the public is also described.

Recommendations

Standards Committee is requested to note and comment on the contents of the draft version of the Council's 2019/20 Annual Governance Statement (AGS).

Wards Affected: All

Contact Officers:

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

Name: Fiona Ledden
Position: City Solicitor
Telephone: 0161 234 3087
E-mail: fiona.ledden@manchester.gov.uk

Name: James Binks
Position: Director of Policy, Performance and Reform
Telephone: 0161 234 1146
E-mail: j.binks@manchester.gov.uk

Name: Sarah Broad
Position: Strategic Lead - Business Change
Telephone: 0161 245 7577
E-mail: sarah.broad@manchester.gov.uk

Name: Sean Pratt
Position: Directorate Lead - Corporate Planning and Governance
Telephone: 0161 234 1853
E-mail: s.pratt@manchester.gov.uk

1.   Introduction

1.1   Local authorities have a legal responsibility to conduct, at least annually, a review of the effectiveness of their governance framework including their system of internal control. Following the review an Annual Governance Statement (AGS) must be produced, approved and published.

1.2   Standards Committee are asked to note the findings of the 2019/20 AGS, which is attached as an appendix to this report.

2.   Format and sections of the document

2.1   The content and style of the AGS is reviewed each year to ensure that it remains compliant with the Chartered Institute of Public Finance and Accountancy (CIPFA) guidelines, and that improvements are made where possible. There is a focus in the document on effective public communication, plain and clear language, partnership working, and ensuring transparency and clarity over what the Council's governance challenges are, alongside what is being done to address them.

2.2   In 2016, the Council fully reviewed and updated its Code of Corporate Governance (the Code) to reflect the seven new principles detailed in CIPFA's *"Delivering Good Governance in Local Government: Framework (2016)"*. Alongside the CIPFA principles, the vision and values of the organisation – the Our Manchester principles - are at the heart of the Council's approach to governance. Our Manchester was therefore also integral to the way the standards in the Code were defined when it was reviewed. The Code was subsequently updated again in 2019, to ensure that the contents remained accurate, up to date, and that they reflected all applicable relevant legislation.

2.3   A key element of compiling the AGS is an assessment of the extent to which the Council has adhered to the governance standards set out in its Code, and providing a robust evidence base for this, set out in a clear way. This can be seen in Section 4, The Governance Framework.

2.4   The AGS includes the following sections:

1 – Introduction This section provides a clear, plain language explanation for the lay reader as to what the purpose of the document is. The reader is also signposted to the Council's Annual Report as a companion document to the AGS, where the reader can access information about the Council's expenditure, policies and performance.

2 and 3 - The scope of responsibility and **the purpose of the governance framework;** these sections outline the legal requirements for an AGS and its links to the Council's Code of Corporate Governance.

4 – The Governance Framework; this describes how the Council has complied with the principles in its Code of Corporate Governance, and

includes links to online documents where the reader can access more detailed information.

5 – Annual review of effectiveness of the governance framework; this section explains the mechanisms by which the Council assesses its governance arrangements, and what conclusions have been drawn.

6 – Progress in addressing the Council's governance challenges; This section explains progress made in addressing challenges identified in last year's AGS.

7 – Action Plan: Governance Challenges for 2020/21 Onwards; this section will set out the key areas which the Council will focus on in 2020/21, to address challenges identified and changing circumstances.

3. Process followed to produce the AGS 2019/20

3.1 A progress report was provided to Audit Committee in November 2019, updating members on the implementation of actions to improve governance arrangements identified in the Action Plan at the end of last year's AGS. Progress since November in delivering these actions is described in section six of the new AGS.

3.2 Subsequently, to identify significant governance challenges to be addressed during 2020/21 a number of evidence sources were considered including;

- Analysis of responses from Heads of Services to the online annual governance questionnaires which provide a self-assessment of compliance with the Code of Corporate Governance.
- Significant governance challenges in Partnerships as identified by the Council's Register of Significant Partnerships assessment process.
- A meeting of key Senior Officers with responsibility for Governance, to identify and discuss emerging governance issues
- Consideration of risks identified in the Corporate Risk Register
- Emergent challenges identified by the work of Internal Audit during 2019/20
- Where appropriate carrying forward elements of action points from 2019/20 if substantial further challenges and monitoring is required.

3.3 These processes, described in more detail in section 5 of the AGS itself, led to the identified governance challenges described in section seven. This sets out an Action Plan, which looks ahead to the main challenges where the Council will need to focus attention in 2020/21.

4. Communication of Governance Arrangements

4.1 The Council is committed to improving the transparency of its governance arrangements, and ensuring it publishes clear and concise explanations of these arrangements in a format easily accessible to the public. A number of separate steps have been taken to achieve this, which are outlined below.

4.2 **The Council's Code of Corporate Governance –** The Council's Code is written in plain and clear language and is easily accessible on the Council website. CIPFA has highlighted the Council's Code as an example of good practice.

4.3 **Accessibility of the AGS –** The AGS has been written in such a way as to make it as accessible as possible for the lay reader, for example by focusing on making the governance challenge updates as plain, clear and concise as possible. As well as being included as part of the Council's Annual Accounts, it is also easily accessible separately on the Council's website.

4.4 **The Annual Report –** the Council's Annual Report includes an overview of the AGS. This sets out a summary of the Council's governance standards and challenges in a concise and clear way. The publication of the last report was promoted on the Council's website and via social media, to promote public engagement with the report.

5. Next Steps and AGS Timeline

5.1 The following table shows the key reporting dates for the 2018/19 AGS;

Date	Milestone
19 March 2020	Draft AGS to **Standards Committee**
7 April 2020	Draft AGS to **Audit Committee**
28 May 2020	Draft AGS passed to External Audit as part of the Accounts.
28 July 2020	Final AGS and Accounts circulated to **Audit**

5.2 An early draft of the AGS must be produced before the end of the financial year, due to the Council's Accounts timeline and the Committee clearance requirements set out in the Constitution. The Accounts and Audit Regulations 2015 brought forward the timetable for the preparation of 2017/18 (and onwards) draft Accounts by one month, and the deadline for audit by two months. This means that to comply with the Constitution and submit a draft of the AGS to Audit and Standards Committee before it is finalised in the Accounts, it must be taken to the March and April Committee meetings, rather than June as in years prior to 2017/18. This means that there will be some subsequent revisions to the final draft AGS from the version provided with these papers, based on further progress made to address governance challenges during the remainder of this financial year.

5.3 Subsequent amendments will require oversight and clearance before the signed AGS is passed to external audit. To address this, a recommendation will be included in the report to Audit Committee that Committee delegate authority to the Chief Executive in consultation with the Committee Members, to clear the revised version as there are no further Committee meetings prior to 28 May 2020.

5.4   Standards Committee is requested to note and comment on the contents of the draft version of the Council's 2019/20 Annual Governance Statement (AGS). Any amendments to the statement requested by Committee will be included in the signed draft version included with the Accounts and passed to External Audit on 28 May 2020.

MANCHESTER CITY COUNCIL

Annual Governance Statement 2019/20

1.   Introduction

1.1   This statement provides an overview of how the Council's governance arrangements operate, including how they are reviewed annually to ensure they remain effective. A summary of significant governance challenges which the Council faces is also given, alongside an explanation of what actions have been taken to bring about required improvements, and what work is still to be done. This provides transparency, and gives assurance that the Council is committed to continuously improve the way in which it functions. More detail on particular topics can be accessed by clicking on the hyperlinks, which are highlighted and underlined throughout the document.

1.2   The Council operates in a complex and constantly evolving financial, policy and legislative environment. The role, responsibilities and funding models of local government continue to be in a period of rapid transition. The city continues to progress the delivery of its ambitious Our Manchester strategy, with staff, residents and stakeholders across the city engaged in working towards the realisation of the vision set out in the strategy. The Council's Corporate Plan sets out its priority actions for delivering the strategy for the city. The Council has set a one-year budget and business plan for 2020/21, following the Government's decision to announce a one-year Provisional Local Government Finance Settlement for 2020/21, in contrast to previous multi-year settlements. The Council's five-year Capital Strategy (2020-2025) also forms a critical part of strategic and financial planning. Significant developments at city region level include the launch of the Greater Manchester Local Industrial Strategy, which sets out long-term priorities to increase productivity in the region.

1.3   The changes taking place present both opportunities and challenges. Therefore, the Council must continue to engage in a broad programme of innovation and reform work so that it can maintain services for residents which are efficient, effective and deliver value for money using available resources. This document explains the governance mechanisms in place to ensure appropriate oversight of this work.

1.4   Whilst this document focuses on governance, the Council's Integrated Annual Report provides an overview of the context in which it operates, how public money has been spent, and what achievements this led to. The 2019/20 update of this report will be published in Autumn 2020.

2.   Scope of Responsibility

2.1   Manchester City Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards. It is also responsible for ensuring that public money is safeguarded, properly accounted for and used economically, efficiently and effectively. The Council also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised.

2.2   In discharging these responsibilities, the Council must put in place proper arrangements for the governance of its affairs and effective exercise of its functions, which includes arrangements for the management of risk. The Council first adopted a Code of Corporate Governance in June 2008. This Code is included in the Council's Constitution (part 6 section G). It sets out how the Council operates, how decisions are made and the procedures which are followed to ensure that these are efficient,

transparent and accountable to local people. Some of these processes are required by law, while others are a matter for the Council to choose.

2.3   The Code of Corporate Governance and the Council's Constitution are reviewed annually to ensure they remain consistent with the principles of the Chartered Institute of Public Finance and Accountancy and the Society of Local Authority Chief Executives and Senior Managers (CIPFA/SOLACE) joint framework for delivering good governance in local government. CIPFA issued an update to the Framework in 2016, which has informed the preparation of the Annual Governance Statement (AGS) from 2016/17 onwards.

2.4   This AGS explains how the Council has complied with the Code of Corporate Governance. The AGS also meets the requirements of the Accounts and Audit (England) Regulations 2015 regulation 6(1) which requires all relevant bodies to prepare an Annual Governance Statement (AGS).

3.   The Purpose of the Governance Framework

3.1   The governance framework comprises the systems and processes, culture and values by which the Council is directed and controlled, and through which it is accountable to, engages with and leads the community. It enables the Council to monitor the achievement of the city's strategic objectives as set out in the Our Manchester Strategy, and to consider whether those objectives have led to the delivery of appropriate, cost effective services. The Council's Corporate Plan sets out the Council's contribution to the Our Manchester vision. The objectives in Our Manchester and Our Corporate Plan are underpinned by the four Our Manchester principles;

- **Better lives** – it's about people
- **Listening** – we listen, learn and respond
- **Recognising strengths of individuals and communities** – we start from strengths
- **Working together** – we build relationships and create conversations

3.2   The system of internal control is a significant part of the framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve the Council's aims and objectives, and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control identifies and prioritises risks; evaluates the likelihood of those risks being realised and the impact should they be realised; and aims to manage them efficiently, effectively and economically.

4.   The Governance Framework

Corporate governance is a phrase used to describe how organisations direct and control what they do. The Council operates to a Code of Corporate Governance, which forms part of the Constitution. The Code was updated in 2019 to ensure it reflected the Council's current governance arrangements, and complied with CIFPA's "delivering good governance in Local Government Framework (2016 Edition)". The table below includes examples of how the Council has adhered to its governance commitments set out in the Code and includes hyperlinks to sources of further information, which include more detail about how the Council has implemented its commitments.

A. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law.		
The Council's Commitment to Good Governance	How the Council meets these principles	Where you can see Governance in action
Behaving with Integrity	- The Council's **Our Manchester** approach includes four central principles that underpin everything the Council does, including how it works with partners, how it makes decisions and how it serves local communities; **Better lives** – it's about people **Listening** – we listen, learn and respond **Recognising strengths of individuals and communities** – we start from strengths **Working together** – we build relationships and create conversations "Listening in Action" events, attended by The Leader and the Chief Executive, give staff the opportunity to engage with senior leaders. At the events, staff can ask questions and understand more about the future direction of the Council, the Our Manchester Strategy, and what the 'behaviours' are that are expected of all staff. - The Council has a zero tolerance approach towards fraud and corruption and this commitment is set out in the Council's Anti-fraud and Irregularity Strategy.	People Strategy - Our People Counter Fraud Strategy

A. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law.		
The Council's Commitment to Good Governance	How the Council meets these principles	Where you can see Governance in action
	• The Whistleblowing Policy, which was updated and reviewed by Standards Committee in November 2018, provides protection for individuals who raise any serious concerns they have about suspected illegal or illegitimate practices at the Council, and explains how these will be investigated. Future revisions to the Policy will be reviewed by Audit Committee. • The Council ensures that, as part of their induction, new members of staff clearly understand the values of the organisation, and the standards of behaviour which are expected. As part of the Our People strategy, improved induction and 'About You' processes were introduced. These ensure that all staff understand the part they will play in delivering the vision for the city set out in Our Manchester. • A Register of Members' Interests, in which Members' disclosable pecuniary interests, personal interests and prejudicial interests (as defined in the Member Code of Conduct) are registered. Each Member's individual entry can be viewed from their webpage, accessed via the 'Your Councillors' webpage. • The operation of the updated Member procedures for Gifts and Hospitality, Use of Resources and the Member Officer Relations Protocol was reviewed by Standards Committee in March 2019. The next review will be in June 2020.	Whistle Blowing Policy Our People – People Strategy Update Your Councillors Annual review of the operation of the Use of Resources Guidance for Members, the Gifts and Hospitality Guidance for Members and the Member / Officer Relations Protocol
Demonstrating Strong Commitment to Ethical Values	• The Standards Committee champion high standards of ethical governance from elected members and the Council as a whole. A summary of its work is included in its Annual Report to Council.	Standards Committee

5

A. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law.		
The Council's Commitment to Good Governance	How the Council meets these principles	Where you can see Governance in action
	• The Council has a Code of Conduct for elected and co-opted Members, (Constitution Part 6, section A), as required by the Localism Act 2011. Allegations that the Code has been breached are heard by the Standards Sub Committee. A summary of the outcome of investigations is included in the Standards Committee Annual Report. The operation of the Code of Conduct is reviewed annually by Standards as part of the annual review of the Constitution. • The Members' Update on Ethical Governance was updated and reviewed by Standards Committee in October 2019. • An Employee Code of Conduct (Constitution Part 6, Section E) which makes it clear what standards are expected from staff across the organisation in the performance of their duties. The Member/Officer Relations Protocol (Constitution Part 6, Section F) governs the relationships between officers and members of the Council. • The Council insists its commitment to its values and integrity is shared by external suppliers delivering services on its behalf, as detailed in its Ethical Procurement Policy. • The Council has a Partnership Governance Framework, which sets out protocols for partnership working, and the high standards of conduct which are expected from partner organisations. The Framework will be reviewed, as part of efforts to continually seek improvements in the wider Register of Significant Partnerships process.	Local Code of Conduct for Members Standards Committee Annual Report Members' Update on Ethical Governance Employee Code of Conduct, Member/Officer Relations Protocol Ethical Procurement Policy Partnership Governance Framework
Respecting the Rule of Law	• The Council's City Solicitor undertakes the role of Monitoring Officer. The Monitoring Officer ensures that Council decisions are taken in a lawful and fair	

A. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law.		
The Council's Commitment to Good Governance	**How the Council meets these principles**	**Where you can see Governance in action**
	way, correct procedures are followed, and that all applicable laws and regulations are complied with. • The Council uses its legal powers, including the 'general power of competence' to promote its values and priorities to the full benefit of the citizens and communities in Manchester. • The Council has measures to address breaches of its legal and regulatory powers. The Council's Monitoring Officer (the City Solicitor) has statutory reporting duties in respect of unlawful decision making and maladministration. • The Council appoints Statutory Officers who have the skills, resources and support necessary to ensure the Council's statutory and regulatory requirements are complied with. • The Chief Finance Officer (Deputy Chief Executive and City Treasurer) has statutory reporting duties in respect of unlawful and financially imprudent decision making. • The Council ensures that it complies with CIPFA's Statement on the Role of the Chief Finance Officer in Local Government (2016).	Our Constitution (article 12.3(b)) Our Constitution (article 12.4(a))

B. Ensuring openness and comprehensive stakeholder engagement		
The Council's Commitment to Good Governance	**How the Council meets these principles**	**Where you can see Governance in action**
Ensuring Openness	• The Council's website is set out in a clear and easily accessible way, using infographics and plain language. The information which residents use most, such as about Council Tax, and Waste and Recycling can be accessed quickly and easily from the main page.	manchester.gov.uk website
	• The Council's commitment to Openness is set out in its Constitution (Article 12.3 (e)) and is evidenced by its decisions, along with the reasons for them being made publicly accessible.	Our Constitution (article 12.3(e))
	• All Council and Committee meetings are held in public (other than in limited circumstances where consideration of confidential or exempt information means that the public are excluded), with agenda and reports being produced in paper form and on the Council's website. Live-streamed webcasts of Council, Executive and Scrutiny committee meetings are available online, as well as in an archive which can be accessed on-demand.	Council Meeting Agendas and Reports Online Videos of Council Meetings
	• The Council publishes a Register of Key Decisions to notify the public of the most significant decisions it is due to take. To make the Register accessible and transparent the format discourages the use of 'generic entries' for types of decision, and encourages decisions to be included in full.	Register of Key Decisions

B. Ensuring openness and comprehensive stakeholder engagement		
The Council's Commitment to Good Governance	The Council's Commitment to Good Governance	The Council's Commitment to Good Governance
	• The Council has an "Open Data" website to meet its commitment to publishing as much non-personal data as possible. This means partners and the public can freely make use of it, supporting transparency and accountability.	Open Data
	• The Council has an online residents' survey, which helps it to design services around residents' views and concerns about their local area and their public services.	Our Manchester Residents Survey
	• The Council informs, consults and involves residents in significant decisions including service and budget changes. Their views are submitted to those making decisions for consideration. Consultations and surveys this year have included the Budget Consultation 2020/21, and a Northern Quarter consultation about plans which aim to make streets in this area safer, greener and better for everyone – on foot and by bike – as well as other transport users.	Consultations and Surveys
Engaging Comprehensively with Institutional Stakeholders	• The Our Manchester Forum supports development of effective relationships across leaders of the city's key private, public and voluntary sector organisations. The Forum benefits the city by driving forward the priorities set out in the Our Manchester Strategy.	Our Manchester Forum
	• The Council publishes its Partnership Governance Framework, which standardises the approach to managing partnerships to strengthen accountability, manage risk, and to ensure that a consistent approach is taken to working with partners.	Partnership Governance Framework
	• The Council also maintains a list of major partnerships in a Register of Significant Partnerships. This contains an assessment of the strength of the governance arrangements of each partnership, shining a light on areas where improvements may be required - so that these can then be addressed.	Register of Significant Partnerships

B. Ensuring openness and comprehensive stakeholder engagement		
The Council's Commitment to Good Governance	The Council's Commitment to Good Governance	The Council's Commitment to Good Governance
	• The Council supports different ways for residents to present their individual and community's concerns to elected members, for example via Ward Co-ordination.	

Engaging with Individual Citizens and Service Users Effectively	• As part of Our Manchester, the Council focuses on a 'strengths based' approach to residents and communities. This means:
	  o Recognising that it's about people and better lives
	  o We listen, learn and respond
	  o Recognising strengths of individuals and communities – we start from strengths
	  o Working together, we build relationships and create conversations
	  o This approach is used consistently to inform the development of policy and strategy. One of the first examples of this was the Family Poverty Strategy.
	
	• The Council is developing some of the next steps to seek to improve how we undertake consultations and community engagement. Part of this involves a commitment to ensuring that our workforce have the skills to take an Our Manchester engagement approach to working with residents and communities, which forms part of the programme for the new Campaigning Engagement Framework (CEF).
	
	• The Communications Service Plan Review provides an update on the delivery of the Communications Strategy for 2019/20. It outlines progress against the key delivery themes for Council communications of integrated working with partners, digital delivery, participation and engagement.
		The Family Poverty Strategy 2017/22
		
		The Council's approach to Consultation
		
		Our Manchester Campaigning Engagement Framework
		
		Communications Service Plan - Review

B. Ensuring openness and comprehensive stakeholder engagement		
The Council's Commitment to Good Governance	The Council's Commitment to Good Governance	The Council's Commitment to Good Governance
Engaging with Individual Citizens and Service Users Effectively	• An 'Our Manchester' approach was taken for the Budget Conversation, to inform the 2017 to 2020 Budget. This resulted in significant engagement about what people value and why, as well as what they could do to support those things. We consulted again on our current budget for Council services, which will be for one year only, 2020/21. This builds on our existing priorities, which were determined by Manchester residents.	Budget 2020/21
	• Scrutiny Committees proactively invite local and national interested parties to contribute to their discussions.	Scrutiny Committee news bulletins
	• To promote transparency and wider engagement with Council decisions, residents can sign up for email e-bulletins and use social media to interact with the Council.	E-bulletins and Social Media
	• There is a Social Media Code of Practice for staff in place to ensure a consistent approach, security of information, and avoid reputational damage. Social Media Guidance for Members has been updated, and will be reviewed by Standards Committee in March 2020.	Social Media Guidance for Members
	• As part of its consideration of the needs of the current and future service users in the city, the Council produces an annual Joint Strategic Needs Assessment (JSNA). This provides a baseline assessment of need across the city as a whole, and is a key piece of evidence underpinning the development of the Joint Health and Wellbeing Strategy.	Joint Strategic Needs Assessment
	• Our Integrated Annual Report gives an overview of funding, spending, activities and performance to show what was achieved in the financial year, as we worked towards the city's goals outlined in the Our Manchester Strategy.	Integrated Annual Report

	• The Age-Friendly Manchester Older People's Board includes and represents older people, addressing issues affecting the quality of life for older residents and their communities across Manchester. The Board members provide a vital voice for older people in the city.	Older People's Forum and Board
	• The Council is committed in its support of the Manchester Youth Council, which acts to ensure young people have a strong voice enabling them to influence decision makers in the city and shape future services.	Manchester Youth Council
	• The Council produces public reports which provide information on complaints performance, and which identify where service improvements may be required. Strategic Directors share the complaints performance reports with their respective Executive Members.	Annual Complaints and Enquiries Report

C. Defining outcomes in terms of sustainable economic, social, and environmental benefits		
The Council's Commitment to Good Governance	How the Council meets these principles	Where you can see Governance in action

Defining Outcomes	• An extensive consultation in 2015 led to a 10-year strategy for the city – the Our Manchester Strategy 2016-2025 – which included a new approach to working across the whole organisation and with residents, partners and other key stakeholders. The overall vision is of Manchester as a:
	  o Thriving and Sustainable City
	  o Highly Skilled City
	  o Progressive and Equitable City
	  o Liveable and Low Carbon City
	  o Connected City
	
	• Our Corporate Plan sets out the Council's contribution to the Our Manchester vision. The Plan was updated for 2020/21, to reflect the city's zero carbon ambitions and declaration of the climate emergency. The priorities are;
	  o Zero carbon Manchester
	  o Young people
	  o Healthy, cared-for people
	  o Housing
	  o Neighbourhoods
	  o Connections
	  o Growth that benefits everyone
	  o Well-managed Council
	
	• The Council uses its budget and business planning process to ensure that progress towards the strategic vision for the city is made in the most effective and efficient way.
		Our Manchester Strategy
		
		Budget 2020/21
		
		The Single Council Business Plan / refreshed Corporate Plan

Appendix 1, Item 7

C. Defining outcomes in terms of sustainable economic, social, and environmental benefits		
The Council's Commitment to Good Governance	**How the Council meets these principles**	**Where you can see Governance in action**
	• The Council sets a Medium-Term Financial Plan, which sets out the financial assumptions and provides a set of goals for financial decision making for the planning period ahead. • A Performance Management Framework enables the Council and its Committees to access timely and accurate information about service delivery, supporting intervention to address any barriers to good performance. • The city's role in delivering Our Manchester will provide a key element of support for the linked objectives of the Greater Manchester Combined Authority (GMCA), as set out in the Strategy launched in October 2017; "The Greater Manchester Strategy – Our People, Our Place". • The Council has processes in place to identify and manage risks to the achievement of its objectives, as set out in the Risk Management Strategy. The Corporate Risk Register is a part of this framework and is used to inform decision making, provide assurance over actions being taken to manage key risks, and to inform risk management planning and mitigation activities. • The Council has developed a School Governance Strategy to support and secure effective governance of schools in the city.	Medium-Term Financial Plan Performance Management Framework Our People, Our Place Annual Corporate Risk Management Report and Corporate Risk Register The School Governance Strategy
Sustainable Economic, Social and Environmental Benefits	• The themes of sustainability, equity, and low carbon emissions are at the heart of the vision statement in the Our Manchester Strategy. In reports where the Council is recommending a decision, the impact that the decision will have on these broad objectives in the strategy will be set out.	

C. Defining outcomes in terms of sustainable economic, social, and environmental benefits		
The Council's Commitment to Good Governance	**How the Council meets these principles**	**Where you can see Governance in action**
Sustainable Economic, Social and Environmental Benefits	• The Council sets out the factors it has taken into consideration when making decisions in reports, which are available on its website. It also maintains a public Register of Key Decisions. • Our Manchester demands an integrated approach to the deployment of revenue and capital spend against a clear set of priorities. The Council has a longer term five-year Capital Strategy, which forms a critical part of strategic service and financial planning. This has been updated for the years 2020-2025. • As part of the business planning process, the Council sets out how it will work towards its agreed Equality Objectives. When required, Equality Impact Assessments are carried out to assess the impact of proposals, which may have an effect on different individuals and communities across the city. • The Council strives to ensure fair access to services and monitors the extent to which this is occurring through its regular 'Communities of Interest' publication. Future publications will be called 'Communities of Identity'. • In July 2019, the Council declared a climate emergency recognising that urgent action needs to be taken to reduce the city's carbon emissions and mitigate the negative impacts of climate change. • The target is for Manchester to become a zero carbon city by 2038 at the latest. The Council established a Zero Carbon Coordination Group (ZCCG) to drive forward the integrated activity required to ensure that the Council plays its full part in ensuring the city reaches its ambitious climate change commitments.	Executive Reports Register of Key Decisions Capital Strategy Equality Objectives Communities of Interest

15

C. Defining outcomes in terms of sustainable economic, social, and environmental benefits		
The Council's Commitment to Good Governance	**How the Council meets these principles**	**Where you can see Governance in action**
Sustainable Economic, Social and Environmental Benefits	• Along with other partners, the Council works with the Manchester Climate Change Agency (MCCA) to develop initiatives which will contribute towards the goal of Manchester becoming a zero carbon city. The approach will be set out in the Manchester Climate Change Framework 2020-2025 • Our Manchester Industrial Strategy sets out Manchester's vision for developing a more inclusive economy that all residents can participate in and benefit from, which will support the delivery of the Our Manchester Strategy, and the Greater Manchester Local Industrial Strategy. • Manchester collaborates with the other GM authorities to prepare the Greater Manchester Spatial Framework (GMSF). This document will provide a policy framework to guide development across the City Region up to 2037. An update setting out next steps following the consultation on the second draft GMSF in early 2019 is available online. • To enable a coordinated approach to transport investment, the Council will work with other GM authorities, GMCA, the Local Enterprise Partnership and TfGM to deliver the Greater Manchester Transport Strategy 2040. • An updated Family Poverty Strategy for Manchester has been in place since September 2017, supporting the aim of becoming a more progressive and equitable city.	[Manchester Climate Change Framework 2020-2025](#) [Developing a More Inclusive Economy - Our Manchester Industrial Strategy](#) [Greater Manchester Local Industrial Strategy](#) [Greater Manchester Spatial Framework Consultation Responses - Update](#) [Greater Manchester Transport Strategy 2040: Draft Delivery Plan (2020–2025)](#) [Manchester Family Poverty Strategy 2017-2020](#)

C. Defining outcomes in terms of sustainable economic, social, and environmental benefits		
The Council's Commitment to Good Governance	How the Council meets these principles	Where you can see Governance in action
	• The Council is part of a Strategic Education Partnership, working with schools and local businesses to promote economic growth, reduce dependency, and help people gain the skills needed to access rewarding jobs in the city.	Strategic Education Partnership Board
	• The Council considers Social Value and follows an Ethical Procurement Policy, which sets out ethical trade practices and the ethical core objectives that the Council will deliver through commissioning and procurement activities.	Social Value
	• In November 2019, the Council announced its successful accreditation as a Living Wage Employer by the national Living Wage Foundation (LWF).	Living Wage Accreditation announcement

