



## **Audit Committee**

Date: Tuesday, 13 June 2023

Time: 10.00 am

Venue: Council Antechamber, Level 2, Town Hall Extension

Everyone is welcome to attend this committee meeting.

**There will be a private meeting for Members only at 9.30am in Committee Room 6 (Room 2006), 2nd Floor of Town Hall Extension. A Town Hall pass is needed to reach this room.**

### **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  
**There is no public access from the Lloyd Street entrances of the Extension.**

### **Filming and broadcast of the meeting**

Meetings of the Audit Committee are 'webcast'. These meetings are filmed and broadcast live on the Internet. If you attend this meeting you should be aware that you might be filmed and included in that transmission.

## **Membership of the Audit Committee**

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**Councillors** - Lanchbury (Chair), Curley, Good, Noor, Simcock, Stogia and Wheeler

**Independent Co-opted Members** – Dr S Downs and Dr D Barker

## Agenda

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- 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.
- 4. Minutes** 5 - 10  
To approve as a correct record the minutes of the meeting held on 14 March 2023.
- 5. Update on Progress on the Audit of the Final Accounts for 2020/21 and 2021/22 and finalising the Draft Accounts for 2022/23**  
The report of the Deputy Chief Executive and City Treasurer **will follow.**
- 6. Annual Internal Audit Assurance Opinion and Report 2022/23**  
The report of the Head of Audit and Risk Management **will follow.**
- 7. Annual Internal Audit Plan 2023/24**  
The report of the Head of Audit and Risk Management **will follow.**
- 8. Annual Governance Statement 2022/23** 11 - 40  
The report of the Deputy Chief Executive and City Treasurer is attached.
- 9. Register of Significant Partnerships 2022** 41 - 58  
The report of the Deputy Chief Executive and City Treasurer is attached.
- 10. Work Programme**

The report of the Governance and Scrutiny Support Unit **will follow.**

## Information about the Committee

The Committee is responsible for approving the Council's statement of accounts; considering the Audit Commission's Annual Audit and Inspection Letter and monitoring the Council's response to individual issues of concern identified in it. The Committee also considers the Council's annual review of the effectiveness of its systems of internal control and assurance over the Council's corporate governance and risk management arrangements, and engages with the external auditor and external inspection agencies to ensure that there are effective relationships between external and internal audit.

The Council is concerned 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.

The Council welcomes the filming, recording, public broadcast and use of social media to report on the Committee's meetings by members of the public.

Agenda, reports and minutes of all Council Committees can be found on the Council's website [www.manchester.gov.uk](http://www.manchester.gov.uk).

Smoking is not allowed in Council buildings.

Joanne Roney OBE  
Chief Executive  
Level 3, Town Hall Extension,  
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## Further Information

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

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This agenda was issued on **Monday, 5 June 2023** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 2, Town Hall Extension (Library Walk Elevation), Manchester M60 2LA

## **Audit Committee**

### **Minutes of the meeting held on 14 March 2023**

#### **Present:**

Councillor Lanchbury - In the Chair  
Councillors Curley, Good, Russell and Simcock  
Independent Co-opted member: Dr S Downs  
Independent Co-opted member: Dr D Barker

#### **Apologies:**

Councillor Stogia

#### **Also Present:**

Councillor Akbar, Executive Member for Finance and Resources  
Councillor Stanton, Deputy Executive Member for Finance and Resources.  
Alastair Newall, Mazars (External Auditor)  
Karen Murray, Mazars (External Auditor)

#### **AC/23/01 Minutes**

The minutes of the previous were submitted for consideration as a correct record.

On reviewing what had been recorded for discussion of the Assistant Chief Executive's report entitled the Governance and Management of Complaints, a member informed the Committee that he had since by contacted by officers to discuss proposed changes to the way in which councillor enquiries are recorded to truly accurately reflect the volume. Information about those changes would be circulated to all members in due course.

#### **Decision**

To approve the minutes of the meeting held on 29 November 2022 as a correct record.

#### **AC/23/02 Internal Audit Assurance**

The Committee received a report of the Head of Audit and Risk Management which discussed progress on the agreed audit plan 2022/23; additional work assigned to the Audit service and copies of the audit opinions issued in the period October 2022 to the end of January 2023.

The report provided information on:

- The Audit Plan and Delivery;
- Resourcing and Planning considerations
- Management Oversight and Supervisions, Foster Care Payments, Early Years Casework Management Compliance, Supporting People, Safe Recruitment, Schools Financial Health Checks and Follow up Audits (Children's Services and Education Directorate)

- Payments, Disabled Facilities and Adaptations, Quality Assurance Framework (Directorate for Adults)
- Core, ICT and Information Governance (Corporate Core and Information Governance)
- Building Control, Housing Services: Empty Properties and Voids, Assurance Framework, Damp and Mould in Council and Private Rented Sector Homes (Neighbourhoods; Growth and Strategic Development Directorates)
- Adult Social Care Contract Governance, Social Value Monitoring, Other Assurance, (Procurement, Contracts and Commissioning)
- Proactive and investigations; including 'other reactive investigations' in respect of Business Grants, Council Tax Reduction Scheme and Housing Tenancy (Counter Fraud and Investigations)

With regard to risk management arrangements in the maintained schools sector, the Head of Audit and Risk Management described a mixture picture with findings of limited assurance as well as positive examples where all audit recommendations had been implemented. There was a discussion about safer recruitment arrangements in schools. Noting reference to gaps in knowledge about Human Resources (HR) compliance requirements, the Committee discussed the appropriate steps to satisfy assurance arrangements alongside and the Local Authority's role of support and challenge. With regard to the challenges around finance functions, in particular for small schools, the Committee discussed the role of organisational compliance culture. A number of options on how to address gaps in knowledge were put forward including the outsourcing of certain back office functions to ensure statutory compliance.

The Chair noted the information reported on cyber training and requested that should any concern be identified this should be relayed to the Standards Committee to ensure that the risk is sufficiently ameliorated.

The Committee agree to schedule a report on audit and risk management is conducted for local authority maintained schools. The Chair also requested that the next scheduled assurance report, includes an update on housing with particular reference to the management of voids, damp and mould and the role and relationship with the Housing Advisory Board.

The Head of Audit and Risk Management responded to questions about changes to the Audit Plan, specifically those amended or deferred, and the reasons for those decisions.

Noting the amended framework for the planned audit of Housing Services, the Committee agreed to add a report on the (housing-wide) Improvement Plan with particular reference to governance and compliance principles to its future Work Programme.

The Head of Audit and Risk Management agreed to explore ways to raise awareness about the Social Value Fund through the Member Development programme.

## **Decision**

1. To note the report.
2. To schedule a report to the Committee's future work programme on the audit and risk management in the Local Authority maintained schools sector.
3. To schedule a report to the Committee's future work programme which discusses governance and compliance practices arising from the housing-wide Improvement Plan.
4. To note that The Head of Audit and Risk Management shall explore ways to raise awareness about the Social Value Fund through the Member Development programme.

### **AC/23/03 Oral Update: External Audit Progress**

The Committee received oral update from the External Auditors ( Mazars) which on the completion of external audit work for the financial years 2020/21 and 2021/22.

In respect of the 2020/21 accounts sign off, Karen Murray (Mazars) informed the Committee that work on the accounts was almost complete. The technical and nationwide issue had been addressed by the enactment of a statutory instrument and the appropriate guidance had been issued. However an issue had emerged in respect of the Greater Manchester Pensions Fund (GMPF), currently under exploration with a risk that this could impact on 2021/22 accounts. It was hoped that the 2020/21 accounts could be finalised by the end of April.

With regard to the accounts for the 2021/22 financial year, Alastair Newall (Mazars) informed the Committee that good progress had been made with most areas complete and undergoing the internal review process. Areas not yet complete were described as those complex accounting estimates, including the valuation of the pension liability, and the valuation of land and buildings. It was therefore unlikely that those accounts would be signed off until after the Committee's meeting scheduled for early April 2023.

The Deputy Chief Executive and City Treasurer spoke about the significant challenge the nationwide issue had presented to the Finance team, commending in particular the Finance team's diligence in managing unclosed accounts during concurrent budget setting arrangements. She outlined the complexities with regard to 2021/22 accounts, in particular the timing of technical assessments and sign off processes but gave assurance that officers were doing all they could to complete this work as quickly as possible. However, noting that the statutory timetable was planned to revert to usual sign of deadlines, she indicated that there was potential for an impact on the timeliness of 2022/23 accounts sign off.

The Committee recognised that the challenge to Mazars and the Council's Finance teams sat outside of their control and appreciated that all concerned were doing everything possible to resolve matters.

### **Decision**

To note the update.

### **AC/23/04 Outstanding Audit Recommendations**

In accordance with the Public Sector Internal Audit Standards requirement to establish and maintain a system to monitor the implementation of high priority recommendations to management, the Committee considered a report of the Head of Audit and Risk Management which summarised the implementation position at the end of the last quarter (December 2022) for the Council and for schools including further updates

The report included:

- Information on the current implementation position
- Outstanding recommendations of over 12 months with specific reference to Mental Health Casework and Placement Finding
- Overdue recommendations (1-6 month and 6- 12 months respectively)
- Recommendations arising from School Audit reports

The Head of Audit and Risk Management gave a summary of the report's main points for consideration and outlined a proposal that, in accordance with the established protocol for outstanding recommendations, the Committee's recommendation in respect of mental health casework recording be referred back to senior management as an acknowledged risk in view of the time that had elapsed since the recommendation was made. The Head of Audit and Risk Management would then work with the Director of Adult Social Care as part of arrangements for the forthcoming year's planned audit with a particular focus on the governance principles underpinning mental health assurance and safeguarding activity. Discussions would therefore take place with Greater Manchester Mental Health's internal audit team to provide support and challenge and assure improvement activity in that area. The Committee agreed to this

With regard to the overdue recommendations pertaining to planning in children's placement services, the Head of Audit and Risk Management advised that the implementation of particular matter would be picked up by an ongoing audit due to be completed imminently. Should it become evident that those recommendations had not been implemented or addressed, the matter would be escalated in the established way.

### **Decision**

1. To note the report.
2. To note that in accordance with the established protocol for outstanding recommendations, the Committee's recommendation regarding mental health casework recording shall be referred back to senior management as an acknowledged risk in view of the time that had elapsed since the recommendation was made.



### **AC/23/05 Accounting concepts, policies, critical accounting judgements and key sources of estimation uncertainty**

The Committee received a report of the Deputy Chief Executive and City Treasurer which explained the accounting concepts and policies, critical accounting judgements and key sources of estimation uncertainty to be used in preparing the 2022/23 annual accounts. Details of a recent emergency Code consultation were also included.

The Deputy City Treasurer introduced the report and highlighted a significant change relating to an entirely new policy for infrastructure assets, the wording for which could be found at paragraph 1.2.4 of the attached policy, in light of recently issued guidance following the recently enacted statutory instrument. He also asked the Committee to note that the Council had decided against the early adoption of the changed International Financial Reporting Standards (IFRS) 16 leasing implementation date which had been reviewed as part of the emergency implementation. The Committee endorsed this.

In response to a question about business rate appeals, the Deputy City Treasurer indicated that it was likely that the amount reserved for appeals would reduce over time due to the shorter amount to time to which payments may be backdated.

The Deputy Chief Executive and City Treasurer also asked the Committee to note that a Treasury Consultation on the treatment infrastructure assets was currently ongoing, which the Council and auditors would be responding to in due course.

### **Decision**

To note the report

### **AC/23/06 Audit strategy memorandum 2021/22 and the External Audit Plan**

The Committee considered a report of the External Auditors (Mazars) which discussed the Audit Strategy for 2021/22 and the External Audit Plan.

The report included:

- An overview of engagement and responsibilities and the audit engagement team
- Audit scope, approach and timeline
- Information about the Extended Auditor's report
- Significant risks, key audit matters and other key judgement areas
- Value for money arrangements work
- Fees for audit and other services
- Mazars' commitment to independence Materiality and misstatements

In responding to queries from the Committee, Alistair Newall (Mazars) provided an explanation for the timing of the submission of the Plan which the Committee acknowledged. He reported no significant changes to the approach taken over recent years aside from the reflection of learning from emerging challenges in audit activity

in 2020/21 and 2021/22.

### **Decision**

To note the report.

### **AC/23/07 Work Programme and Decisions Monitor**

The Committee considered a report of the Governance and Scrutiny Support Unit which set out its future Work Programme for the forthcoming municipal year.

The Committee noted that the following items of business had been added to its future Work Programme:

- Audit and Risk Management in the Local Authority maintained schools' sector
- Housing-wide Improvement Plan (Governance and Compliance principles)

### **Decision**

1. To agree the Committee's Work programme as set out in the report.
2. To add a report on Risk management arrangements in the Local Authority maintained schools and Governance and Compliance principles in the Housing Improvement Plan.

**Manchester City Council  
Report for Information**

**Report to:** Audit Committee – 13 June 2023  
**Subject:** Draft Annual Governance Statement 2022/23  
**Report of:** Deputy Chief Executive and City Treasurer

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### **Summary**

This report introduces the draft 2022/23 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.

### **Recommendations**

Audit Committee Members are recommended to note and comment on the contents of the draft version of the Council's 2022/23 Annual Governance Statement (AGS).

### **Wards Affected: All**

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## 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 Audit Committee Members are asked to note the findings of the 2022/23 AGS and the actions proposed to further develop or strengthen elements of the Council's governance arrangements during 2023/24.

## 2. Format and sections of the document, including improvements made

- 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, accessibility of the document, and ensuring transparency and clarity over what the Council's governance challenges are, alongside what is being done to address them.
- 2.2 A more concise document template for the AGS has been used since 2020/21 with the governance challenge update section containing a clearer focus on the high-level summary of the strategic oversight of improvements. Coupled with hyperlinks to the referenced documents and plans, this approach avoids the reproduction of detailed updates which are available in other existing Committee reports. This reduces duplication and delivers efficiencies in resource expended. In 2021/22 accessibility improvements were also made to the layout of the document.
- 2.3 In 2016, the Council fully reviewed and updated its Code of Corporate Governance (the Code) to reflect the seven 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. A streamlined and updated version of the Code was taken to Audit and Standards Committees in November 2022.
- 2.4 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.
- 2.5 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.

**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 – Strategic oversight of actions to address the Council's governance challenges in 2022/23;** This section provides a concise high-level summary of strategic actions taken to address the Council's governance challenges for the 2022/23 financial year, as identified in the Action Plan in the previous AGS (2021/22).

**7 – Action Plan: Governance Challenges for 2023/24 Onwards;** this section sets out the key areas which the Council will focus on in 2023/24, to address challenges identified and changing circumstances.

### **3. Process followed to produce the AGS 2022/23**

- 3.1 To identify significant governance challenges to be addressed during 2023/24 several 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 2022/23
  - Where appropriate carrying forward elements of action points from 2022/23 if substantial further challenges and monitoring is required.
  - Annual Report of the Standards Committee - 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 Annual Report of the Standards Committee is one of the Council's sources of governance assurance.
- 3.2 These processes, described in more detail in Section 5 of the AGS itself, led to the identified governance challenges described in Section 7. This sets out an Action Plan, which looks ahead to the main challenges where the Council will need to focus attention in 2023/24.

#### **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.
- 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, and providing evidence and examples for each of the governance principles. As well as being included as part of the Council's Annual Accounts, it is also easily accessible separately on the Council's website. The layout of the document follows digital accessibility best practice guidelines.

#### **5. Next Steps and AGS Timeline**

- 5.1 The next key reporting dates for the 2022/23 AGS are;
- 15 June 2023 – Draft AGS to Standards Committee
  - 23 June 2023 – Draft AGS included with the Council's draft Accounts 2022/23
  - 25 July 2023 – Draft Accounts 2022/23 to Audit Committee
- 5.2 Audit Committee is requested to note and comment on the contents of the draft version of the Council's 2022/23 Annual Governance Statement (AGS). Any amendments to the statement requested by Committee will be included in the draft version included with the Accounts and passed to External Audit prior to Audit Committee on 25 July 2023.



# Annual Governance Statement 2022/23

## 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. Governance 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.
- 1.2 A summary of significant governance challenges which the Council faces is 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.
- 1.3 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. The Council's Corporate Plan sets out its priority actions for delivering the strategy for the city.
- 1.4 Key challenges for the Council and the city as it continues its longer-term recovery from the COVID-19 pandemic include tackling health inequalities and supporting residents who are impacted by the cost-of-living crisis. Effective leadership and governance of the response to these challenges is critical. Making Manchester Fairer is the city's new action plan to tackle the preventable gap between people with the worst health and people with the best health over the next five years (2022-27), and with a view to the long-term.
- 1.5 The introduction of the Integrated Care System (ICS) arrangements at Greater Manchester level continues to drive the next phase of health and social care integration. The operating model for Manchester's health and social care integration is key to enabling further progress towards achievement of the priorities for the city. These ambitions are for the city to significantly improve health outcomes, tackle health inequalities and develop a financially and clinically sustainable system.
- 1.6 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.



## 2. Scope of Responsibility

- 2.1 Manchester City Council (the 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 2008, which was last updated in November 2022. The Code of Corporate Governance sets out the Council's governance standards. These standards ensure the Council is doing the right things, in the right way in a timely, inclusive, open, honest, and accountable manner. Some of these standards are required by law, while others are a matter for the Council to choose.
- 2.3 The approach to the production of the Annual Governance Statement (AGS) is reviewed annually to ensure that it remains consistent with the principles of the most recent 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 - Forward to 2025](#), 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 five Our Manchester behaviours;
- We are proud and passionate about Manchester
  - We take time to listen and understand
  - We own it and are not afraid to try new things

- We work together and trust each other
- We show that we value our differences and treat people fairly

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 not provide 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 describes how organisations direct and control what they do. The Council operates to a [Code of Corporate Governance](#), updated versions of which are reviewed by Audit Committee. The Code is updated when appropriate, to ensure it reflects the Council's current governance arrangements.

The information below includes key 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.

The Council has a broad range of strategies and policies in place, and therefore this is not intended to be an exhaustive list. There is a particular focus in this statement on 'first tier' strategies which deliver on the five key themes of the Our Manchester Strategy (Thriving & Sustainable, Highly Skilled, Progressive & Equitable, Liveable & Zero Carbon, Connected City). More detail about particular areas of interest can be found on the Council's website [manchester.gov.uk](http://manchester.gov.uk).