D. Determining the interventions necessary to optimise the achievement of the intended outcomes		
The Council's Commitment to Good Governance	How the Council meets these principles	Where you can see Governance in action
Determining Interventions	• Decision makers receive accurate, relevant and timely performance and intelligence to support them with objective and rigorous analysis of options, covering intended outcomes, financial impact and associated risks informing efficient service delivery. This can take the form of regular performance reporting, or bespoke reports.	Performance Management Framework Executive Reports
	• Delegation of decision making to officers is detailed in the Constitution, so that they can deal with the day-to-day running of the service without the need to constantly refer matters back to Elected Members. Details of what decisions are taken in this way are included in the Scheme of Delegation in the council's Constitution. Further specific delegations may be granted, through recommendation in public reports to Committees.	Our Constitution (Part 3, Section F)

Appendix 1, Item 7

17

D. Determining the interventions necessary to optimise the achievement of the intended outcomes		
The Council's Commitment to Good Governance	**How the Council meets these principles**	**Where you can see Governance in action**
Planning Interventions	• The Council plans its activity at a strategic level through its budget and business planning cycle and does so in consultation with internal and external stakeholders to ensure services delivered across different parts of the organisations and partners complement each other and avoid duplication. • The Manchester Partnership's Thematic Partnerships support delivery agencies across the city to co-ordinate their activity and consider how they can collaborate to reduce the risks to achieving their outcomes. • The effectiveness of the Council's interventions and the quality of its services is monitored through the provision of regular performance reports, showing progress towards goals and targets set in the budget and business plans. Key areas are highlighted, so that decision makers can take corrective action where necessary. • The Council's Communication Strategy sets out its approach to engaging with stakeholders, to ensure their involvement in determining how services and interventions should be delivered. • The Council has a Planning Protocol within its Constitution (Part 6, Section B), to ensure fair planning decisions are based on sound evidence. This was reviewed by Standards Committee in November 2018.	Business Plans and Budgets The Manchester Partnership Performance Management Framework Communications Service Plan - Review Planning Protocol
Optimising Achievement of Intended Outcomes	• The Council integrates and balances service priorities, affordability and other resource constraints, supporting it to take into account the full cost of operations over the medium and longer term, including both revenue and capital spend budgets. This includes a medium term financial plan.	Medium-Term Financial Plan

D. Determining the interventions necessary to optimise the achievement of the intended outcomes		
The Council's Commitment to Good Governance	**How the Council meets these principles**	**Where you can see Governance in action**
	• The Council considers Social Value at pre-tender and tender stage, to ensure that appropriate desirable outcomes can be offered by suppliers in their tender submissions. An example of this approach can been seen in the major six-year restoration project – Our Town Hall.	Social Value Our Town Hall – Social Value

E. Developing the entity's capacity, including the capability of its leadership and the individuals within it		
The Council's Commitment to Good Governance	**How the Council meets these principles**	**Where you can see Governance in action**
Developing the Organisation's Capacity	• The Council's Our People Strategy articulates what its workforce will need to be like in order to achieve the vision set out in Our Manchester. As part of this workforce plans are developed, which ensure staff have the necessary skills and behaviours to deliver this vision for the city. These behaviours are; • **We work together and trust each other** • **We're proud and passionate about Manchester** • **We take time to listen and understand** • **We 'own it' and we're not afraid to try new things**	Our People

E. Developing the entity's capacity, including the capability of its leadership and the individuals within it		
The Council's Commitment to Good Governance	**How the Council meets these principles**	**Where you can see Governance in action**
	• The Council continually seeks better outcomes from its use of resources by comparing information about functions, expenditure and performance with those of similar organisations and assesses why levels of economy, efficiency and effectiveness are different elsewhere. It acts upon the findings of this intelligence as part of its budget and business planning to ensure continual effectiveness of service delivery.	
Developing the Capability of the Organisation's Leadership and Other Individuals	• The Council Leader and Chief Executive have clearly defined roles, and maintain a shared understanding of roles and objectives. The Chief Executive leads on implementing strategy and managing service delivery and other outputs set by members. The Chief Executive and Leader provide a check and balance for each other's authority.	Our Constitution (Part 3, Section F)
	• The Council maintains an annually updated Scheme of Delegation, setting out which decisions and powers have been delegated to various Committees and Officers.	Our Constitution (Part 6, Section F)
	• To enable Elected Members and Senior Officers to have a shared understanding of their respective roles the Council has produced a Protocol governing Member and Officer relations.	
	• Immediately following local elections, new Council Members receive an induction into the work of the Council and their role as local members. The format and content are reviewed annually with members. A new member induction programme was introduced in 2018, which spread increased content over two separate sessions and including an interactive session. In 2019, induction training was opened up to all members, and a number of other members attended induction sessions. The programme is subject to ongoing evaluation and review. The form and content of the induction is reviewed annually with Members. Member Development Strategy was considered at March 2019 Standards Committee. Planning is underway in respect of the programme for 2020/21, taking into account feedback from Members.	Member Development Strategy

E. Developing the entity's capacity, including the capability of its leadership and the individuals within it		
The Council's Commitment to Good Governance	**How the Council meets these principles**	**Where you can see Governance in action**

Developing the Capability of the Organisation's Leadership and Other Individuals	• An Annual Members' Assurance Statement is compiled, to identify governance challenges relating to the roles of elected members.
	
	• As part of the Our People strategy, improved induction and appraisal processes ("About You") were introduced. These ensure all staff understand the part they will play in delivering the vision for the city in Our Manchester. A new induction approach was also developed.
	
	• Each year the Council listens to the views of its staff via the annual "BHeard" survey, and uses learning from this to make continuous improvements in the way that it operates and communicates. This feedback played a key part in the development of the Our People Strategy.
	
	• There are a number of tools in place to ensure staff are briefed effectively, for example via staff engagement events, such as "Listening in Action" events which seek to engage staff on a regular basis and involves a Questions and Answers session with the Leader and Chief Executive, as well as active participation from Executive Members.
	
	• Internal regular staff e-mail communications were re-launched with a new look and feel for 2019 onwards;
	
	    • **The Buzz** – a dedicated channel for Chief Executive to connect with staff in an informative and engaging way.
	    • **Team Talk** – a dedicated channel for all managers.
	    • **The Forum** – an all-staff broadcast designed to include something for everyone.
		Our People

E. Developing the entity's capacity, including the capability of its leadership and the individuals within it		
The Council's Commitment to Good Governance	**How the Council meets these principles**	**Where you can see Governance in action**
	• The Council delivers a comprehensive programme of leadership and management development, which all new managers are enrolled on. The programmes are targeted at different Grade banding, and cover a spectrum of areas essential to managers in the organisation. • The Council is committed to promoting the physical and mental health and wellbeing of the workforce as a core component of the People Strategy through both specific interventions and opportunities and as a central part of the role of all managers. There is a dedicated intranet page with a wide range of support and guidance for staff and their managers covering a wide range of health and wellbeing topics and a 24/7 Employee Assistance Programme (phone line) providing a range of support. The strategy for Employee Health and Wellbeing in the Council is called 'Being Our Best Selves'. • The Council has an open and welcoming approach to external and peer review and inspection and actively considers constructive feedback.	Being Our Best Selves

F. Managing risks and performance through robust internal control and strong public financial management		
The Council's Commitment to Good Governance	**How the Council meets these principles**	**Where you can see Governance in action**
Managing Risk	- The Council operates a risk management framework that aids decision making in pursuit of the organisation's strategic objectives, protects the Council's reputation and other assets and is compliant with statutory and regulatory obligations. - The Corporate Risk Register is part of this framework and is an articulation of the key risks impacting the Council. It is used to inform decision making, provide assurance over actions being taken to manage key risks and to inform directorate level risk management planning and mitigation activities. Named risk managers are identified in the Register for its key strategic risks. - Risk training has been reviewed and refreshed, alongside the Our People and Our Manchester strategies. Two new e-learning packages; for risk management, and business continuity will be launched in April 2020. - Risk Management forms part of the Council integrated performance, finance and risk reporting to SMT, which includes a verification of the effectiveness of operational processes. - Risk management is an integral component of the budget and business planning process. During 2019/20 there was Risk and Resilience Team scrutiny and assurance over Business Plan risk assessments. - Council Heads of Service provide a self-assessment of the effectiveness of Risk Management within each Service, as part of their annual assessment of their Service's compliance with the Code of Corporate Governance. - Risks are recorded at service, directorate and corporate level, as well as within major projects and programmes such as Our Town Hall, the Factory and ICT developments. The Risk Management team supports Directorate Management	[Annual Corporate Risk Management Report and Corporate Risk Register](#) [Council Business Plan and Directorate Budgets](#)

23

F. Managing risks and performance through robust internal control and strong public financial management		
The Council's Commitment to Good Governance	**How the Council meets these principles**	**Where you can see Governance in action**
	Teams by facilitating risk workshops when requested. There is scope for greater consistency in approach, and in the embedding of risk recording and reporting – this will remain a focus of the Risk and Resilience Service for 2020/21. • The Council has a health and safety policy, supported by a three-year health and safety strategy. Key priorities are to strengthen leadership of health and safety, ensure managers focus on significant health and safety risks and improve employee participation within the risk assessment process. Health and safety has now been included in all corporate and directorate Joint Consultative Committees to improve collaboration with Trade Unions on the health, safety and welfare of Council employees.	[Corporate Health and Safety Policy and Three Year Health and Safety Strategy](#)
Managing Performance	• The Council puts in place Key Performance Indicators (KPIs) to monitor service delivery whether services are internal or through external providers. An integrated report is provided to SMT every month. This brings together analysis of performance, finance, workforce intelligence and complaints - to support effective resource allocation, and to shine a light on any challenges so that they can be addressed. • The Council has developed performance 'logic models' which give senior managers a clear picture of progress towards Our Corporate Plan priorities. This takes a holistic view of shared priorities across Services, and involves an understanding of the collective contribution required to make a difference. These models measure both internal and external factors that influence performance towards our priorities. • As part of the Council's business planning process, service plans are reviewed and refreshed on an annual basis. These plans detail service priorities, which are aligned to corporate plan priorities, and they also set out any associated key performance metrics. The service plans are used to create the overall Council	[Performance Management Framework](#) [Council Business Plan 2020/21](#)

F. Managing risks and performance through robust internal control and strong public financial management		
The Council's Commitment to Good Governance	**How the Council meets these principles**	**Where you can see Governance in action**
	Business Plan. This is taken to Scrutiny Committees, before it is approved at Executive. The business planning process supports both performance management and efficient resource allocation at a service and corporate level. • The Council ensures that external companies who deliver services have an understanding of expected contract performance, and monitoring takes place throughout the contract period. • Each year the Council produces the State of the City report, which details the performance against key measures established to understand how the city is meeting its vision and priorities.	State of the City
Effective Overview and Scrutiny	• The Council has six scrutiny Committees, which hold decision makers to account and play a key role in ensuring that public services are delivered in the way residents want. The agenda, reports and minutes are publicly available on the Council's website.	Scrutiny Committees
Robust Internal Control	• The Council has robust internal control processes in place, which support the achievement of its objectives while managing risks. • The Council's approach is set out in detail in both the latest Annual Corporate Risk Management report, and its Internal Audit Plan. • The Council has an Audit Committee, in line with CIPFA's 'Position Statement: Audit Committees in Local Authorities and Police (2018)', which provides an independent and high-level resource to support good governance and strong public financial management. The Committee has two Independent Co-opted Members, and	Annual Internal Audit Plan Annual Corporate Risk Management Report and Corporate Risk Register Audit Committee

F. Managing risks and performance through robust internal control and strong public financial management		
The Council's Commitment to Good Governance	**How the Council meets these principles**	**Where you can see Governance in action**
	provides a mechanism for effective assurance regarding risk management and the internal control environment. • The Council maintains clear policies and arrangements in respect of counter fraud and anti-corruption. These are the Anti-Fraud and Anti-Corruption Policy; Whistleblowing Policy; Anti Money Laundering Policy and the Anti Bribery Policy. • An assessment of the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by the Council's internal auditor in the *"Head of Audit and Risk Management Annual Opinion 2019/20"* section of this Annual Governance Statement.	
Managing Data	• The processing of personal data is essential to many of the services and functions carried out by local authorities. The Council complies with data protection legislation, which includes GDPR (General Data Protection Regulation) and the Data Protection Act 2018 (DPA 2018). This will ensure that such processing is carried out fairly, lawfully and transparently. • The Council reviews and supplement its policies, and also keep its processing activities under review, to ensure they remain consistent with the law, and any compliance advice and codes of practice issued from time to time by the Information Commissioner's Office (ICO). • The Council ensures that officers handling personal data are trained to an appropriate level in the use and control of personal data. It is made clear that all staff and Members are personally accountable for using the Council's information responsibly and appropriately. All staff must undertake protecting information e-learning training, and this forms part of the induction process for new staff.	