There are seven core principles of good governance in the public sector, which are set out below (principles 'A' through to 'G'). Each core governance principle has a set of sub-principles beneath it with a description of how we meet those principles. Where applicable, hyperlinks are also provided where you can access more information about key examples of governance in action.

### Principle A - Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law.

#### A1 - Behaving with Integrity

- The Council's 'Our Manchester' approach included four behaviours that demonstrate the attitude and ways of working to achieve the Our Manchester Strategy, with a new fifth behaviour introduced in 2022:
  1. We are proud and passionate about Manchester
  2. We take time to listen and understand
  3. We own it and are not afraid to try new things
  4. We work together and trust each other
  5. We show that we value our differences and treat people fairly

These behaviours represent how we should do things, how we should treat others, what we should say, and how we should say it.

- We're prioritising workforce equality and diversity by creating a more inclusive Council, through delivering the Workforce Equalities Strategy 2022 [Equalities Strategy Implementation Update](#)

## **A2 - 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 Annual Report](#)

## **A3 - 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 way, correct procedures are followed, and that all applicable laws and regulations are complied with. The City Solicitor is also responsible for reporting any actual or potential breaches of the law or maladministration to the Full Council and/or to the Executive, and for ensuring that procedures for recording and reporting key decisions are operating effectively. [Our Constitution](#) - article 12.3(b)
- The Chief Finance Officer (Deputy Chief Executive and City Treasurer) has statutory reporting duties in respect of unlawful and financially imprudent decision making. [Our Constitution](#) - article 12.4(a)
- The Council ensures that it complies with CIPFA's Statement on the Role of the Chief Finance Officer in Local Government (2016)

## **Principle B - Ensuring openness and comprehensive stakeholder engagement**

### **B1 - 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. Design of the site has considered and incorporated understanding of the needs of people with accessibility requirements. [Manchester City Council website](#)
- 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 available 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](#)  
[Webcasts of Council Meetings](#)

### **B2 - Engaging Comprehensively with Institutional Stakeholders**

- The Our Manchester Forum supports development of effective relationships across leaders of the city's key private, public, voluntary and community

sector organisations and our residents. The Forum benefits the city by driving forward the priorities set out in the Our Manchester Strategy to put Manchester in the top-flight of world class cities by 2025. [Our Manchester Forum Information - The Manchester Partnership](#)

- The Council maintains a list of major partnerships in a Register of Significant Partnerships. This contains an assessment of the level of assurance for 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](#)

### **B3 - Engaging with Individual Citizens and Service Users Effectively**

- Our Manchester Strategy 2016 - 2025 reset was underpinned by a comprehensive engagement exercise in 2020. Approximately 3,800 people were directly engaged with and their views captured, informing [Our Manchester Strategy – Forward to 2025](#)
- 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](#)
- The Council ensures that community engagement is an integral part of how we work with residents and communities. Engagement activity has been key in the development of recent plans and strategies including [Public Engagement for Manchester Active Travel Strategy](#), [Zero Carbon Focused Communications and Engagement update](#) and the [Children and Young People Participation and Engagement Plan](#).
- Community consultation and involvement is delivered in accordance with the [Campaigning and Engagement Framework \(CEF\)](#).

## **Principle C - Defining outcomes in terms of sustainable economic, social, and environmental benefits**

### **C1 - 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. [Our Manchester Strategy – Forward to 2025](#). Our vision remains for Manchester to be in the top-flight of world class cities by 2025, when the city will be:
  - Thriving and Sustainable – vibrant with a cutting-edge economy involving and fairly rewarding all our people.

- Highly Skilled – work-ready, well-educated young people and all residents supported to take up opportunities.
  - Progressive and Equitable – so all can thrive, with better joined-up support, care and health services.
  - Liveable and Zero-Carbon – safe, enjoyable neighbourhoods with affordable housing, zero-carbon by 2038 using green growth and design, energy, and more climate-resilience.
  - Connected – more walking, cycling and green transport, and accessible digital technology used by and working for everyone.
- Our Corporate Plan sets out the Council’s contribution to the Our Manchester vision. These priorities align with the Our Manchester Strategy and further strengthen the Council and city-wide focus on the importance of Equality, Diversity, and Inclusion. The priorities are;
    - Zero carbon Manchester
    - Growth that benefits everyone
    - Young People
    - Healthy, Cared for people
    - Housing
    - Neighbourhoods
    - Connections
    - Equality
    - Well-managed Council
  - We will help to deliver these priorities through new ways of working and by demonstrating the Our Manchester Behaviours.

## **C2 - Sustainable Economic, Social and Environmental Benefits**

- The Council declared a Climate Emergency in July 2019 and developed a Climate Change Action Plan which was approved by Executive in March 2020. Quarterly reports are provided on the progress that has been made in delivering the Plan. [Climate Change Action Plan 2020-25 \(item 37\)](#) [Climate Change Action Plan - Progress Report](#)
- Making Manchester Fairer is the city’s new action plan to tackle health inequalities – the preventable gaps between people with the worst health and people with the best health – over the next five years (2022-27), and with a view to the long-term. The plan is based on what Manchester’s residents and staff from a range of organisations and agencies have told the Council in recent years, as well as the evidence of what works from research and experts on health inequalities. [Making Manchester Fairer Plan](#)
- Our Anti-Poverty Strategy draws upon evidence from residents, organisations, and national research to produce evidenced based recommendations to tackle poverty, its causes, and consequences. [Making Manchester Fairer: Anti-Poverty Strategy 2023-2027](#)
- A new Economic Strategy for the city is being developed during 2023 which will set out Manchester’s approach to growth including focussing on

developing a strong, competitive, inclusive, and resilient economy which will maximise benefits of the city's residents and businesses. This reflects the fact that the economic context for Manchester and the UK has changed considerably since the Our Manchester Industrial Strategy was developed in 2019, and Powering Recovery: Manchester's Recovery and Investment Plan was published in late 2020. [Economic Strategy Update](#)

- The new Housing Strategy explains how the Council will ensure provision of homes that residents want and need, while also considering the role of housing in the context of the Our Manchester Strategy, its contribution to the economic recovery of the city, and zero-carbon objectives. [Manchester Housing Strategy \(2022-2032\)](#)
- Our Work and Skills Strategy sets out how we will use learning and employment to meet the Our Manchester Strategy vision of being a more highly skilled city, and how we will help to create a more inclusive and low-carbon economy in Manchester, where more of our residents are connected to the city's success. A public consultation on the new strategy ran until 9 May 2022. [Work and Skills Strategy 2022-27](#)
- The Council's approach to Social Value reflects the impact that COVID-19 has had on the city, and the role that social value can play in supporting the economic recovery. [Refresh of the Social Value Policy \(item 17\)](#)

## Principle D - Determining the interventions necessary to optimise the achievement of the intended outcomes

### D1 - 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. [Executive Reports](#)
- The Future Shape of the Council programme has a workstream focussed on Digital, Data and Insights which includes projects on data management to address data quality challenges. This will ensure all data initiatives follow a well-defined approach to enable uniformity and consistency across systems and solutions and improving insights for decision makers. A key part of this is [The Resident and Business Digital Experience Programme \(RBDxP\)](#)

### D2 - 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 [Council's Budget 2023/24](#)



- The Council Budget and Business Plan are underpinned by individual service plans which set out the core priorities and activities for each service. The service plans also include a service improvement plan and active contributions to the corporate priorities of Zero-Carbon, Equalities, and a Place-Based approach. Service Plans have been further strengthened for the 2023/24 financial year with the inclusion of sections on Finance, Workforce Planning and Performance.

### **D3 - 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. The report sets out the Framework for the Our Manchester Strategy and Corporate Plan priorities which provide the strategic context for the 2023/24 Budget. [Medium Term Financial Strategy](#)

## **Principle E - Developing the entity's capacity, including the capability of its leadership and the individuals within it**

### **E1 - Developing the Organisation's Capacity**

- The Council's Organisation Development Plan (2021-23) (OD Plan) is the way in which we embed Our Manchester. It builds on existing work to transform the culture of the organisation to deliver against the Our Manchester Strategy. The six priority areas in the OD Plan are; Purpose, Change, Decision and Risk, Diversity and Inclusion, Performance and Development, and Partnerships.
- The Future Shape of the Council programme is reshaping how Manchester delivers services both internally and externally, by using new technologies, ways of working and new delivery models. It is an organisational wide initiative bringing together several programmes designed to strengthen our ability to deliver the Our Manchester Strategy. [Future Shape of the Council](#)

### **E2 - Developing the Capability of the Organisation's Leadership and Other Individuals**

- 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. The induction training is also open for existing members to attend. [Member Development and Training – Item 7](#)
- As part of the former 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.



- The Council delivers a comprehensive programme of leadership and management development, which all managers have access to. Progress and support is monitored through the About You process.
- The Council is committed to promoting the physical and mental health and wellbeing of the workforce through both specific interventions and opportunities and as a central part of the role of all managers, through delivery of [The Health and Wellbeing Strategy](#). 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.

## Principle F - Managing risks and performance through robust internal control and strong public financial management

### F1 – 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. [Annual Corporate Risk Management Report and Corporate Risk Register](#)
- Staff are appropriately trained to ensure that they manage risk effectively using appropriate methodologies and aligned approaches, for example for Manchester Local Care Organisation. Safeguarding risks are managed in line with professional standards.

### F2 – 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 Monitoring and Corporate Plan report is provided to Strategic Management Team (SMT) every other month. This brings together analysis of performance, finance, Corporate Plan priority delivery highlights, and risk - to support effective resource allocation, and to shine a light on any challenges so that they can be addressed.

### F3 – 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 that residents want. The agenda, reports and minutes are publicly available on the Council's website [Scrutiny Committees information](#)

#### **F4 – 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. [Internal Audit Plan 2022/23 - Item 6](#)
- 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 provides a mechanism for effective assurance regarding risk management and the internal control environment. [Annual Corporate Risk Management Strategy and Risk Register 2022/23](#)
- 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. [Committee details - Audit Committee](#)

#### **F5 – 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 UKGDPR (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. [Data Protection](#)
- 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. Data protection also forms part of the induction programme for new Members and is included in the Council's new starters induction pack.
- 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 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.  
[Freedom of Information](#) [Environmental Information Regulations](#)

## **F6 – 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.
- 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 Deputy Chief Executive and 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, with the first full year of compliance being 2021/22. Information about the financial resilience assessment which the Council has carried out is set out in Section 5 of this AGS document – 'Annual review of effectiveness of the governance framework'. [Medium Term 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. [Medium Term Financial Strategy](#)
- The performance and outcomes delivered through the companies, Joint Ventures and charities which the Council is a party to is monitored through the Commercial Board (chaired by the Deputy Chief Executive and City Treasurer) and Shareholder Panel (chaired by the Deputy City Treasurer). In addition, the Council's loan and equity investments are also tracked through these routes to ensure that expected returns and repayments are in line with contractual agreements and forecasts. Furthermore, the [Register of Significant Partnerships](#) provides additional assurance through the detailed review of a number of entities which is reported to Audit Committee on a bi-annual basis.

- CIPFA's Prudential Code of Practice and Treasury Management Code of Practice sets out the risk framework through which the Council manages its balance sheet and makes capital investment decisions. Alongside the Department for Levelling Up, Housing and Communities (DLUHC) guidance on minimum revenue provision, and the guidance on borrowing from the Public Works Loan Board (PWLB) which seeks to limit borrowing solely for yield, the Council has a strong regulatory framework that it adheres to. The Capital Strategy and capital approval process detail the approach to decision making on capital investments, and the Treasury Management Strategy details the approach for debt management and cash investing, both of which contribute to strong, ongoing financial management of the Council's balance sheet. [Capital Strategy and Budget 2023/24 to 2025/26](#) [Treasury Management Strategy Statement 2023/24](#)

## Principle G - Implementing good practices in transparency, reporting, and audit to deliver effective accountability

### G1 – 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. [Local Government Transparency Code](#)
- 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. [Manchester City Council website](#)

### G2 – Implementing Good Practices in Reporting

- The Council produces a detailed annual State of the City publication, which charts the city's progress towards its vision and priorities in the Our Manchester Strategy. [State of the City Report 2022](#)
- An integrated monitoring and Corporate Plan report is provided to Strategic Management Team (SMT) every other month. This brings together analysis of performance, finance, Corporate Plan delivery highlights and risk - to support effective resource allocation, and to shine a light on any challenges so that they can be addressed.
- A Communities of Identity report will be produced working with communities, Voluntary Community and Social Enterprise (VCSE) organisations, and partners to identify the different experiences of diverse communities in Manchester (due to be taken to Communities and Equalities Scrutiny Committee in July 2023).

### G3 - 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. The outcome letter of the Inspection of Local Authority Children's Services for Manchester was published on the Ofsted website in May 2022. This grades the overall effectiveness of children's services as 'Good'. The report notes that services for children in Manchester have significantly improved since the last inspection in 2017, and that many areas of service provide consistent practice for most children and their families. This includes when children first need support, come into care, and leave care. [Inspection of Manchester local authority children's services](#)
- 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), summarising the Council's performance in implementing recommendations effectively and within agreed timescales. [Audit Committee meetings](#)
- 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.
- The Council requested a Corporate Peer Review from the Local Government Association (LGA) which took place from 30 November to 3 December 2021. The overall feedback from the peer reviewers was very positive for both the Council and the city. [Manchester City Council Peer Review and Action Plan LGA Corporate Peer Review](#)

## 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.
- 5.2 The effectiveness of governance arrangements is monitored and evaluated throughout the year, with activity undertaken including:
- **Strategic Management Team (SMT)** - Responsibility for governance and internal control lies with the Chief Executive and the Strategic Management Team (SMT), which meets on a weekly basis to steer the organisation's activity.
  - **Scrutiny and challenge by Council and its Committees** - The Council has four bodies responsible for monitoring and reviewing the Council's governance:
    - 1) **The Executive** - Proposes the budget and policy framework to Council and makes decisions on resources and priorities relating to the budget and policy framework
    - 2) **Audit Committee** - 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
    - 3) **Resources and Governance Scrutiny Committee** - Considers the implications of financial decisions and changes to corporate, partnership and city region governance arrangements
    - 4) **Standards Committee** - Promotes high standards of ethical conduct, advising on the revision of the Codes of Corporate Governance and Conduct for Members
  - **Consideration of evidence sources to identify the Council's key governance challenges looking ahead to 2023/24 (see Action Plan at Section 7)** - These sources include:
    - Heads of Service online annual governance questionnaires, which provide a self-assessment of compliance with the Code of Corporate Governance. The questionnaire was sent to 52 different service areas, and the response rate was 97%.
    - 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



- Where appropriate, carrying forward elements of action points from 2022/23 if substantial further challenges remain, and ongoing monitoring is required.
- **Head of Audit and Risk Management Annual Opinion 2022/23** - In terms of the year to March 2023, the Head of Audit and Risk Management will provide assurance on the Council's governance, risk, and control framework. The level of assurance to be provided, and full opinion detail will be set out in the Annual Audit Opinion 2022/23 report being taken to June 2023 Audit Committee.
- **External Auditor's Review of the Effectiveness of Governance Arrangements** - The Council's external auditor is Mazars. They submit progress reports and their Annual Audit Letter to Audit Committee.
- **CIPFA Financial Management Code 2019 (FM Code)** - The authority has carried out a credible and transparent financial resilience assessment. This includes consideration of the CIPFA Financial Resilience Index which shows the Council to be relatively well placed on earmarked reserves and in a reasonably comfortable mid position on the other indicators. The only ratio classed as high risk relates to the low council tax base which is well understood and has mitigations in place. The index is not intended to represent the entire story on the financial sustainability of a Local Authority but provides some indicators of potential risk. In addition, the Chief Finance Officer has examined the major assumptions used within the budget calculations and associated risks. The Medium-Term Financial Plan and Capital Strategy have been updated to reflect the 2023/24 budget position including the current and anticipated financial impacts of continuing high levels of inflation.
- **Annual Report of the Standards Committee** - 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 Annual Report of the Standards Committee is one of the Council's sources of governance assurance.
- **Governance of Significant Partnerships** – Assurance relating to governance arrangements of the Council's significant partnerships is recorded on the Register of Significant Partnerships. Each partnership is self-assessed annually to provide assurance that effective arrangements are in place, and to highlight any governance challenges which need to be addressed.
- **Commercial Governance** – the Council has oversight and assurance for governance in relation to its companies, loans and equity investments via the Commercial Board and Shareholder Panel. Regular performance reporting is reviewed via these forums to ensure that the expected governance standards are met both in terms of the Seven Principles of Public Life and embedding the delivery of zero carbon and social value through organisational approaches.

## 6. Strategic oversight of actions to address the Council's governance challenges in 2022/23

This section provides a concise high-level summary of strategic actions taken to address the Council's governance challenges for the 2022/23 financial year, and the arrangements for oversight of delivery. The seven challenges were set out in the Action Plan at the end of last year's AGS (2021/22). Where relevant, separate detailed progress updates are provided to Project and Programme Boards, and where applicable reports and information are taken to Committees.

### **Action 1 - Embedding and delivery of the Organisation Development (OD) Plan 2021-23 to further improve Council wide governance arrangements.**

#### Governance of actions taken and planned

- Activity continues to be delivered as part of the Organisation Development Plan which includes how we manage change, decision making and our approach to risk. This is underpinned by a renewed focus on ensuring we have good quality support in place, with fit-for-purpose processes and policies for staff and managers across the Council. The OD Plan supports the embedding of the Our Manchester behaviours and involves a continuous programme of activity.
- A [HROD Update report](#) to Resources and Governance Scrutiny Committee in July 2022 provided an overview on HROD activity within the Council, including updates on Our Ways of Working, Service Design and the Performance Management framework and approach.
- HRODT (Human Resources, Organisational Development and Transformation) have implemented an employee led user-centred design approach called Service Design which builds on the insights and experience of staff. The approach reflects the voice of the workforce and sets out activity across six key priorities:
  - Building a sense of purpose and belonging
  - Decision making and risk
  - Improving our approach to performance and development
  - A new approach to change
  - Diverse and inclusive (in conjunction with the Workforce Equality Strategy)
  - Partnerships and relationships

Next steps include a review of the OD Plan with refreshed priorities for 2023-25.