F. Managing risks and performance through robust internal control and strong public financial management		
The Council's Commitment to Good Governance	**How the Council meets these principles**	**Where you can see Governance in action**
	• To remind staff of their responsibility to always take due care to protect information, the Council uses internal communication campaigns; posters and email reminders signposting to information protection principles and guidance. • Information Governance is overseen by the Corporate Information Assurance and Risk Group (CIARG) chaired by the City Solicitor who is the Senior Information Risk Officer for the Council (SIRO). • The Council complies with the Local Government Transparency Code 2015 by publishing accurate data within appropriate timeframes, in the areas mandated by the Code in the Council's Open Data Catalogue together with additional data of value to stakeholders and the public. • The Council allocates resources to review and monitor the quality of the data which it produces, and which it uses to produce performance reporting to inform decision making. • The Council makes information available to the public via the information access regimes provided for by the Freedom of Information Act 2000 and the Environmental Information Regulations 2004. Data protection legislation, including the Data Protection Act 2018, provides individuals with various rights. The Council ensures that all valid requests from individuals to exercise those rights are dealt with as quickly as possible, and by no later than the timescales allowed in the legislation.	Local Government Transparency Code Open Data Freedom of Information
Strong Public Financial Management	• The Council's approach to Financial Management ensures that public money is safeguarded at all times, ensuring value for money. Its approach supports both long-term achievement of objectives, and shorter term financial and operational performance.	Medium-Term Financial Plan

F. Managing risks and performance through robust internal control and strong public financial management		
The Council's Commitment to Good Governance	**How the Council meets these principles**	**Where you can see Governance in action**
	• The Chief Finance Officer (Deputy Chief Executive and City Treasurer) ensures that appropriate advice is given on all financial matters, proper financial records and accounts are kept, and oversees an effective system of internal financial control. The City Treasurer ensures well developed financial management is integrated at all levels of planning and control including management of financial risks, systems and processes. The Constitution (Part 5) details the financial regulations which underpin the financial arrangements.	Our Constitution (Part 5)
	• The Financial Management Code (FM Code) sets out the standards of financial management expected for local authorities and is designed to support good practice and to assist local authorities in demonstrating their financial sustainability. The FM Code was launched in 2019, to be implemented from April 2020 with the commencement of a shadow year. It is expected that by 31 March 2021 Local Authorities can demonstrate that they are working towards full implementation of the code, with the first full year of compliance being 2021/22. The Council's preparations for this are set out in the Budget Overview 2020/21 report.	Budget Overview - The Council's Financial Strategy
	• Section 25 of the Local Government Act 2003 requires that when a local authority is making its budget calculations, the Chief Finance Officer ('CFO') of the authority must report to the Council on the robustness of the estimates made for the purposes of the calculations and the adequacy of the proposed financial reserves. The Council CFO's detailed report in relation to these matters is set out in the Budget Overview 2020/21 report.	Budget Overview - The Council's Financial Strategy

G. Implementing good practices in transparency, reporting, and audit to deliver effective accountability		
The Council's Commitment to Good Governance	**How the Council meets these principles**	**Where you can see Governance in action**
Implementing Good Practice in Transparency	• The Council follows the Local Government Transparency Code 2015, which includes requirements and recommendations for local authorities to publish certain types of data. • The Council's website is set out in a clear and easily accessible way, using infographics and plain language. Information on expenditure, performance and decision making is sited together in one place and can be accessed quickly and easily from the homepage.	<u>Local Government Transparency Code</u> <u>manchester.gov.uk website</u>
Implementing Good Practices in Reporting	• The information in the Annual Report is drawn from sources including the more detailed State of the City publication, which charts the city's progress towards its vision and priorities. • The Council explains how it reviews its governance arrangements, and how it has complied with CIPFA's "Delivering Good Governance in Local Government (2016)" principles by producing this Annual Governance Statement (AGS). This includes an action plan (section 7) identifying what governance challenges it will need to address in the next financial year. A concise summary of the findings of the AGS is included in an easily digestible format within the Annual Report.	<u>State of the City</u>
Assurance and Effective Accountability	• The Council welcomes peer challenge, internal and external review and audit, and inspections from regulatory bodies and gives thorough consideration to arising recommendations. An example of positive improvement having taken place following recommendations can be seen in the Ofsted report, which followed on from their recent focused visit to the Council's children's services.	<u>Ofsted focused visit</u>

G. Implementing good practices in transparency, reporting, and audit to deliver effective accountability		
The Council's Commitment to Good Governance	**How the Council meets these principles**	**Where you can see Governance in action**
	• The Council monitors the implementation of internal and external audit recommendations. Assurance reports are presented to Audit Committee and Mazars (the Council's external auditors) bi-annually, summarising the Council's performance in implementing recommendations effectively and within agreed timescales. • This Annual Governance Statement contains a section *"Annual Review of the System of Internal Audit 2019/20"* which sets out how the Council has gained assurance regarding the effectiveness of its Internal Audit function. • Public Sector Internal Audit Standards (PSIAS) set out the standards for internal audit and have been adopted by the Council. This process includes the development of an Emergent Audit Plan designed to invite comment from management and the Audit Committee.	Outstanding Audit Recommendations Annual Internal Audit Plan

5. Annual review of effectiveness of the governance framework

5.1 The Council has a legal responsibility to conduct an annual review of the effectiveness of its governance framework, including the systems of internal control. After conducting this review the Council has assurance that its governance arrangements and systems of control are robust and reflect the principles of the Code of Corporate Governance. This section explains what arrangements were reviewed, and how this assurance was achieved.

5.2 As well as providing overall assurance about the Council's governance arrangements, the review mechanisms detailed in this section are used to identify governance challenges. This process takes place in a cycle, to ensure continuous improvement, as illustrated below. The next section details progress made in addressing the challenges set out in the Action Plan at the end of last year's AGS.

The governance improvement cycle

1) The Council considers multiple evidence sources to identify significant governance challenges that it must address. These are then set out in this year's AGS Action Plan.

2) Senior responsible officers are identified who oversee work in the next financial year to respond to each challenge.

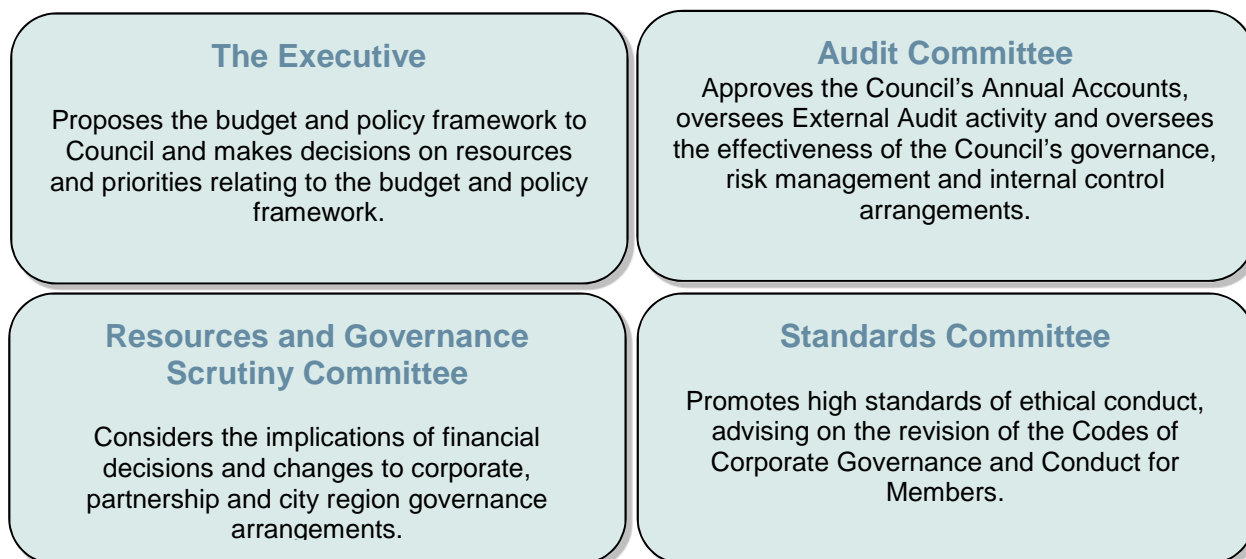**3)** Progress made in addressing each challenge is summarised in next year's AGS.

Leadership of governance and internal control

5.3 Responsibility for governance and internal control lies with the Chief Executive and the Strategic Management Team (SMT), which meets on a roughly bi-weekly basis to steer the organisation's activity. SMT receive a regular suite of assurance reports from a number of sources including the Corporate Risk Register, and the Integrated Monitoring Report, which allows the Council to track performance towards its agreed objectives. Once per year SMT review the progress in addressing the significant governance challenges, which were set out in the Action Plan in the last AGS. Progress made is summarised in Section 6 of this AGS.

Summary of the process of challenge and scrutiny by Council and its Committees

5.4 The Council has four bodies responsible for monitoring and reviewing the Council's governance;

The Executive	**Audit Committee**
Proposes the budget and policy framework to Council and makes decisions on resources and priorities relating to the budget and policy framework.	Approves the Council's Annual Accounts, oversees External Audit activity and oversees the effectiveness of the Council's governance, risk management and internal control arrangements.
Resources and Governance Scrutiny Committee	**Standards Committee**
Considers the implications of financial decisions and changes to corporate, partnership and city region governance arrangements.	Promotes high standards of ethical conduct, advising on the revision of the Codes of Corporate Governance and Conduct for Members.

Identifying significant governance challenges which the Council will need to address in the next financial year (2020/21)

5.5 To identify significant governance challenges to be addressed during 2020/21, the Council considers a number of evidence sources, which include;

- Analysis of responses from Heads of Services to online annual governance questionnaires, which provide a self-assessment of compliance with the Code of Corporate Governance.
- Significant governance challenges in Partnerships as identified by the Council's Register of Significant Partnerships assessment process.
- A meeting of key Senior Officers with responsibility for Governance, to identify and discuss emerging governance issues
- Consideration of risks identified in the Corporate Risk Register
- Emergent challenges identified by the work of Internal Audit during 2019/20
- Where appropriate, carrying forward elements of action points from 2019/20 if substantial further challenges and monitoring is required.

Key assurance processes listed above are set out in more detail below, and these lead to the identification of the governance challenges described in section seven. This sets out an Action Plan, which looks ahead to the main challenges where the Council will need to focus attention in 2020/21.

Head of Audit and Risk Management Annual Opinion 2019/20

5.5 *Content pending - to be reported to 7 April 2020 Audit Committee*

Annual Review of the System of Internal Audit 2019/20

5.6 *Content pending - to be reported to 7 April 2020 Audit Committee*

External Auditor's Review of the Effectiveness of Governance Arrangements

5.7 The Council's external auditor is Mazars. Their Annual Audit Letter for the year ended 31 March 2019 was reported to Audit Committee in October 2019. The main conclusions of the Audit Letter regarding the key assessment areas were:

Overall Value for Money Conclusion:

*"Our audit report issued on 31 July 2019 reported an **unqualified** Value for Money conclusion for the 2018/19 financial year."*

Audit of the financial statements:

Mazars also issued an **unqualified** opinion on the financial statements.

5.8 The Council monitors the implementation of external audit recommendations. Assurance reports are regularly presented to Audit Committee and Mazars, summarising the Council's performance in implementing recommendations effectively and within agreed timescales. However, progress is also monitored through other relevant Committees and Scrutiny functions. The latest Outstanding Audit Recommendations Report was taken to Audit Committee in February 2020.

Annual Review of the role and responsibilities of the Chief Finance Officer

5.9 As part of its work on governance and financial management across public services, CIPFA issued its Statement on the role of the Chief Financial Officer in Local Government (the Statement) in 2016. The Council has undertaken a review of the role and responsibilities of its Chief Financial Officer (CFO) against the five principles that define the core activities and behaviours that belong to the role of the CFO and the governance requirements needed to support them.

5.10 The 2019/20 review concluded that the CFO met the responsibilities of the Senior Finance Officer in full and was ideally placed to develop and implement strategic objectives within the Council, given her role as the Council's Section 151 Officer, Deputy Chief Executive and City Treasurer. She reports directly to the Chief Executive and is a member of the Council's Senior Management Team. The CFO influences all material business decisions and oversees corporate governance arrangements, the audit and risk management framework and the annual budget strategy and planning processes. The Council's financial management

arrangements conform with the governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer in Local Government.

Annual Report of the Standards Committee

5.11 The Council is committed to promoting the highest standards of conduct by members and has adopted a Code of Conduct for all members as part of its constitution. The Council has also established a Standards Committee, which is responsible for promoting and maintaining high standards of conduct by members of the Council. The Annual Report of the Standards Committee is one of the Council's sources of governance assurance.

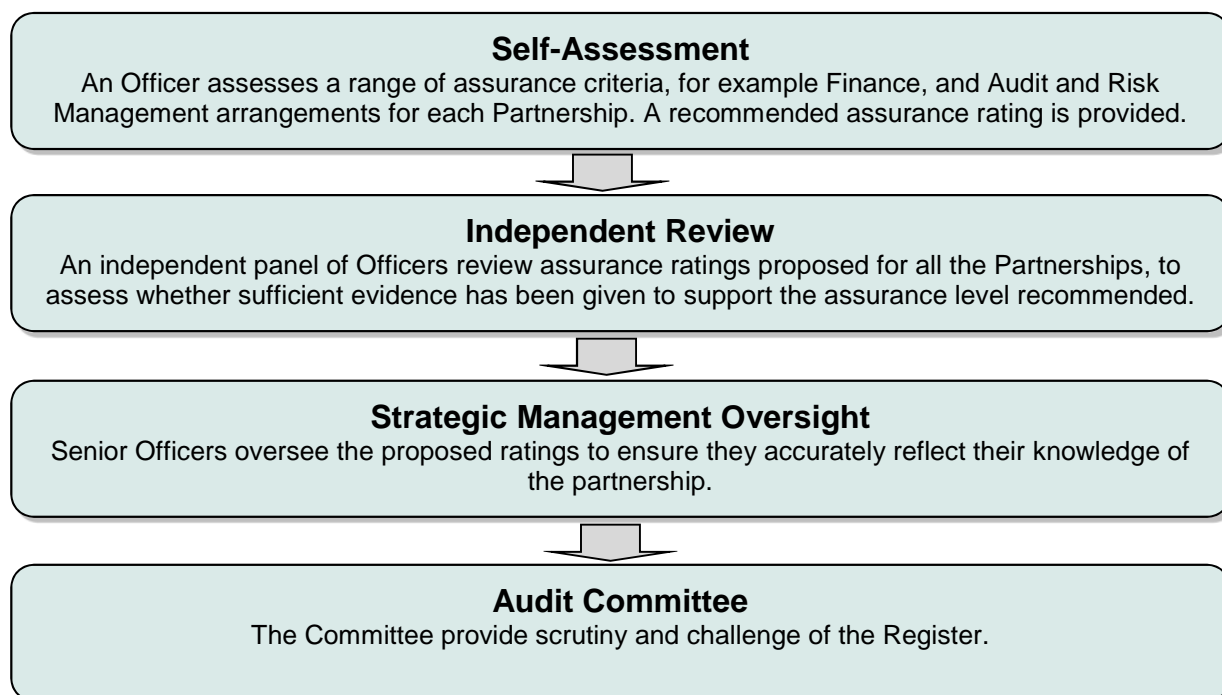**Assessment of the robustness of corporate governance across services**

5.12 As part of the process of identifying any areas where governance may need to be strengthened across the organisation, Heads of Service each complete an annual online questionnaire. Services provide a set of assurance scores, based on their self-assessment of how effectively the good governance standards set out in the Code of Corporate Governance (the Code) have been implemented by their Service. The 2019/20 questionnaire was revised to reflect the update of the Code carried out in 2019.

5.13 Using a 'strengths-based' approach, services highlight and give more information about areas of strength and good practice in their questionnaire responses. These are then shared, so that good practice can be adopted across the organisation.

5.14 The analysis also identifies areas where improvement and support may be required. Any challenges experienced by multiple services, which are significant at a corporate level form part of the evidence base used to identify the governance challenges which the Council will address in 2020/21 (Action Plan at Section 7).