#### Is this governance challenge carrying forward to 2023/24?

Yes

Officer Leads: Director of HRODT, Deputy Chief Executive & City Treasurer, City Solicitor

How this is monitored: Resources and Governance Scrutiny Committee



**Action 2 - Future Shape of the Council – Ensure effective governance of the coordination of, and interdependencies between the work programmes which will deliver the next steps to reshape how Manchester City Council operates, including using new technologies, ways of working and new delivery models.**

Governance of actions taken and planned

- The Future Shape of the Council programme continues to reshape how Manchester delivers services both internally and externally. It is an organisational wide initiative bringing together several programmes designed to strengthen our ability to deliver the Our Manchester Strategy.
- To integrate and align service changes and internal transformations within the functions of HROD, the remit of the HROD Director was extended to include Transformation in November 2022. The Future Shape programme team moved to be within the remit of the Director of HRODT.
- The Deputy Chief Executive and City Treasurer is the Executive sponsor for the programme. The Director of HRODT is the SRO and the programme updates are accountable to SMT. The strategic board for Future Shape schedule to meet quarterly with the four main workstream leads meeting every six weeks.
- The Resident and Business Digital Experience Programme (RBDxP) sits under the Future Shape: Digital by Default, Customer Access and Front Door workstreams. Three core user groups have been devised, made up of service users, residents and businesses, to help design digital services, support implementation and ensure that solutions meet user requirements and accessibility needs.

Is this governance challenge carrying forward to 2023/24?

Yes

Officer Leads: Director of HRODT, Deputy Chief Executive & City Treasurer

How this is monitored: The Executive, Scrutiny Committees

**Action 3 - Governance of the coordination of delivery of our commitments on equality, diversity, and inclusion in relation to Manchester’s citizens, and to our workforce. This includes delivery of both the Workforce Equality Strategy and the Race Equality programme. Also in scope is co-ordination of work to mitigate the negative impacts of health inequalities exacerbated by the COVID-19 pandemic, highlighted by the Marmot report (Building Back Fairer, 2020).**

Governance of actions taken and planned

Equality, Diversity, and Inclusion:

- The Corporate Equality Diversity and Inclusion Leadership Group (CEDILG) which is chaired by the City Solicitor (the SMT lead for equalities) provides

corporate leadership, assurance and direction on equalities diversity and inclusion. They work with staff network chairs in respect of issues raised and provide regular reporting regarding workforce and development.

- Equality, Diversity, and Inclusion work continues to have high visibility across the Council. Reflecting the corporate priority of their work, the Equality, Diversity, and Inclusion (EDI) team has moved to be within the remit of the new Joint Director of Equality, Inclusion and Engagement for the Council and the NHS. The work programme of the EDI team is being aligned with wider work addressing health inequalities highlighted by the Marmot report, and engagement work. The postholder reports into the Director of Population Health.
- The Communities and Equalities Scrutiny committee have considered reports over the past year on: [Safety of Women and Girls](#), the [Armed Forces Covenant Annual report](#), and the [Public Sector Equality Duty \(PSED\) Annual Report 2022](#).
- The [Workforce Equality Strategy Implementation Update](#) was taken to Resources and Governance Scrutiny committee in November 2022. Staff Equality Networks continue to operate, and a new network has been established for Neurodiversity. A training programme called “Let’s Talk About Race” is now embedded as part of the mandatory training package for all staff.
- The Council has procured a new recruitment system, implemented in January 2023, capturing for the first time the protected characteristics data of applicants, which will facilitate the analysis of shortlisted and appointable candidates, and help identify where recruitment procedures may need further development and improvement.

Coordination of work to mitigate health inequalities:

- An [Update on Making Manchester Fairer Task Group](#) was reported to Health Scrutiny Committee in October 2022. The Task Group and Network have oversight of the collective development and delivery of the Making Manchester Fairer Action Plan, and include representatives of the Council, Manchester Local Care Organisation (MLCO), Housing Providers, Police, VCSE, and Health.
- An [Anti-Poverty strategy update](#) was taken to Economy Scrutiny Committee in November 2022 which included the outcome of an Equality Impact Assessment on the strategy, confirming that all communities of identity were more likely to live in or experience poverty. Poverty is a known factor linked to inequality in health outcomes and increased use of health services.

Further work planned for 2023/24 includes a report on Communities of Identity to be taken to Communities and Equalities Scrutiny in July 2023.

Is this governance challenge carrying forward to 2023/24?

Yes

Officer Leads: Director of HRODT, Director of Inclusive Economy, Director of Public Health, Head of Reform and Inclusion, Chief Executive, City Solicitor, Strategic Director – Development

How this is monitored: Resources and Governance Scrutiny Committee, Communities and Equalities Scrutiny Committee

**Action 4** - Governance of the response to national and international demands, including emergency responses. This includes responding effectively to Government-led programmes of support, for example the energy rebate, and support schemes for Afghan and Ukrainian migrants.

Governance of actions taken and planned

- Response to national and international demands entail financial expenditure for the Council and as a result receive scrutiny and governance through the established budget monitoring processes. Responses which incur significant expenditure (that of over £500k) are required by the Council's Constitution to be published on the [Register of Key Decisions](#), to keep Members informed of decisions being made and where appropriate, included in the work programme of the Committee.
- The [Our Manchester Progress Update](#) to Council Executive, provided an overview on the support to Ukrainian evacuees.
- Council Executive meeting in February 2023 reviewed the [Revenue Budget Monitoring Report](#) which included the Energy Rebate Scheme arrangements, the responsibility for which were delegated to the Deputy Chief Executive and City Treasurer, in consultation with the Executive Member for Finance and Human Resources. The design of any discretionary elements of the scheme were subject to agreement by the Council's Anti-Poverty Group – chaired by the Deputy Leader and reported back to the Executive.

Is this governance challenge carrying forward to 2023/24?

No

Officer Leads: Chief Executive, Deputy Chief Executive and City Treasurer, Strategic Director - Neighbourhoods

How this is monitored: Scrutiny Committees

**Action 5** - Ensure effective governance of the next phase of health and social care integration. This includes the next steps in the development of Manchester Local Care Organisation (MLCO) as the delivery vehicle to reduce health inequalities and improve the health and well-being of the people of Manchester, and work to develop the Manchester Operating Model supporting the introduction of the Integrated Care System (ICS) at Greater Manchester (GM) Level from July 2022.

### Governance of actions taken and planned

Executive, in October 2022, considered the report on [The Establishment of the GM Integrated Care Partnership Board](#), (GM ICP) and approved the proposal of establishing it as a joint committee, with the proposed terms of reference. The Council's representative on the GM ICP will be the Leader of the Council with the Executive Member for Healthy Manchester and Adult Social Care acting as deputy.

The Integrated Care Board (ICB) for Greater Manchester (NHS GM) was established with effect from 1 July 2022 replacing ten CCGs in Greater Manchester. The existing Section 75 partnership agreement between the Council and the CCG was transferred to NHS GM on that date.

Council Executive February 2023 considered a report of the Chief Executive on [Health and Care Integration: Establishment of Manchester Partnership Board \(MPB\) as the Locality Board of Manchester](#) bringing together responsibility for the pooled budget with the exercise of NHS GM functions delegated to place level.

Health and Wellbeing Boards will continue to play a key role within integrated care systems. MPB's decisions will be informed by the Joint Strategic Needs Assessment and Health and Care Strategy that were produced by the Health and Wellbeing Board, and decisions will be reported to the Health and Wellbeing Board in Manchester.

### Is this governance challenge carrying forward to 2023/24?

Yes, and amalgamated with Action 6

Officer Leads: Director of Adult Social Services, Deputy Chief Executive & City Treasurer, Assistant Chief Executive, Deputy Director of Adult Social Services

How this is monitored: Health Scrutiny Committee

**Action 6** - Effective governance with MLCO in preparation for the significant reforms facing Adult Social Care (ASC). This includes the work to move to a Fair Cost of Care, the implementation of the Care Cap, and the planned changes to the Care Quality Commission (CQC) inspection regime.

### Governance of actions taken and planned

Fair Cost of Care and Care Cap:

A report on [Charging Reforms and the Fair Cost of Care](#) was taken to Health Scrutiny in November 2022, confirming that a Fair Cost of Care programme has been undertaken in accordance with government requirements and the returns submitted accordingly including:

- Cost of care report for Residential and nursing care for people aged 65+, and Home care for people aged 18+
- Provisional Market Sustainability Plan
- Spend report – containing a breakdown of how funding has been allocated to support 65+ care homes and 18+ domiciliary care markets, and specifies how

much funding has been used for implementation activities and funding fees increase

CQC Reforms:

The Health and Care Act 2022 gave the CQC new regulatory powers to undertake independent assessment of local authorities' delivery of regulated care functions and an [Adult Social Care Assurance Report – Care Quality Commission](#) was provided to Health Scrutiny Committee in January 2023.

Is this governance challenge carrying forward to 2023/24?

Yes, and amalgamated with Action 5

Officer Leads: Director of Adult Social Services, Deputy Chief Executive & City Treasurer, Deputy Director of Adult Social Services

How this is monitored: Health Scrutiny Committee

**Action 7** - Responding to the recommendations from the LGA Peer Review, including developing the next 3–5-year Medium Term Financial Plan and Capital Strategy. This will involve early planning to address challenges including financial risks (for example inflation and ASC reforms), uncertainty about our future resources with the one-year Finance Settlement, potential delays to the proposed funding reforms, and restraints on the capital programme including increased borrowing costs.

Governance of actions taken and planned

The initial [Peer Review Report and Action Plan](#) was taken to Resources and Governance Scrutiny in March 2022 with the delivery of actions being overseen through SMT and by Executive Members.

A follow-up visit for the Peer Review team to check in on progress was held in September 2022.

[A report on the Medium-Term Financial Strategy](#) was taken to Council Executive in February 2023.

Is this governance challenge carrying forward to 2023/24?

No

Officer Leads: Deputy Chief Executive & City Treasurer, Assistant Chief Executive

How this is monitored: Resources and Governance Scrutiny Committee, The Executive

## 7. Action Plan: Governance Challenges for 2023/24 Onwards

The review of governance arrangements has identified five main areas where the Council will need to focus its efforts during 2023/24, to address changing circumstances and challenges identified. These are set out in the section below. Completion or substantial progress against these objectives is due by the end of the financial year, in March 2024.

**Action 1** – Continuing to embed and deliver the Organisation Development (OD) Plan 2021-23 to further improve Council wide governance arrangements.

- Responsible officers (SMT): Deputy Chief Executive & City Treasurer, City Solicitor
- Responsible officers (Directors or Heads of Service): Director of HRODT
- How this is monitored: Resources and Governance Scrutiny Committee

**Action 2** – Effective updating, communication, and accessibility of key policies, including assurance over policy being put into practice. Effectively support the continued development of manager capabilities, to ensure policies are consistently implemented and adhered to.

- Responsible officers (SMT): Deputy Chief Executive & City Treasurer
- Responsible officers (Directors or Heads of Service): Director of HRODT
- How this is monitored: Resources and Governance Scrutiny Committee

**Action 3** – Future Shape of the Council – Ensure effective governance of the coordination of, and interdependencies between the work programmes which will deliver the next steps to reshape how the Council operates, including using new technologies, ways of working and new delivery models.

- Responsible officers (SMT): Deputy Chief Executive & City Treasurer
- Responsible officers (Directors or Heads of Service): Director of HRODT, Director of ICT
- How this is monitored: The Executive, Scrutiny Committees

**Action 4** – Ensure effective governance of the next phase of health and social care integration and reform. This includes:

- The next steps in the development of Manchester Local Care Organisation (MLCO) as the delivery vehicle to reduce health inequalities and improve the health and well-being of the people of Manchester;
- Deliver work to develop the Manchester Operating Model embedding effective delivery of the Integrated Care System (ICS)
- Partnership arrangements to deliver the Making Manchester Fairer Strategy.
- Ensuring alignment with GM of systems and working culture.

Effective governance with MLCO in preparation for the significant reforms facing Adult Social Care (ASC). This includes the work to move to a Fair Cost of Care, the implementation of the Care Cap, and the planned changes to the Care Quality Commission (CQC) inspection regime.

- Responsible officers (SMT): Director of Adult Social Services, Deputy Chief Executive & City Treasurer, Assistant Chief Executive
- Responsible officers (Directors or Heads of Service): Deputy Director of Adult Social Services
- How this is monitored: Health Scrutiny Committee

**Action 5** - Governance of the coordination of delivery of our commitments on equality, diversity, and inclusion in relation to work with communities, our partners, and our workforce. This includes delivery of both the Workforce Equality Strategy and the Race Equality programme. Also in scope is co-ordination of work to mitigate the negative impacts of health inequalities exacerbated by the COVID-19 pandemic, highlighted by the Marmot report (Building Back Fairer, 2020).

- Responsible officers (SMT): Chief Executive, City Solicitor
- Responsible officers (Directors or Heads of Service): Director of HRODT, Joint Director of Equality, Inclusion and Engagement
- How this is monitored: Resources and Governance Scrutiny Committee, Communities and Equalities Scrutiny Committee

**Action 6** - Effective governance of the Housing Services Improvement Plan to ensure the Council delivers improvements to housing for tenants and meets the requirements of the Social Housing Regulator including safe housing. This requires corporate support from different services and directorates to support the insourced Housing Operations service within the Neighbourhoods Directorate.

- Responsible officers (SMT): Strategic Director - Neighbourhoods
- Responsible officers (Directors or Heads of Service): Director of Housing Operations
- How this is monitored: Resources and Governance Scrutiny Committee

**Action 7** – Embedding of new capital governance arrangements to maximise the benefit that can be gained from more limited capital resources. This includes building into the process a stronger approach to planning for place, and a greater focus on neighbourhoods and communities.

- Responsible officers (SMT): Deputy Chief Executive and City Treasurer, Deputy City Treasurer
- How this is monitored: Executive, Resources and Governance Scrutiny Committee



## 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 Councillor Bev Craig (Leader of the Council):

Signed Joanne Roney (Chief Executive):



## Manchester City Council Report for Information

**Report to:** Audit Committee – 13 June 2023

**Subject:** Register of Significant Partnerships 2022

**Report of:** Deputy Chief Executive and City Treasurer

### Summary

This report provides an overview of the Register of Significant Partnerships 2022, outlining the review and assurance process which has taken place as part of the annual review.

The detail contained in the report focuses on a number of key areas:

- any new partnerships which have been added to the register
- entries recommended to be removed
- any partnerships where the assurance rating has increased to 'Substantial' since the last review
- any partnerships now classed as 'Reasonable' or 'Limited' strength following completion of the latest self-assessment.

The complete Register of Significant Partnership is attached at Appendix 1.

### Recommendations

Audit Committee is requested to note and comment on the updated Register of Significant Partnerships.

### Wards Affected: All

<b>Environmental Impact Assessment</b> - the impact of the issues addressed in this report on achieving the zero-carbon target for the city
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This report is for information in relation to the assurance ratings of significant partnerships and does not directly propose decisions affecting the achievement of the zero-carbon target.
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<b>Equality, Diversity and Inclusion</b> - the impact of the issues addressed in this report in meeting our Public Sector Equality Duty and broader equality commitments
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Consideration of equality, diversity and inclusion issues for Manchester residents and businesses have been taken into account in the development and delivery of the significant partnerships covered in the report.
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<b>Manchester Strategy outcomes</b>	<b>Summary of how this report aligns to the OMS/Contribution to the Strategy</b>
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	Through some of the significant partnerships jobs have been created and will continue to create employment opportunities across a wide range of sectors
A highly skilled city: world class and home grown talent sustaining the city's economic success	A number of the partnerships act as a catalyst for investment through supporting infrastructure, innovation, and people, providing a significant boost to the future economic growth for the local area.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	The partnerships which the Council is a party to, primarily through Joint Venture arrangements, act as a regeneration catalyst delivering positive socio-economic changes for communities.
A liveable and low carbon city: a destination of choice to live, visit, work	A number of the partnerships act as a catalyst for regeneration.
A connected city: world class infrastructure and connectivity to drive growth	Infrastructure improvements are an integral part of significant partnerships of the Council and ensure that opportunities are accessible to all.

Full details are in the body of the report, along with any implications for:

- Equal Opportunities Policy
- Risk Management
- Legal Considerations

### **Financial Consequences – Revenue**

There are no direct capital consequences arising specifically from this report.

### **Financial Consequences – Capital**

There are no direct capital consequences arising specifically from this report.

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**Background documents (available for public inspection):**

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above:

- Report to Audit Committee 29 November 2022: Register of Significant Partnerships: Partnerships with Reasonable or Limited Assurance Ratings
- Report to Audit Committee 14 June 2022: Register of Significant Partnerships 2021.
- Report to Audit Committee 23 November 2021: Register of Significant Partnerships: Partnerships with Reasonable or Limited Assurance Ratings.
- Report to Audit Committee 15 June 2021: Register of Significant Partnerships 2020.

## 1. Introduction

- 1.1 On an annual basis, Manchester City Council undertakes a comprehensive assurance process on a range of entities through a review process called the Register of Significant Partnerships (RSP).
- 1.2 The RSP is a compilation of a range of entities/partnerships that are of the highest significance. The partnerships on the register are diverse and include Joint Ventures, wholly owned companies, statutory groups and Private Finance Initiatives (PFIs), as well as a variety of other types of arrangements.
- 1.3 The purpose of the RSP annual review is to assess whether the partnership arrangements that the Council is a party to are performing well, delivering value for money, effectively mitigating risk and realising the benefits that they were established to achieve.
- 1.4 With the exclusion of Private Finance Initiatives (PFIs), it should be noted that arrangements where the Council agrees a contract with a third-party organisation to deliver services on its behalf, this will not be considered as a partnership and instead will be subject to appropriate procurement led contract management and monitoring review processes.
- 1.5 To be included on the Council's Register of Significant Partnerships, the partnership should meet one or more of the following criteria:
  - I. Of strategic importance to the Council, critical to the delivery of the corporate objectives or statutory obligations and / or to the delivery of the Our Manchester Strategy;
  - II. Critical to the reputation of the Council – failure of the partnership to deliver could harm the reputation of the Council; or,
  - III. Responsible for spending significant public investment or whereby the Council has significant financial exposure.
- 1.6 Given that partnership working is a significantly important way for the Council to meet its strategic objectives, the principles of ensuring the lawful conduct of business, that public money is safeguarded, accounted for and spent efficiently and effectively, apply equally to both the Council and its partners. Therefore, it is vital that the Council has assurance that these partnership arrangements are clearly defined with effective governance arrangements in place.