Evaluation of the effectiveness of processes to gain assurance about the robustness of governance arrangements in the Council's Significant Partnerships

5.15 The Council has a standardised approach to managing its partnerships as detailed in the Partnership Governance Framework. This supports officers and stakeholders in ensuring that good governance is understood and embedded from the outset, and throughout the lifetime of all partnerships. The governance arrangements of the Council's partnerships, which are on the Register of Significant Partnerships, are self-assessed annually to provide assurance that effective arrangements are in place, and to highlight any governance challenges which need to be addressed.

5.16 The annual self-assessment process has been developed to provide clear accountability, and robust scrutiny and challenge. It can be summarised as follows;

> **Self-Assessment**
> An Officer assesses a range of assurance criteria, for example Finance, and Audit and Risk Management arrangements for each Partnership. A recommended assurance rating is provided.

> **Independent Review**
> An independent panel of Officers review assurance ratings proposed for all the Partnerships, to assess whether sufficient evidence has been given to support the assurance level recommended.

> **Strategic Management Oversight**
> Senior Officers oversee the proposed ratings to ensure they accurately reflect their knowledge of the partnership.

> **Audit Committee**
> The Committee provide scrutiny and challenge of the Register.

5.17 The Council works to continuously improve both governance in partnerships, and the assessment process. The assessment process is reviewed annually.

External inspection agencies

5.18 The Office for Standards in Education, Children's Services and Skills (Ofsted) inspects and regulates services which care for children and young people and those providing education and skills for learners. It publishes all school inspection reports on its website, in addition to the inspection reports for the services for children and families which the Council provides. The last Children's Services focused visit took place in December 2019.

5.20 Mazars are the Council's External Auditors. They carry out auditing of the Council's activities in accordance with the National Audit Office (NAO) Code of Audit Practice, which reflects the requirements of the Local Audit and Accountability Act 2014. Their key responsibilities are to:

- o Give an opinion on the Council's financial statements
- o Assess the Council's arrangements for securing economy, efficiency and effectiveness in its use of resources (the value for money conclusion)

6 Progress in addressing the Council's governance challenges

This section provides an update on progress made addressing the Council's governance challenges for the 2019/20 financial year, which were set out in the Action Plan in last year's AGS (2018/19). An interim update setting out progress earlier in the financial year was taken to Audit Committee in November 2019. Topics below are grouped together by particular governance themes.

Governance Area: Delivering Our Manchester
Action 1) "Continuing progress with embedding Our Manchester priorities, behaviours and approach across all aspects of service delivery, ensuring that staff develop the skills and behaviours articulated in the 'Our People' Strategy, including effective implementation of workforce plans. Supporting Services to move from 'early' and 'developing,' to 'maturing' and 'mature' in the Our Manchester Self-Assessment. Continuing to develop leadership and management capacity and capability."   There continues to be the commitment to supporting how the Our Manchester (OM) approach is embedded throughout the Council, with further work developing to align the internally focused OM programme and organisational development. This commitment remains at the core of the Our People Strategy.   Some of the key activity that supports embedding of the Our Manchester approach includes: _Transforming our systems, policies and processes_   • A review of systems, processes and ways of working based on feedback from staff are now being progressed as part of Our Transformation Programme, which will provide staff with the right tools and time to deliver high quality services for our residents.   • To support the Our Transformation Programme, Our Ways of Working is the opportunity to allow staff to work more flexibly across different locations and services in an agile way, developing better working relationships and culture and embedding Our Manchester in everything we do.

- A programme of partnership work has been developed to mobilise Bringing Services Together for People in Places which is Manchester's approach to place-based reform.
- Our Manchester in Health and Social Care which is establishing an agreed format and approach for the way in which Manchester Health Care Commissioning (MHCC), and the Local Care Organisation (MLCO) will operate to improve the employee and customer experience.
- Ongoing review of the Council's people management policies to support alignment with Our Manchester, including Code of Conduct, Pay Policy, Recruitment and Selection, plus others.
- The Council's overarching framework for learning and development provision has been re-tendered to ensure all providers are aware of Our Manchester, and are delivering the right messages when delivering training on behalf of the Council.

Our Transformation

Our Transformation is the work to modernise and digitise how the Council operates. Our Transformation is focused on five key work programmes:

- **Strengthening accountability** - Reviewing how we make decisions, creating accountability and empowering our managers.
- **Our Ways of Working** - Improving our working practices and culture, and making sure that we have the right tools (including ICT) to do our jobs.
- **Improving our Processes** - Understanding and improving the processes we follow and manage to get things done.
- **Designing our Future Core** - Understanding how we currently operate in the Corporate Core, identifying what needs to change and what the Core will look like after transformation.
- **Improving Resident & Business access to digital services** - Improving the user experience of interacting with the Council for our residents and businesses

Bespoke work and the targeted offer

- Through the Self-Assessments, eight services are receiving targeted support to develop their understanding of Our Manchester, and what it means to them and the roles they do. This is part of the work to support services to move from 'developing' to 'mature'.
- There are 131 OM 'Service Champions' supporting their colleagues in their own services on their journey (1.8% of organisation).

- A focused strengths based development programme is now live, with roll out prioritised across the MLCO and the neighbourhood teams, with a cohort of nearly 300 staff having been through the programme.
- A refresh of the Council's leadership and management offer is underway, to closely align with Our Manchester across both the Council's core leadership and management programmes.
- Wider development offer for senior leaders through engagement workshops and conferences, such as monthly Senior Leaders Group sessions and the annual Leadership Summit.

Delivering a universal offer to all

- The Our Manchester Experience is now in its third year, and underwent a refresh based on participation feedback. Nearly 4,000 Council staff along with 482 staff from partner organisations have been part of the Experience to date, and a target plan is in place to ensure the 7,000 staff target is reached by September 2021.
- Staff engagement events showcase Our Manchester as a way of doing things, and provide opportunity for staff to demonstrate the Our Manchester Behaviours. For example, Listening in Action events give staff the chance to hear from our senior leaders, as well as being listened to when discussing our Corporate Plan priorities.
- Further engagement with staff groups to embed Our Manchester, in particular extending the range and membership of our Equality, Diversity and Inclusion staff networks.
- Behaviours Toolkits are in circulation across the organisation and MHCC, with examples and case studies demonstrating use by a diverse set of services. New tools are being tested which are staff led, with the option to roll out universally or bespoke to a service.

This activity forms part of an ongoing programme to fully embed Our Manchester into everything we do, so that it is part of mainstream business and not a stand-alone 'thing' that we do. It has supported a continued improvement in organisational engagement levels as measured by the Best Companies 'BHeard' Employee Survey, with the Council increasing by 14 points since the previous year, firmly placing us at the high end as a 'one-to-watch' company.

Progress with Workforce Equality

Numerous programmes of work have been either commenced or completed in 2019/20 which will further embed workforce equality in our systems, processes, governance and culture. These are long-term and ongoing pieces of work, that will incrementally improve the representation, opportunities and experience of all identity groups in the workforce in the coming years. There is a particular focus on BAME and disabled employees, as these have been identified as priority groups.

Equality Employee Network Groups

- A refreshed approach to employee engagement on equality has been launched, with a new Equality Employee Network Group framework.
- This has led to the re-establishment and growth in membership of the groups previously in operation (BAME, disability, LGBT+), as well as the development of new groups (women, mental health).
- The groups are employee-led and each works to its own work-plan, with support and input from HROD and the Equality, Diversity and Inclusion (EDI) Team as required.
- The groups give an opportunity for employees to access development and peer support as well as to influence programmes of Council work, and are a valuable source of lived experience and information for services to benefit from in developing services and policies.

Equality Impact Assessments

- Work has begun to refresh our Equality Impact Assessment (EIA) framework, a key tool in ensuring that equality is considered in the development of our services and policies.
- This aims to make the range of identity groups assessed more representative of Manchester; the protected characteristics defined by the Equality Act 2010 will remain, but consideration will also be given to additional priority groups, such as homeless people and ex-armed forces personnel.
- In addition, the training and support, quality assurance and governance arrangements in relation to EIAs is currently under review.
- Using the existing framework, equality analyses have been completed against several workforce policy reviews, to mitigate the risk of adverse impacts on employees arising from these.

Workforce Race Review

- An independent review of workforce race equality at the Council was commissioned and undertaken in 2019.
- This review has been completed, and a draft report of its findings is being considered.

- Upon finalisation, an action plan will be developed to respond to the report findings. The aim is for this to be co-designed with BAME employees, to best reflect their experiences and needs.
- The implementation of the action plan and the achievement of its desired outcomes is a long-term programme of work, but aims to result in mainstreamed and sustainable improvements in the areas of representation, experience and progression.

Disability Development Programme

- A parallel programme of work relating to disabled employees has been in development in 2019; this programme aims to achieve improvements in the same areas as the race review regarding representation, experience and progression.
- Some elements of the programme have been introduced for trial, such as the Access to Work Mental Health Support Service, and membership of the Business Disability Forum.
- Adoption of the broader programme of work will be considered in 2020/21.

Learning and Development Review

- A review of our equality-related learning and development tools was commenced in 2019. This aims to promote the use of the existing equality learning resources we have, and strengthen the offer.
- Work has commenced with our e-learning provider to develop a revised equality and diversity tool, which will form the core element of equality-related training from 2020 onwards.
- Our leadership and management development training is also looking to more proactively promote inclusive management practice.

Governance Area: Health and Social Care Integration

Action 2) "Supporting the integration of health and social care by ensuring effective governance of integrated teams, including operation of the MHCC commissioning function, and implementation of the Local Care Organisation (LCO)"

The Our Healthier Manchester locality plan is the key document that sets out the strategic ambitions for health and social care integration in the city - to improve health and care outcomes for the people of Manchester within a financially sustainable system. The plan was revised in December 2019.

The strategic aims of Our Healthier Manchester are to:

- Improve health and well-being in Manchester
- Strengthen the social determinants of health and improve healthy lifestyles
- Ensure services are safe, equitable, and of a high standard, with less variation
- Enable people and communities to be active partners in health and well-being
- Achieve a sustainable system

Manchester Health and Care Commissioning (MHCC) was established in April 2017, as a partnership of the Council and the NHS Manchester Clinical Commissioning Group (CCG). MHCC is governed by a Board, which includes the Council Chief Executive, the Executive Director of Commissioning and Director of Adult Social Services (DASS), the Executive Member for Adult Services, and the Executive Member for Children and Schools. The Council and NHS Manchester CCG MHCC have agreed a pooled single commissioning budget for health, adult social care and public health, with a Section 75 Partnership Agreement and Financial Framework.

Manchester Local Care Organisation (MLCO) was established in April 2018, to deliver integrated out of hospital health and care, including Community Health, Primary Care, Mental Health and Social Care. MLCO is leading the delivery of Integrated Neighbourhood Teams (INTs) that bring together the workforce in the above services to deliver integrated care around residents' needs, taking Our Manchester approaches.

The integrated governance structure for MLCO is a Partnership Board and Partnering Agreement, signed by all key partners including the Council. The Council representatives on the Partnership Board are the Deputy Chief Executive and City Treasurer, and the Director of Policy, Performance and Reform.

The MLCO Executive includes the Executive Director of Adult Social Services, and other senior adult social care staff (including three Assistant Directors) are represented on the internal MLCO governance groups that sits beneath the MLCO Executive. Other governance groups are in place across the city to deliver the work required on the overall Locality Plan, and the enablers of integration such as health and social care workforce, finance, performance and ICT.

A procurement process is ongoing between MHCC and MLCO to agree a contract for the commissioning and provision of health services. This includes the preparation of a Business Case document and accompanying Due Diligence. The next phase in the development of MLCO and MHCC will involve more operational commissioning processes being transferred from MHCC to MLCO. Although Social Care is not directly part of the procurement, the changes will consider how best to integrate social care and health, so the Council is involved in the preparation of the Business Case. As part of this process, the Council will refresh the Agreement document covering the commissioning and provision of adult social care services. This work will also recommend ways to improve outcomes for children and young people in Manchester, through more effective joint working between Children's Services and the MLCO.

Recent developments include:

- Establishing an Adults Improvement Board to drive the activity required in the improvement plan for adult social care.
- The Executive Director of Adult Social Services has identified ASC officers to attend key MLCO governance meetings to improve the level of integration within our decision-making.
- Governance arrangements for health and social care within the Council and MLCO have been reviewed, following an Internal Audit report, and a series of actions are now being implemented to improve the governance.

Governance Area: Adults Services Governance

Action 3) "Delivery of the Adults Improvement Plan to ensure effective triage at the front door, and the assessment and review of citizens' needs in a timely, proportionate and consistent manner. This includes Adults Services governance oversight: operational compliance, quality assurance and the transition from Children's to Adults Services provision."

The Adult Social Care Improvement Programme has been established to focus on ensuring the basics are in place for adult social care, to deliver high quality services for our residents, and to successfully deliver health and social care reform and integration. The programme plan for this work was developed in late 2018, based on the outcomes of diagnostic work and the internal audits completed. As part of additional overall investment of £11.4m to meet increased need for adult social care, it was agreed by Executive in February 2019 that additional resources of £4.225m in 2019/20 rising to £4.8m for 2020/21 and 2021/22 be invested into

the service to support the delivery of the improvement programme through increased capacity in front-line roles. This includes areas of the service where capacity has been met by temporary posts and short-term contracts as recurrent funding has not been in place.

A number of key priorities have progressed successfully including:

- Major recruitment campaign delivered - since April 2019 87.5 FTE social workers recruited into posts funded by the improvement programme, other externally funded posts and vacant mainstream positions
- Development of new strengths based approach to assessment and support planning - delivering improved outcomes and a more streamlined process - a significant change from the legacy process which had been in place for a decade
- Delivery of phase one of technology enabled care (TEC) programme transferring c.150 citizens from legacy provider, and operationalising TEC into business as usual
- Focused work on reducing waiting lists
- Introduction of enhanced communications and engagement with staff, boosting morale and buy-in including ASC forum and regular bulletins
- Development of new policies
- Progress on operational integration, including 12 neighbourhood social work managers in place
- Significant reductions in Deprivation of Liberty Safeguards waiting lists

In late 2019 through early 2020, a stock-take exercise was undertaken on delivery of the programme to date to ensure the programme continues to deliver improved outcomes. In order to address a number of the issues identified a revised portfolio structure has been designed - separating a 'core' programme from a wider set of transformational programmes, and positioning all of the programmes collectively into the Manchester Local Care Organisation wider portfolio. The transformation programmes include:

- Provider Services Review
- Learning Disability and Autism Programme (including transition from Children's to Adults provision)
- Urgent Care and Winter Programme
- Technology-enabled Care (TEC) Programme
- Integrated Commissioning and Contracting Programme

The core ASC Improvement Programme continues to be governed by the ASC Improvement Programme Board. And going forward will include workstreams on:

Assessment and safeguarding function, including:

- Front door pilot to test approach to better management of demand
- Active management and monitoring of the waiting lists
- Embedding of timeliness and strength-based practice standards
- Peer support and challenge process in teams to understand and act on strengths, issues and challenges
- Work to improve and embed end-to-end business processes
- Testing and evaluation of strength-based quality assurance framework
- Development of kitemark approach to further delegate decision making
- Development of team and service managers and review and embedding of core policies including supervision
- Implementation of social work career pathway
- Embedding performance management approach

Commissioning and contracting including:

- Development of approach to wider care market management
- Work to develop a brokerage function and improved business process following assessment
- Work to ensure effective contract management through appropriate function and the interface with MHCC
- Monitoring and management of contracts register, and effective procurement planning

Governance Area: Information systems - delivery and governance

Action 4) "Improving the resilience of ICT systems, including cyber security, and the Council's arrangements for disaster recovery."