## 2. The process of producing the Register of Significant Partnerships

- 2.1 The register is reviewed annually as part of the Council's processes for obtaining assurance over the robustness of its governance arrangements and ensuring that any challenges that may need to be addressed are highlighted so that improvements can be made, where required. The RSP process is very much a complimentary activity that sits alongside the Council's Annual Governance Statement.

- 2.2 The process starts with the completion of a self-assessment form, which is completed by an appointed partnership link officer by the relevant Strategic Director. The form asks a series of questions about the partnership. This includes questions on:
- Aims and objectives of the partnership
  - Which parties are members of the partnership
  - Decision making and governance structures
  - Financial arrangement
  - Approach to audit and risk management including obligations under applicable GDPR legislation
  - How performance management is undertaken
- 2.3 Following the completion of the assessment, based upon the details provided, the automated form generates overall assurance rating based on the robustness of the arrangements that the partnership has in place. The RSP has four levels of ratings that the partnership can be ranked as following the completion of the assessment:
- **Substantial:** Demonstrating consistent application of good governance practices, providing a high level of assurance and delivering both the partnership and Council objectives. Any matters noted do not put the overall objectives at risk.
  - **Reasonable:** An overall sound system of governance has been established but there are some areas for improvement to ensure the delivery of both the objectives of the Council and the partnership. Recommendations will be moderate or a small number of key priorities.
  - **Limited:** A governance system has been established but there are a number of significant areas highlighted for improvement, which if not implemented, could result in the non-delivery of partnership and Council objectives. Recommendations will be significant and relate to key risks.
  - **Weak:** Controls are generally weak leaving the partnership's system open to the potential of significant error, resulting in a high probability that partnerships and the Council's objectives will not be met unless action is taken. Critical priority or a number of significant priority actions required.
- 2.4 Following the assessment, the proposed ratings are moderated by an officer working group made up of a range of service areas from across the Council: Audit, Commercial Governance, Finance and Legal. The officer working group's role is to check and challenge the content of the submission and agree the proposed ratings to be included within the RSP. This process provides an opportunity for any improvements to be suggested based on the information that has been provided. The outcome of both self-assessment and officer review process is then presented to the Council's Commercial Board.
- 2.5 Following the completion of the 2022 review process, of the 47 partnerships on the Register, the ratings are as follows:

- 41 (87.2%) are rated as having a 'Substantial' assurance rating
- 1 (2.1%) rated as 'Reasonable'
- 3 (6.4%) rated as 'Limited'
- 0 rated as weak
- 2 (4.3%) proposed to be removed from the register.

### 3. **Entries added to the Register in 2022**

3.1 Following a gap analysis exercise comparing the 2021 RSP against the Council's Company Database, four new entries fall within the criteria outlined earlier in the report have been added onto the register. All of which have been rated as 'Substantial' following completion of the self-assessment forms.

#### 3.2 **Manchester Heat Network Special Purpose Vehicle (entry 14)**

3.2.1 A special Purpose Vehicle (SPV) has been established to operation of the Manchester Heat Network (Civic Quarter Heat Network). The project facilitated the construction of a low-carbon Energy Centre at Manchester Central Convention Complex incorporating combined heat and power (CHP) and boilers connected to a 2km district heating network.

3.2.2 Vital Energi, an experienced provider of sustainable and renewable energy schemes, were appointed to deliver the network under a Design, Build and Operate and Maintain (DBOM) contract signed on the 31 December 2018.

3.2.3 The City Council novated the DBOM contract and associated leases, deeds, and titles to the Manchester Heat Network SPV in December 2022. This now means that the company is responsible for all the equipment, plant and buildings associated with the Network.

3.2.4 The Network currently provides heat and power to Manchester Central Convention Centre and the Bridgewater Hall, which are two integral public buildings within the civic quarter of the city. It also provides heat and power to the Town Hall Complex. Activity is underway to decarbonise the Network, with an options appraisal being drafted around the possible use of hydrogen and other sources of heat such as heat pumps, for the Network to meet its own zero carbon goals and support the delivery of Manchester's zero carbon priorities.

3.2.5 The Heat Network SPV Board is made up of Council representatives and recruited Non-Executive Directors with specialist skills and industry knowledge. Information and reports on the Heat Network are currently taken through the Council's Commercial Board and Shareholder Panel, with the annual business plan being presented to the Council's Executive Environmental and Climate Change Scrutiny Committee for approval.

#### 3.3 **The National Football Museum (entry 15)**

3.3.1 The National Football Museum's (NFM) objectives are to advance the education of the public in the history and development of Association Football.

The NFM was established for the permanent exhibition and preservation of items of educational and historic value. The NFM is housed in the Urbis building which is leased by the City Council to the Millennium Quarter Trust who then sub-lease the building to the NFM.

- 3.3.2 The City Council have grant funding arrangement in place with the NFM and this was renewed for a further three years in 2022. Updates on the arrangement are reported to the Council's Community and Equalities Scrutiny Committee and the Executive.
- 3.3.3 As part of the conditions of the grant agreement MCC officers meet with senior management from the NFM on a quarterly basis to discuss future plans, governance, staffing, finances, performance and risk. This regular dialogue ensures that the Council has plenty of opportunity for early input into any key decisions and also ensures all risks are mitigated. The City Council has also nominated two representatives, an Elected Member and Senior Manager, to be Trustees of the NFM.
- 3.3.4 The NFM have a carbon reduction plan in place which aligns with Manchester's targets, and they provide progress updates on an annual basis. The latest update set out how NFM had made significant step change in how they manage their business with environmental practices in focus. The NFM were also finalists at the 2022 Manchester Culture Awards in the Promotion of Environmental Sustainability category.

#### 3.4 **Manchester Schools Alliance (entry 40)**

- 3.4.1 The Manchester Schools Alliance (MSA) is a partnership body, maintained and led by and for all Manchester schools. It is an independent organisation focused on school priorities and self-improvement. The City Council is a contributing member to the Alliance and have a representative on the MSA Board.
- 3.4.2 The MSA is a registered as a company of the Companies House Website and schools pay to be a member by way of annual subscription. The subscriptions are used to purchase services and training for schools. As the MSA is funded on a year-by-year basis all income received is spent within that financial year. The relevance and sustainability of the organisation is discussed at each Board meeting.
- 3.4.3 The Board of Directors receive quarterly performance reports, and this is also reported annually at the AGM. The performance information presented at the AGM shares information about all of the activities that have been undertaken within that year.

#### 3.5 **Manchester Climate Change Partnership (entry 41)**

- 3.5.1 The Manchester Climate Change Partnership (MCCP) brings together organisations from across the city's public, private, community, faith, education, and academic sectors that share a common goal to achieve the

ambitious objectives and targets set out in the Manchester Climate Change Framework. The City Council's Executive Member for Environment and Transport and the Deputy Chief Executive and City Treasurer are both members of the Partnership

- 3.5.2 The Council does not fund the Manchester Climate Change Partnership, but it does provide funding to the Manchester Climate Change Agency which is a Community Interest Company, and which used URBACT funding for the Zero Carbon Cities Project to help fund the production of the 2022 update to the Manchester Climate Change Framework which was produced on behalf of the Partnership. All Members of the Partnership provide their time for free and have also made financial contributions towards the running of the Manchester Climate Change Agency.
- 3.5.3 The Partnership reports into the Our Manchester Forum which is chaired by the Leader of the Council and an annual report and updates are presented to the Environment and Climate Change Scrutiny Committee for discussion. The annual report sets out the City's progress towards reaching zero carbon by 2038. The major challenge at the moment is that Manchester is currently not on track to achieve a 13% per annum CO2 reduction so this has been increased to 16% per annum and an injection of funding and pace is required.
- 3.5.4 Zero Carbon is at the heart of why the Partnership exists and the focus is on both climate change mitigation and adaption. The recently published 2022 update to the Manchester Climate Change Framework provides the city with an evidence-based plan to halve its emissions.

#### **4. Entries proposed to be removed from the Register**

- 4.1 Following the annual review of the RSP, there are two entries proposed for removal. The rationale for this is that the entities no longer have a significant working relationship with the City Council.

##### **4.2 Manchester Working Ltd (entry 4)**

- 4.2.1 Manchester Working Ltd (MWL) was established as a joint venture company in 2006 for the provision of building maintenance services for the Council and Northwards Housing. MWL has completed all outstanding contracts and no bids are being made for new work. As a result of this, all employees have been released and the JV is no longer in active operation. The company closure activity will commence once the Annual Accounts for the financial year ending 31 December 2023 are completed and filed at Companies House. Given the status of the entity, it is proposed that it is removed from the Register of Significant Partnerships.

##### **4.3 Manchester Credit Union (entry 23)**

- 4.3.1 Manchester Credit Union (MCU) is a financial co-operative owned and controlled by its members and has been in business for 30 years. It exists solely for the benefit of its members and any surplus generated is returned to



members in the form of a dividend on savings or used to improve services to members. MCU is open to anyone who lives or works in the City of Manchester, Bury, Rochdale, Stockport, Tameside, Trafford, and the High Peak.