Data Centre

The ICT Data Centre Strategy outlines the replacement of our existing core infrastructure and the single site data centre that the Council currently manages at the Sharp Project. It removes the single point of failure by moving to a new solution, hosted across two separate data centre facilities, which provide a robust and resilient disaster recovery solution. This will significantly reduce recovery times in the event of a critical failure, and will help protect the availability of business-critical services.

The replacement of the core infrastructure with the introduction of new technology for virtual server hosting, and a new backup and storage solution is now complete. The final migration of applications to this new infrastructure was SAP, completed in November 2019. The migration of services and applications from the new infrastructure to the new data centre sites is now underway. The planned Sharp exit date of February 2020 is now not achievable due to design sign-off, supplier delays and the General Election change freezes. This focus is on options to migrate critical business applications, aiming to migrate approximately 80% of Council services before the financial year-end (end of March 2020). To meet this target delivery date, some of the data centre migration of applications and services may need to take place during the working week. This will be in agreement with the services affected, and following an assessment of risk and business requirements in order to protect key business processes.

If the migration activity does not proceed to plan telephony, internet and final network services migration activities will then continue throughout April 2020. However if the Council considers these activities to be too disruptive to financial year-end activities, then the programme may need to be paused until a later time. This could move the full exit date to June 2020.

Cyber Security

The Council recognises that one of the biggest risks to the organisation regarding Cyber Security remains with our end-users. The Cyber Security team have therefore developed and deployed a multi-layered Cyber Security training and awareness programme for all staff. The training provides a base level understanding of Cyber Security, and practical examples of good practice that staff can utilise in both their professional and personal lives. Additionally, the training is supported by Cyber Security communications. Regular dialogue with all staff continues to raise awareness around all aspects of Cyber Security, and encourages everyone to remain vigilant and to report anything suspicious.

Policies, procedures, and processes continue to be reviewed and strengthened, ensuring that a proactive system is in place to effectively manage and monitor the Security Operations function. The Cyber Security team actively manages and deploys software security patches, antivirus updates, malware protection and other protective security functions based on known, identified and evolving security vulnerabilities.

The Cyber Security team is in the process of developing a 3-5 year Cyber Security Strategy. This strategy will define the strategic vision, and will be essential for defining priorities, providing a roadmap that will guide ICT's day-to-day decisions.

Action 5) - "Governance of delivery of proposed ICT systems essential to business operations and legal compliance, including the new social care system."

Good governance is critical for the ICT service as it enables the Council to:

- Demonstrate measurable results against Council business strategies and goals;
- Meet relevant legal and regulatory obligations, such as those set out in the GDPR;
- Assure stakeholders that they can have confidence in Council IT services;
- Facilitate an increase in the return on IT investment;

For the delivery of new services such as the new telephony platform, ICT uses two distinct processes. Initially, when a new service or product is required ICT follows 'The Open Group Architecture Framework' (TOGAF), this is an enterprise architecture framework that helps define business goals and align them with architecture objectives around enterprise software development. It helps businesses align IT goals with overall business goals while helping to organise cross-departmental IT efforts. TOGAF helps businesses define and organise requirements before a project starts, keeping the process moving quickly with few errors.

Once an initiative is considered a project, 'PRINCE2', a project management methodology developed by the UK government, and used widely in IT environments is employed to provide governance of project delivery. PRINCE2 makes use of the best-proven practices from a variety of industries and backgrounds. Documents with templates and clear decision points are characteristics of this methodology. All ICT Project Managers, Programme Managers, and Project Management Officers (PMOs) are qualified PRINCE2 Practitioners. This is coupled with 'ServiceNow' ITBM which is a governance and project management tool. This ensures that projects are governed and delivered following PRINCE2 best practice, and that stakeholders are provided with assurance over project delivery through the reporting functionality.

For live 'Business as Usual' (BAU) services such as Liquid Logic and SAP, the ICT Service Operations adheres to IT Infrastructure Library (ITIL). The IT Infrastructure Library (ITIL) is a library of volumes describing a framework of best practices for delivering IT services. ITIL's systematic approach to IT service management can help businesses manage risk, strengthen customer relations, establish cost-effective practices, and build a stable IT environment that allows for growth, scale, and change. The newest version of ITIL focuses on company culture and integrating IT into the overall business structure. It encourages collaboration between IT and other departments, especially as other business units increasingly rely on technology to get work done. ITIL 4 also emphasises customer feedback, since it's easier than ever for businesses to understand their public perception, customer satisfaction, and dissatisfaction.

In order to ensure effective Portfolio, Programme and Project assurance, ICT utilises P3O. P3O stands for 'Portfolio, Programme and/or Project Offices' and is a framework of principles, processes, and techniques to facilitate effective Portfolio, Programme and Projects management through its enablement, challenge and support structures. P3O guidance is aligned fully to PRINCE2, Managing Successful Programmes, and Management of Portfolios products, and brings together in one place a framework for best practice. Utilising P3O the ICT Project Management Officers (PMOs), all of whom are P3O practitioners, assist the bridging of the gap between strategy and policy makers, and the delivery arm of the Council from an IT perspective.

Change is effectively managed within the Council, using all the above frameworks in conjunction with our governance approval forums; IT Board, Design Authority Group, and the Change Assurance Board.

Telephony and Contact Centre Project

The current core telephony and contact centre systems become end of life March 2020 due to the manufacturer withdrawing support, a support contract is in place until March 2021 but this still represents a high risk to the Council. ICT has undertaken a tender exercise for a replacement telephony system and the evaluation process and supplier due diligence is now complete. It is expected that a contract will be signed with our new supplier in February 2020, after which implementation will commence. The estimated go live date will be March 2021, however, the project will confirm this after detailed planning discussions with the new provider after the contract has been awarded.

'Liquidlogic' Programme

The 'Liquidlogic' suite of systems has now been operational for over six months (since July 2019). The Council are now in 'component two' of the change programme, with system implementation now complete (component one). Business change activity is ongoing across Children's Social Care (CSC) and Adult Social Care (ASC). From an ICT perspective, the systems are stable, this is an improvement on the Micare system, which encountered unplanned outages and was subject to performance issues. Good progress is being made, but there remain a number of challenges to resolve. Children's Services will be ready to move to business as usual in late February or early March 2020. The timeline for ASC will be longer, with the need to learn from the implementation to date, and the establishment of a brokerage function that will enable some of the current challenges to be resolved. The leadership of the Deputy Director of ASC, aligned to the ASC Improvement Programme is driving substantive progress. The change management approach, and any financial implications of a longer timeline for ASC moving to BAU will be identified as part of the work outlined.

LAN / WiFi

The Network Refresh Programme work will be carried out throughout 2020/21, and is critical for the ongoing performance and resilience of the networks operating within the Council. It will be the first total refresh of the entire infrastructure. The programme consists of the following projects:

- Wide Area Network (WAN) Refresh - this provides the connectivity between Council buildings
- Network Infrastructure Local Area Network (LAN) Refresh Project - this provides connectivity to Council systems within Council buildings
- WiFi Project - a new Corporate WiFi solution to every Council site including: Daisy WiFi (BusyBee) extension and replacement, 'GovRoam' (a network providing staff with seamless roaming internet access across multiple public-sector locations), and the Corporate, public and guest WiFi. GovRoam phase one will be live by the end of the financial year 2019/20.

Prioritisation

ICT is currently conducting a detailed planning and prioritisation exercise. This is to provide visibility of resource allocation, and to ensure that resources are prioritised in line with the right demand. This process will enable the Council to understand the demand on ICT over the next twelve months. It will also allow ICT to ensure that chosen initiatives represent best use of available resources, optimum balance of risk against achievability, and to ensure sufficient and necessary contribution to the Council's Strategic Objectives and the ability to articulate the impact of the initiatives.

The relevant IT Strategic Business Partners liaise with their respective SMT members about prioritisation of projects, and discussions are ongoing through directorate governance structures (e.g Corporate Core IT Board, and Neighbourhoods Directorate Management Teams) to engage a wider set of stakeholders around prioritisation of IT projects.

Governance Area: Finance and Savings

Action 6) "Changes to the local government finance system, and delivery of continued significant savings."

In September 2019, there was a one-year spending round for 2020/21, with the longer term spending review now pushed back to 2020/21. The wider changes affecting business rates and funding reform have also been delayed until 2021/22. The impact of both reviews is unknown.

The spending round announcement and subsequent settlement on 6 February 2020 have set out the funding for 2020/21, this has informed the budget proposals considered by scrutiny committees in January and February and presented to Executive 12 February 2020.

The funding commitments are for one year only, and considerable uncertainty remains for longer-term planning. There remain considerable medium term risks around the levels of public spending overall (to be determined in the 2020 spending review), the distribution of funding across local government (through the Fair Funding review) and the impact of anticipated business rates reforms and reset (update of the current business rates baseline).

In relation to Business Rates Reform, Manchester has been involved in a number of schemes to maximise the resource available in the region including the creation of a Business Rates Pool across Greater Manchester (GM) and Cheshire, the Business Rates Growth Retention Scheme 2015, and a 100% retention pilot from April 2017 to March 2021.

The Council is engaging with central government and other interested bodies through formal consultation responses and working groups to ensure the impact of the potential changes on local government - and particularly cities - is recognised. This includes numerous Fair Funding and Business Rates redesign workshops and consultations, as well as contributing to papers considered by the Fair Funding Technical working group. The last formal response submitted was the budget representation to HM Treasury, on 7 February 2020. Consultations on Fairer Funding and New Homes Bonus are anticipated in spring 2020.

Delivery of continued significant savings

The approved savings target is £20.321m for 2019/20, following a number of years of budget cuts, these represent challenging savings, and their delivery is regularly monitored. SMT consider the progress at their monthly budget meeting and updates are provided on a monthly basis to Executive Members. The Executive meeting on 12 February 2020 received a report on the detailed monitoring position, including the forecast achievement of savings. This showed £4m of the £7.908m Adult Services target is currently categorised as high risk, alongside £301k of the £2.7m Children's target, and all of the Homelessness £440k target.

	Green	Amber	Red	Total	Non recurrent / Investment	Net Total as per MTFP
	£000	£000	£000	£000	£000	£000
Children's Services	876	1,476	301	**2,653**	392	3,045
Adults and Social Care	1,120	2,788	4,000	**7,908**	(5,915)	1,993
Homelessness	0	0	440	**440**	0	440
Corporate Core	3,349	0	0	**3,349**	0	3,349
Neighbourhoods	4,951	0	0	**4,951**	0	4,951
Growth and Development	1,020	0	0	**1,020**	0	1,020
Total Budget Savings	**11,316**	**4,264**	**4,741**	**20,321**	**(5,523)**	**14,798**

The latest position against each of the high risk savings is detailed below (percentages in brackets are how much of the original target is not being achieved):

Children's Services high risk savings of £301k due to:
- Adoption Allowances £107k (74%), placements are in line with budget but actual unit costs are 10% higher than budgeted. The service is reviewing all allowances in line with policy.
- Home to School Travel £194k (26%) due to activity levels continuing to run higher than last year.

Adult Social Care high risk savings of £4m due to:
- Re-ablement savings risk of £1.693m (53%), as a result of delays in mobilising the expanded service due to recruitment delays.
- Assistive Technology £0.578m (50%) due to the delay in mobilisation of the service due to lead-time for procurement.
- High Impact Primary Care £153k (100%) from Residential, Homecare and Social Work. Whilst the service is delivering improved outcomes, it is not yet achieving a net reduction in demand.
- Strength based support planning in Mental Health services £430k (55%) which is dependent on the outcome of ongoing reviews.

- Strengths based support planning for other Adult Social Care £198k (40%) rated as high risk. The changes to practice and training are now being rolled out, but there is likely to be a delay in full implementation.
- Homecare £373k (50%) rated high risk, due to the revised timescales to implement the new homecare contract across all localities.
- Contract review £0.5m (100%). Further work is being undertaken to link into other service savings to assist with delivery.
- Shared lives savings of £75k (50%) which is due to delay in recruitment.

Homelessness high risk savings total £440k. Historically numbers in Bed and Breakfast (B&B) numbers have fallen each year in December. However, this year no reduction has been seen, and presentations total 7,306 to date, with over 10,000 households expected to approach the service in 2019/20. The drawdown of the reserve of £424k mitigates this pressure in year. The Section 21 team is preventing an average of 40 cases per month entering B&B accommodation (a Section 21 notice is the form a landlord must give to a tenant to start the process to end their assured shorthold tenancy).

Mitigations have been identified, where possible, to address the 2019/20 financial pressures. Any ongoing impact has been reflected in the 2020/21 budget.

Budget 2020/21 and beyond

The proposed 2020/21 budget reflects changes arising from the Spending Round announcements, the Final Local Government Finance Settlement 2020/21, forecast pay awards, notifications from GMCA and a robust review of all Council service spend to realign budgets and identify savings options. In total, efficiency options of £7.5m have been identified for 2020/21, which net to £2.8m after pressures have been met. These are being found through a combination of efficiencies, income generation and innovation and should not impact on frontline services to residents. In recognition of the challenges faced by Adults and Children's Social Care and the Homelessness Service, any efficiencies identified in these areas will be used to help achieve a balanced budget in 2020/21, with a focus on stabilising the position and preparing for possible changes from 2021/22 onwards.

All proposals were presented to the relevant Scrutiny Committees in January and February 2020 for comment, and the table on the following page summarises these by Directorate.

Net Efficiency Options 2020/21

	2020/21 Efficiency / Income Options Identified	2020/21 Pressures/ Priorities Identified	Net efficiency options supporting budget
	£'000	**£'000**	**£'000**
Homelessness	(1,000)	1,000	0
Corporate Core	(3,449)	2,872	(577)
Neighbourhood Services	(2,324)	754	(1,570)
Growth and Development	(690)	0	(690)
Total Efficiency Options	**(7,463)**	**4,626**	**(2,837)**

With regard to homelessness, the service has identified a potential increase in income of £1m in 2020/21 relating to Housing Benefit for temporary accommodation. This will be available from the Department of Work and Pensions (DWP) based on a small scale transfer of existing properties to be managed by Registered Providers (RPs) by the end of March 2020, and increasing incrementally throughout 2020/21, this will reduce the net cost to the Council. The option under consideration would target a transfer of properties outside of the city boundaries, and the approach has been agreed in principle with registered providers. The financial due diligence is being undertaken to achieve the first transfer of 100 properties by the end of March 2020.

Despite the uncertainty around government funding, it is recognised that longer term planning is essential. Therefore, work is in progress to formulate indicative budgets for the following two years. Work is ongoing to establish the budget requirements for 2021/22 and beyond. This is in the context of considerable changes to Local Government Funding, including the outcome of the Spending Review, and a review of local authorities' relative needs and resources (also known as the Fair Funding Review) which will consider how local government funding is distributed. Also, reform of the Business Rates Retention scheme, and the government proposals on the future of Adult Social Care funding and interaction with the NHS ten year long term plan. The government is expected to make a budget announcement on 11 March 2020, which may give some clarity on the direction of funding for Local Government.

Governance Area: EU Exit Preparations

Action 7) "Planning and implementation of changes required to mitigate potential negative impact of Brexit on budget and other assumptions for the Council, partners and residents of the City."

Extension to Article 50, and EU exit

Since the last Brexit update when the UK was preparing for EU Exit on the 31 October 2019, Parliament was unable to agree a deal and requested a further extension to Article 50 to 31 January 2020. This was agreed by European Council, and all EU Exit preparations stood down. A General Election was then announced, and took place on the 12 December 2019 - which the Conservative Party won.

Under the new UK Government and the terms of the Withdrawal Agreement Bill, the UK left the European Union on 31 January 2020. The UK is now in the transition period until 31 December 2020. Throughout this period, the Government will be forging new partnerships with the EU and the rest of the world. This could lead to new arrangements for trade, travel and business.

Governance

The Council's response to the risks and uncertainties associated with EU Exit Transition has been coordinated by the Brexit (now EU Exit) Preparedness Group which is chaired by the Strategic Director - Neighbourhoods. A Greater Manchester Preparedness Group is chaired by the Chief Executive of the GMCA, to focus on issues and civil contingencies at a city region level. The group includes representatives from Health, Greater Manchester Police, Greater Manchester Fire and Rescue, Transport for Greater Manchester, Manchester Growth Company and Manchester Airport.

Council EU Exit Preparedness Group

Council EU Exit Preparedness Group ('MCC Group') have stood down meetings, which were scheduled to start again in January 2020 following national stand down in October 2019. However, officers will continue to assess the situation through engagement with the LRF and participation in planned monthly GM Brexit meetings. Monthly email updates will be shared with the MCC Group

and we will look to reconvene face-to-face meetings later during 2020 (likely to be from June or July). However, we will reconvene earlier if Government plans and any associated risks change over that time.

The transition period ends on 31 December 2020, which includes the risk of leaving without a trade and cooperation deal in place. Negotiation of a comprehensive trade deal by this date will be challenging, therefore preparing for the types of 'no deal' risks we have previously considered will be relevant as we approach the end of December 2020.

Risk and Resilience

In line with Government guidance the EU Exit Preparedness Group oversaw the development and update of a Corporate Impact Assessment with all Directorates covering the following areas:
1. Fuel Supplies
2. Civil Unrest
3. Loss of EU National Staff
4. Equipment & Materials
5. Medical Supplies
6. Food Supplies
7. Finance
8. Events
9. Payment of Benefits & Poverty
10. Partnerships & Suppliers
11. Statutory & Regulatory

The approach relating to Council employees

The Council's strategy in relation to the workforce has, to date, focused in three areas:
- **Informing** all employees of the potential implications for EU nationals in the workforce and signposting to relevant information and guidance.
- **Supporting** any individuals or managers who have identified specific concerns, signposting them to relevant support and providing guidance where appropriate.
- **Monitoring** any emerging risks or issues in either the employed workforce or agency provision.

Work has been undertaken with PricewaterhouseCoopers (PWC) to create a package for employees which distils Government information into a format suitable for mobile devices. The package is being used across Greater Manchester by the majority of local authorities, and is automatically updated with the most up to date Government guidance and deadlines.

Wider Communication

The Council Communications Team has developed an overall strategy for informing residents and businesses about the implications of EU Exit and fed into the wider Greater Manchester plan.

Residents have been signposted to www.gov.uk website for information, and there has been a particular focus on communicating information, support services and Government advice on applying for EU Settled Status.

For businesses, messaging has signposted people to The Business Growth Hub . The Hub have simplified the information available from Government, and provided useful overviews and summaries for technical guidance notes so that businesses can see at a glance if they are relevant and what action they need to take.

Financial implications

A number of potential financial implications across a range of areas are being considered. These include:
- Increases in the cost of goods and services e.g. care services, buildings and construction, food and fuel.
- Business rates reductions as a result of higher costs to businesses, or issues caused by import and export tariffs.
- National changes such as changes to interest rates, state aid and OJEU tendering.
- Impact on the Airport Dividend.
- EU Grant funding including risk to existing projects and lack of clarity on UK replacement funds.

Impact Monitoring and Mitigation

The EU Exit Preparedness Group has developed a series of key indicators on a cross departmental basis that will enable any emerging impacts to be identified, monitored and any appropriate mitigating actions taken. These will be further refreshed and updated in 2020/21 as details of the proposed future relationship with the EU and potential impacts of EU Exit emerge.

Detailed report to Economy Scrutiny Committee

The update in this report is intended as a brief high-level overview of the governance arrangements relating to this challenge only. A more detailed report - The Impact of Brexit on the Manchester Economy - was taken to Economy Scrutiny Committee on 5 September 2019.

Regional Reporting

Monthly GM meetings will be held from January, until summer 2020. It is likely that the frequency of these meetings will then be scaled-up, based on trade and cooperation negotiations around this time until December 2020 and beyond, depending on risk and issues analysis and national reporting requirements. A meeting of Local Resilience Forum (LRF) Chairs took place on the 19 December 2019 and 8 January 2020, and no immediate issues were raised.

Although all other reporting has been stood down, the North West has been asked by the Department for Business, Energy & Industrial Strategy (BEIS) to provide a return (initially monthly) about the economic health of the region. BEIS are trying to get a 'real-time' understanding on general trends and any specific issues in the run up and aftermath of EU Exit and any potential economic shocks. GMCA are undertaking this work on behalf of the North West, and each local authority has been asked to feed into this reporting with immediate effect.

EU Settlement Scheme

It is estimated that around 900,000 EU citizens in the UK have yet to apply for settled status, which most will need to remain in the country long-term after EU Exit. Home Office statistics for December show that just over 2.7 million EU citizens and their family members have applied for settled status. So far, 58% of applicants have been granted settled status, and 41% granted pre-settled status, which allows people to stay in the UK for a further five years. The figures underline a huge take-up of the scheme, which was launched nationally in March 2019, but also show the scale of the task that still lies ahead.

It is assumed that local authorities will be asked to continue to work to encourage registration, and the Council will continue to do this, alongside our role in ensuring that all looked after children who are EU citizens apply for settled status. We will also continue to engage with Home Office communications.

Risk Indicators

Whilst meetings of the MCC Group have been stood down, work being undertaken by the Risk and Resilience Team on EU Exit risk indicators and refreshing the Corporate Impact Assessment will continue. This work has paused over the last three months but the proposed actions over the next 3-6 months are as follows.

- A review of Directorate and Service risk registers and business continuity plans will be completed as scheduled in quarter four 2019/20. As part of this, the Brexit Impact Indicators document will be updated. The focus of the team will be on supporting services and core support functions (including ICT, Commissioning and Procurement, Finance, HROD) on development of practical, appropriate mechanisms for monitoring and reporting on potential impacts.
- The key areas of focus for indicators will remain workforce; contracts and supply chain; ICT / information governance; finance and funding; customer / resident demand; care and safeguarding for vulnerable adults and young people; and community cohesion.

Governance Area: Highways Infrastructure

Action 8) "Development, design and delivery of major infrastructure projects across Highways, maintenance, and governance of response to the reporting of road issues, linking with strategic development plans, to time, quality standards and on budget."

Since the last update to the Committee, the Highways service obtained approval to appoint a permanent Highways Development Specialist to drive forward the strategic infrastructure plans and recruitment is well underway. Significant progress has been made in drafting a pipeline of projects that align to the emerging City Centre Transport Strategy. The pipeline has been agreed with the Executive Member and is included in the Capital Strategy Board forward pipeline. Business cases have already been approved for developing the early projects and funding is in place from the £20m project development fund.

The service redesign has created a permanent Major Projects Team, ensuring all major projects are led and managed by a Project Manager and supported on a technical basis by design engineers, and a commercial basis by Quantity Surveyors. The redesign includes the permanent establishment of the Programme Management Office (PMO). The Head of the Programme Management Office will be responsible for developing a standard approach to project management, procedures and reporting, and this post has now been recruited-to.

Further to the above, in alignment with the Capital Strategy process the Highways Portfolio Board has now been in place for over 18 months. This Board is chaired by the Director of Highways, with membership including; the highways senior management team, the

Head of Capital Finance, the Head of Revenue Finance and colleagues from Capital Programmes. The service also has project boards for all major projects, and a programme board that reports into the Highways Portfolio Board. The Portfolio Board reports through the Capital Strategy Board.

Progress made with major projects is reported to the Neighbourhoods Scrutiny committee. January 2020 will see three major projects commence including; Hyde Road widening, Great Ancoats Street, and Royce Road Chorlton junction works, which is evidence of the progress that has been made. Consultation is currently underway on the Piccadilly to Victoria cycle and walking improvements through the Northern Quarter.

Governance Area: Commissioning, Procurement and Contract Management

Action 9) "Strengthening the Council's approach to commissioning, procurement and contract management."

In terms of procurement, there have been two important developments. The first is that the Council has been accredited as a Living Wage Employer. As part of this, the Council has committed to work with its supply chain to promote and embed the payment of the Real Living Wage. The Council has updated its tender documentation accordingly, and will be working with contracts leads over the year to ensure Real Living Wage is included in contract discussions with suppliers.

The second development relates to the Climate Emergency declared by the Council in July 2019:

- The Integrated Commissioning and Procurement (ICP) and City Policy teams have accordingly developed new questions and wording that will be included in tender documentation.
- The Council has been trialling an additional 10 percentage point weighting in the evaluation specifically in relation to carbon reduction, on top of the existing minimum 20 percentage points in relation to social value. For example, Highways have piloted this on some recent tenders and early indications are that bidders have responded positively.
- The Council also continues to work with wider partners, including the Centre for Local Economic Studies (CLES), to learn from each other and promote carbon reduction in procurements. This was a particular focus at the annual 'Power of Procurement Event' held on 14 February 2020.

In terms of wider commissioning and contract management, the Commissioning and Contracts Leads group is now well established, with good representation from across the council. Over the last quarter the group has co-developed arrangements to drive better

forward planning, held a dedicated session with City Policy on the climate emergency and the implications for contracts and market development, and reinforced corporate priorities including social value key performance indicators and the real living wage.

The e-learning packages on contract management and social value continues to be promoted (including recently in the Forum and the Buzz emails to staff) and the numbers accessing them are tracked regularly. A certificated course in contract management, which will be run through until to December 2020 has also been commissioned.

Directorates are now focusing on their Forward Plans, particularly Adults and Children's where a number of contracts will need to be recommissioned over the next year. The ICP Team is working closely with directorate strategic leads on these. There are a number of significant projects involving multiple partners working together to reform services, including Early Help and Early Years, Domestic Violence and Abuse services, children's residential services as well as wider health and social care integration.

Governance Area: Workforce Policy

Action 10) "Continued development and coordination across Services of the governance, communication, implementation and monitoring of workforce policy and associated guidance. This includes ensuring strong messages around compliance and accountability, and a planned programme of work to identify and tackle areas of non-compliance."

Our People Strategy

Our People strategy, agreed in Jan 2017, recognises the critical role the Council's workforce plays behind the vision of Our Manchester. In agreeing the Strategy, there was a recognition that the scale of change described would take time to achieve, with its delivery timeline broadly aligned to the Our Manchester 2025 vision.

Our People strategy sets out a compelling vision for a future workforce and workplace where our systems, processes and cultures are fully aligned with Our Manchester behaviours, and where people have the skills, opportunity and support to perform at their best. This, in turn, will ensure the Council can achieve the Corporate Plan and play its full part in delivering on the vision for Our

Manchester. During 2019, there has been continued activity to progress initiatives in support of the Our People strategy, as well as the initiation of Our People Plan 2020/23 to articulate how we will continue to progress with Our People ambitions.

Work has commenced to consult widely with key stakeholder groups regarding Our People Plan 2020/23, the current draft was presented to HR Sub Committee on 24 February 2020, and will next be taken to Executive. Key stakeholders will be managers, staff groups including the staff networks and Trade Unions. The final version will also be informed by the Race Equality review, and the 'BHeard' Survey results.

Leadership Development

The Raising the Bar Programme, and Our Manchester Leadership Programmes have been really well received, with c50% of managers and leaders having been through the programmes. Based on feedback about Raising the Bar from both attendees and their managers, the programme continues to assist the development of managers up to Grade 9, ensuring that they have the knowledge, skills and behaviours to deliver Manchester's ambitious objectives. Over 400 managers (circa 44%) have been through or are in the process of completing the course. For managers Grade 10 and above, the Our Manchester Leadership Programme (OMLP) provided a programme of enhanced leadership development. Over 50% of leaders and managers have engaged in this programme.

There was largely positive feedback, however it was noted that there was a need for more focus on core management basics, as a result both courses are being refreshed. A new module on Public Sector Leadership has been added to the OM programme, which is being rolled out retrospectively to delegates.

Our Transformation Programme.

An update was provided to Resources and Governance Scrutiny Committee on 8 October 2019, which follows the work to review and evolve the Corporate Core Transformation Programme. The Our Transformation Programme is designed to deliver more radical change, and to be considered as a whole organisation approach. The work is a key driver to support the organisational goal of being a 'well managed Council', and it is about changing how we work as an organisation to ensure we can deliver our corporate priorities.

Our Ways of Working (OWOW)

OWOW is the part of the Our Transformation, and is focused on our employees' experience of working here. It is about us working in an agile way, with more flexibility and having the right tools and support to make this happen. Phase 2 of OWOW brings with it two new ICT platforms – Microsoft Office 365, and a new Intranet which have the potential to fundamentally change the way we work digitally. Both of these platforms are expected to be in place across the whole organisation by September 2020.

The new intranet will have the following features:

- **A powerful search function and simplified, employee focused information -** helping staff to get to the information that they need more quickly.
- **Staff directory -** find out who's who, read their bio, find out their skills, and connect with each other.
- **A social intranet -** blog posts, sign up to events, "Like" content, and join groups.
- **Accessible everywhere -** available on mobile devices.

Office 365 will replace Google 'G-Suite' by September 2020. By moving to Microsoft, we will be able to work together more easily with partners who are also use Office. Not only will this replace our current email, calendar, file storage, and word processing software, it also brings with it 'Microsoft Teams'. This supports teams to work better together, by combining all of a team's online chats, meetings, files, and apps together in one place.

The new intranet will also integrate with Office 365 to provide a seamless experience to our staff. Together, this new offer will allow our staff to collaborate more easily, wherever they are.

Induction

Our new approach to induction launched in 2019 and helps our new starters to understand their role, how the Council works, and ensures they get off to the best start. During 2019/20, the Council has had 472 new starters in total. Out of this, we have received 48 feedback responses. Overall, 50% of respondents gave their induction 5 stars, and only 12.5% of respondents giving a negative rating. Further work is to be done to develop the induction process, once the new Intranet platform is launched which includes a dedicated 'onboarding' system, allowing us to do even more to support new starters. This includes adding mandatory required reading and "checkboxes" to our intranet, ensuring key policies are read as part of induction. A programme of change for management induction is also underway.

Recruitment and selection

Launched in October 2018, the revised Recruitment and Selection (R&S) policy and guidance is now embedded into the recruitment process. Encouraging managers to 'Hire with their Head', the policy now enables managers to tailor the recruitment process to their roles and services - to get the best possible candidates in a way which is fair, inclusive and consistent across the organisation. Since its launch, the mandatory e-learning module has been completed by 1,226 individuals who are involved in the recruitment process.

Further work is underway during 2020 to review our recruitment and selection process, and to get a better understanding of the manager and applicant journeys. We will also be engaging with residents, staff and managers about their recruitment experience. This work will be linked to the BAME review, and wider protected characteristics.

We also have a new approach to Role Profiles in development, highlighting more strongly our commitment to flexible working and supporting applicants who have a disability, simplifying the language used, and ensuring that our roles are more specific in their descriptions.

Disclosure and Barring Service (DBS) Framework

Over the last year the Directorate Lead counter-signatories, with support from the HR team, has refreshed the DBS policy, audited the list of posts that require clearance, and made system improvements (and planned others) that improve records. The internal audit team completed an inspection of new arrangements and gave a conclusion of moderate assurance (a notable improvement on the limited assurance findings from the last audit in 2015). The arrangements incorporate recommendations that have been acted on during 2019, to further improve the assurance relating to the Council's DBS Framework. In addition, the Council has recently joined a GMCA contract for the provision of a new electronic system (e-Bulk system) for the processing of DBS checks on behalf of the Council.

Using Workforce Intelligence

The Workforce Assurance Dashboard remains a valued platform for managers to obtain key workforce performance data, with more than 500 managers across the Council regularly accessing the quarterly reports. This online product is fully accessible on PC, tablet or mobile enabling managers to access data at any location and at any time. The site now also contains interactive self-service

pages specifically containing data on agency spend and absence, allowing managers to draw out even more pertinent data for their services. These quarterly reports continue to be shared with the Trade Unions, as an overview on workforce performance.

While the Workforce Assurance Dashboard remains the most widely used source of workforce intelligence, the team also engages in frequent bespoke analysis work with directorates and services in an attempt to understand more specific challenges, and to provide a greater understanding of these areas. Insights from one such project with Children's and Education services contributed to the recently revised 'Recruitment and Retention Strategy' for the directorate.

7. Action Plan: Governance Challenges for 2020/21 Onwards

The review of governance arrangements has identified the main areas where the Council will need to focus its efforts during 2020/21, to address changing circumstances and challenges identified. These are set out in the action plan below. Completion or substantial progress against these objectives is due by the end of the financial year, in March 2021.

Action	What action is to be addressed	Who is responsible for delivery	
		SMT Leads	Directors or Heads of Service
1	*[actions to populate this Action Plan will be provided in the version of the document for April 2020 Audit Committee]*		
2	*[to be populated]*		
3	*[to be populated]*		
4	*[to be populated]*		
5	*[to be populated]*		
6	*[to be populated]*		
7	*[to be populated]*		
8	*[to be populated]*		
9	*[to be populated]*		
10	*[to be populated]*		

Conclusion

The governance arrangements as described above have been applied throughout the year, and up to the date of the approval of the Annual Accounts, providing an effective framework for identifying governance issues and taking mitigating action. Over the coming year the Council will continue the operation of its governance framework and take steps to carry out the actions for improvement identified in the review of effectiveness to further strengthen its governance arrangements.

Signed: ……………………………………………………………………
Leader of the Council

Signed: ……………………………………………………………………
Chief Executive

Manchester City Council
Report for Resolution

Report to: Standards Committee – 19 March 2020

Subject: Work Programme for the Standards Committee

Report of: Governance and Scrutiny Support Unit

Summary

To allow the Committee to consider and revise its work programme for future meetings.

Recommendation

The Committee is invited to discuss the work programme and agree any changes.

Wards Affected: All

Financial Consequences for Revenue Budget - None directly

Financial Consequences for the Capital Budget - None directly

Contact Officers:

Fiona Ledden - City Solicitor
0161 234 3087
fiona.ledden@manchester.gov.uk

Andrew Woods - Governance Team Leader
0161 234 3011
andrew.woods@manchester.gov.uk

Background documents (available for public inspection):

None

Standards Committee Work Programme – 19 March 2020

Meeting - 19 March 2020

Item	Purpose of the report	Report Author	Comments
Social Media Guidance for Members	To consider any revisions proposed to the guidance and the efficacy of the guidance.	Poornima Karkera	Last reported March 2019
Member Training	To update Standards Committee on the operation and efficacy of the Member Development Strategy; report on training delivered in the current municipal year and update on the proposals in relation to the next municipal year	Jonathan Kershner	
Annual Governance Statement (AGS)	To seek the views of the Committee on the draft	Sean Pratt	
Standing item - Work Programme	To review and amend (if necessary) items to be considered at future meetings of the Committee.	Andrew Woods	

Meeting – 18 June 2020

Item	Purpose of the report	Report Author	Comments
Dispensations	To review the operation and efficacy of the process for granting dispensations.	Poornima Karkera	
Planning Protocol	To review the operation and efficacy of the Protocol.	Robert Irvine / Julie Roscoe	
Register of Members Interests	To consider the operation of the Register of Members' Interests	Poornima Karkera	
Gifts and Hospitality Guidance for Members	To review the operation and efficacy of the Guidance.	Poornima Karkera	
The Member/ Officer Relations Protocol	To review the operation and efficacy of the Protocol	Poornima Karkera	
The Use of Council Resources Guidance for Members	To review the operation and efficacy of the Guidance.	Poornima Karkera	
Update on Progress	To advise members on the position regarding	Poornima Karkera	

implementation recommendations Committee on Standards in Public Life	implementation of CSPL recommendation		
Partnership Arrangements	To report on arrangements in place to ensure that good practice in relation to ethical standards are incorporated into the governance of bodies the Council has established / is in partnership with	Sarah Narici and Rebecca Maddison	
Standing item, if needed - Members Update on Ethical Governance	To update Members on any national issues regarding ethical governance which may impact on the Council's arrangements for ethical governance.	Poornima Karkera	
Standing item - Work Programme	To review and amend (if necessary) items to be considered at future meetings of the Committee.	Andrew Woods	

Meeting – 29 October 2020

Item	Purpose of the report	Report Author	Comments
Standing item, if needed - Members Update on Ethical Governance	To update Members on any national issues regarding ethical governance which may impact on the Council's arrangements for ethical governance.	Poornima Karkera	
Annual standards committee report	To note and review the work done in the last year to promote and maintain high standards of conduct by members.	Poornima Karkera	
Arrangements for Investigating Complaints made under the Members' Code of Conduct and the	To review of the operation and efficacy of the Arrangements and Hearing Procedure.	Poornima Karkera	

Procedure for the Local Hearing of Allegations of Misconduct by Members of the Council			
Standing item - Work Programme	To review and amend (if necessary) items to be considered at future meetings of the Committee.	Andrew Woods	

Unscheduled Items	
Disqualification criteria for members	To be scheduled once primary legislation is introduced
Consultation outcome on Updating Disqualification Criteria for Local Authority Members	Committee notes the report and requests that a report be brought to a future meeting once the legislation has been introduced.
Code of Corporate Governance	

Documents/Procedures/Protocols – within the remit of the Committee

Document/Procedure/Protocol	Last Reviewed	Date Due for Review	Comments
The Code of Corporate Governance	March 2019		
The Annual Governance Statement	March 2019	March 2020	
Members' Code of Conduct	Updated annually as needed as part of annual review of constitution.		AGMA wide review
Arrangements for Investigating Complaints made under the Members' Code of Conduct	March 2019	October 2020 or earlier where there is a change in the law or circumstances warrant an earlier review	

Standards Committee Work Programme – 19 March 2020

Gifts and Hospitality Guidance for Members	March 2019	June 2020 or earlier where there is a change in the law or circumstances warrant an earlier review	
The Member/ Officer Relations Protocol	March 2019	June 2020 or earlier where there is a change in the law or circumstances warrant an earlier review	
The Use of Council Resources Guidance for Members	March 2019	June 2020 or earlier where there is a change in the law or circumstances warrant an earlier review	
Social Media Guidance for Members	March 2020	March 2023 or earlier where there is a change in the law or circumstances warrant an earlier review.	
The Planning Protocol for Members	June 2019	June 2020	Reviewed June 2019
Member Development Strategy	March 2020	March 2021	
Procedure for the Local Hearing of Allegations of Misconduct by Members of the Council	Reviewed November 2019	October 2020 or earlier where there is a change in the law or circumstances warrant an earlier review.	Reviewed 2 November 2017
Register of Members Interests	Considered as part of annual report. Last considered March 2019.	June 2020	

This page is intentionally left blank

**Standards (Hearing) Subcommittee
Minutes of the meeting held 20 February 2020**

(Acting with delegated authority)

Present:

G Linnell – Co-opted Independent Member (Chair)
Councillors Andrews, Evans and Kilpatrick

SHS/20/01   Appointment of the Chair

Decision

To appoint Mr G Linnell as the Chair of the Subcommittee for this hearing.

SHS/20/02   Exclusion of the Public

Decision

To exclude the public during consideration of the following item which involved consideration of exempt information relating to any individual, and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

SHS/16/03   Consideration of complaints
(Public excluded)

A number of complaints had been made that the conduct of a member of the Council constituted a breach of the Council's Code of Conduct for Members. The Subcommittee conducted a hearing into the complaints in accordance with the Council's procedure for hearing of allegations of misconduct.

(a) The finding on the facts

The Monitoring Officer had appointed an independent Investigating Officer to examine the complaints. The Subcommittee considered the Investigating Officer's report. The report included statements from the complainants and from the Member. The Subcommittee also watched a video of the incident that had resulted in the complaints being made. None of the complainants had personally witnessed the incident, all had become aware of it when the video was published on a website.

The Subcommittee heard from the Member, and two other councillors who accompanied the Member as his representatives, including information that the exchange between the member and Councillor Leech was longer than evidenced by the video which was accepted by the Panel. The Member was given the opportunity to put questions to the Investigating Officer.

The Subcommittee noted the time that had elapsed between the incident and this Hearing taking place. In noting that, they were satisfied that the proper investigatory procedure had been followed in relation to these complaints.

Decision

That the facts were not disputed and were accepted by the Subcommittee as the determined facts of the matter being considered.

(c) Question as to whether the Code of Conduct had been breached

Having considered the report of the Investigating Officer and the written and oral statements of the Member the Subcommittee examined the Code of Conduct to consider whether the conduct of the Member breached that Code. The Investigating Officer's report addressed three sections of the Code of Conduct and the Subcommittee considered and reached a decision on each in turn.

Decisions

1.   The Subcommittee did not feel there was sufficient evidence that the conduct of the Member amounted to harassment, bullying or abusive behaviour by the member against another Councillor. Therefore, there was no breach of the Code of Conduct section 3.1(b): "bully or be abusive to any person".

2.   The Subcommittee agreed that in having 14 of the letters of the sign displayed in the Council Chamber produced by the Member Services staff the Member did misuse the resources of the Council in breach of Section 6(b) of the Code and in doing so failed to demonstrate having regards to the use of the Local Authority code of publicity in breach of section 6(c) of the Code of Conduct.

"Section 6(b) You must, when using or authorising the use by others of the resources of your authority:

(i)   act in accordance with the Council's reasonable requirements; and
(ii)   ensure that such resources are not used improperly for political purposes (including party political purposes);
Section 6 (c) You must have regard to any applicable Local Authority Code of Publicity made under the Local Government Act 1986."

3.   The subcommittee did not on balance consider that the behaviour of the Member could reasonably be regarded as bringing the Member's office or the Council into disrepute. Therefore, there was no breach of the Code of Conduct under section 5: "You must not conduct yourself in a manner which could reasonably be regarded as bringing your office or the Council into disrepute."

(d) Decision whether a sanction should be applied

On the issue of whether a sanction was required, and if so of what nature, the Subcommittee considered the advice of the Investigating Officer as given in the

written report and orally during the earlier part of the hearing. It also considered the matters raised by the Member in mitigation. The Subcommittee examined each of the sanctions that were available to it under the Council's Standards procedures.

Decisions

1.   That a sanction be applied.

2.   That the appropriate sanction to apply was that the findings of the Subcommittee be reported to Council.

3.   On the procedural lessons to be learned from these complaints, and the time it has taken for them to come before a subcommittee, to recommend to the Standards Committee that it review the processes and procedures regarding complaints against members.

This page is intentionally left blank