- 4.3.2 The Council has worked closely with MCU to help with the delivery of objectives linked Financial Inclusion and had representation on the Board of MCU until August 2020.
- 4.3.3 Historically, the local Housing Offices in the North of the City were utilised by MCU to run surgeries for staff and residents on a weekly basis. Following review of support to tenants, the Council's Housing Services have dedicated Money Advisors and if appropriate residents are signposted to the services of MCU.
- 4.3.4 Whilst the relationship with credit unions is an important one, it is felt that this entry no longer falls within the definition of a significant partnership and therefore should be removed from the register.

## 5. **Partnerships where assurance rating has improved**

- 5.1 On completion of the latest review, there are two entries on the register whose level of assurance rating has improved since the 2021 assessment, both of which are proposed to move from 'Reasonable' to Substantial' Assurance.

### 5.2 **Manchester Local Care Organisation (entry 38)**

- 5.2.1 The Our Healthier Manchester Locality Plan sets the ambitions for the city to significantly improve health outcomes and tackle health inequalities.
- 5.2.2 The partnerships aims, and objectives are set out in an agreed section 75 agreement which has been created to govern the partnership arrangements and decision making between MCC and Manchester Foundation Trust (MFT). The agreement enables MLCO to deliver an enhanced range of functions and include the transfer of commissioning functions for social care.
- 5.2.3 A MLCO Accountability Board was established with the purpose to provide a clear, single, simplified set of governance arrangements, to support a single health and social care delivery approach for MLCO. The Board is currently being held in abeyance pending a review but monthly meetings to discuss financial matters still take place and the Councils Deputy Chief Executive and City Treasurer attends the meetings.
- 5.2.4 The decision-making processes for the partnership are set out in the section 75 agreement. The governance around the partnership is currently subject to review and aligned to the establishment of arrangements to support the Manchester locality. Ultimately scrutiny of the partnership comes under the Councils scrutiny function.

5.2.5 The MCLO has an agreed risk management framework in place that aligns to the Councils risk management strategy and operates a risk register that is reviewed on a quarterly basis. It is felt that risk arrangements are robust but are subject to a refresh in line with governance arrangements.

### 5.3 **One Education (entry 42)**

5.3.1 One Education provides a range of educational and Business Support services to Manchester school and following a competitive tendering process, One Education was awarded the contract and is now delivering Educational Psychologist services to Manchester City Council schools.

5.3.2 Following a review of One Education by Consultants, Solace, which was commissioned by MCC a number of recommendations were made on:

- Alignment the strategic fit and shared priorities between MCC and One Education
- Introduction of a Shareholder Agreement between MCC and One Education
- Recruitment of Non-Executive Directors in order to further strengthen the Board
- Further work on company business model, particularly exploring the potential to create a charitable arm
- The need for MCC and One Education to review areas of activity / services to schools where there is an overlap e.g. payroll

5.3.3 A meeting took place between One Education and the Council to review the recommendations and agree how they are progressed, some of the recommendations are short-term e.g. NED recruitment, Shareholder Agreement, whilst others will need to be progressed in line with the development of the new Education Strategy for Manchester (responding to the Governments White Paper).

5.3.4 On an operational basis, the former Chief Executive retired, and the Finance Director was appointed as the Interim Chief Executive. The Postholder continues to build constructive engagement and further enhancing the relationships with key stakeholders.

5.3.5 The One Education Board is made up of two One Education Executive Directors and two Non-Executive Directors appointed by the City Council. Following one of the recommendations from the review the Board is to be expanded and recruitment is underway to recruit new Non-Executive Board Members to ensure the Board has the breadth of expertise needed.

5.3.6 MCC does not fund One Education as it is a trading company. Budget monitoring is reported at every Board Meeting and action taken to mitigate any underperformance on income generation. As well as the overall budget, each service area within One Education has its own identified budget, target income and contribution to the company. The Chief Executive has a robust system in place where he regularly reviews performance against budget with each Head

of Service and mitigation actions are put in place if needed.

## 6. **Partnerships where assurance rating remains as 'Reasonable' or 'Limited' following latest assessment**

6.1 The section below provides an overview of the Partnerships that have remained rated as 'Reasonable' through the compilation of the latest register based on the ratings system.

### 6.2 **Manchester Safeguarding Partnership (entry 16)**

6.2.1 The Manchester Safeguarding Partnership (MSP) replaced the Manchester Safeguarding Children Board and Manchester Safeguarding Adults Board. The MSP was established in response to legislative guidance (Working Together 2018). The legislation and guidance abolished the need for local areas to establish Local Children's Safeguarding Boards (LSCB) where local authorities had lead responsibility to having partnership arrangements led by three strategic partners, who all have equal responsibility for safeguarding arrangements in their local area. The three strategic partners are the Chief Officers of the Local Authority, the GM Integrated Care (GMIC) and Greater Manchester Police.

6.2.2 Manchester responded to the requirement to change our partnership approach to safeguarding children as an opportunity to align our partnership arrangements for safeguarding children and adults. The published arrangements are therefore also in line with the Care Act 2014 requirements for Safeguarding Adults Board (SAB). In the new MSP arrangements, the Adult Safeguarding Executive Group fulfils the function of Safeguarding Adult Board detailed in the Care Act 2014.

6.2.3 In 2021 MSP commissioned an independent effectiveness review of the partnership. A report on the findings and recommendations were presented to Accountability and Leadership in January 2022. All the recommendations from the review were accepted in full and a development plan was created. The Development Plan is near completion and changes made include the appointment of a new MSP manager, the establishment of a business unit to implement the work of the MSP, appointment of a new scrutineer, and a new strategic plan was developed and launched in April 2023. A new three-year safeguarding strategy has been written and this will ensure that the MSP continues to progress.

6.2.4 Changes have been made to financial planning processes and transparency. A zero-based budget exercise was undertaken for the 2022/23 financial year and quarterly budget meetings are held between the budget manager and the MSP manager. Budget reports are presented to the Leadership and Accountability meetings. It is felt that the Partnership would benefit from a scheme of delegation and development of this is underway.

6.2.5 The MSP manager prepares and maintains a risk register. Leadership and Accountability and the executives are sighted on risk at quarterly meetings

and the MSP Steering Group have monthly oversight and if required immediate action is taken.

**7. Partnerships where assurance rating has reduced since the last assessment**

7.1 There are three partnerships whose ratings have reduced following the latest refresh of the Register. Greater Manchester Mental Health NHS Foundation Trust has reduced to Limited from Reasonable and both AVRO Hollows and SHOUT have been rated as Limited having previously been Substantial.

**7.2 Greater Manchester Mental Health NHS Foundation Trust (GMMH) (entry 26)**

7.2.1 The partnership is based on a legal contract with GMMH for the delivery of the Council's statutory duties which are articulated under a Section 75 partnership agreement. The purpose is to deliver Social Worker Assessment and care management, approved mental health provision, community inclusion services and resettlement functions within an integrated health and social care organisation. The Section 75 Agreement forms part of a wider single integrated health and social care (NHS standard) contract held by GMMH and GM Integrated Care System.

7.2.2 Regulatory improvement action has been taken by the Care Quality Commission (CQC) against GMMH as a result of a whistle blowing event within a medium secure in-patient facility. A Care Quality Commission Section 29a Improvement Notice was issued to GMMH in April 2022 with reference to citizen risk because of unallocated mental health referrals and compromised case load capacity within Community Mental Health Teams which deliver amongst other duties the Councils delegated Care Act functions.

7.2.3 GMMH is receiving support from NHS England and local agencies including Manchester City Council to stabilise and improve service delivery.

7.2.4 An improvement/recovery plan to address compliance with the regulatory requirements has been produced and shared with partners and the CQC. In addition, senior representatives from GMMH are being asked to attend regularly and make local improvement representations to the Manchester Health Scrutiny Committee, Greater Manchester Integrated Care Contract Performance meetings, the Manchester Provider Collaborative Board, and the City Council's Joint Assurance Partnership which is a new and strengthened assurance meeting.

7.2.5 Starting in December 2022 weekly Social Care Improvement Meetings have been taking place. The aim of the meetings is to provide support to GMMH and are chaired by the Executive Director of Adult Social Services and attended by GMMH and other stakeholders.

7.2.6 GMMH are now subject to enhanced scrutiny and governance mechanisms and still requires the ongoing support of national, regional and local partners to stabilise services and put them on the path of improvement.

### 7.3 **AVRO Hollows (entry 32)**

7.3.1 The AVRO Hollows Tenant Management Organisation (TMO) was set up in 2008 and manage 312 properties in Newton Heath under the right to manage regulations. This includes four tower blocks and 28 low-rise flats. AVRO Hollows manage allocations and lettings along with incidents of lower-level antisocial behaviour. They also procure their own repairs and maintenance contractor to manage repairs and relets work.

7.3.2 A management agreement is in place, which sets out the standard terms and conditions and defines the relationship between the TMO and the Council. The TMO is monitored on a regular basis by Strategic Housing.

7.3.3 Following the completion of the 2022 RSP review, a number of areas have been highlighted that need to be strengthened. These fall under the three categories of governance, risk management and control arrangements. The Council's Audit and Risk Management Service has been in direct communication with the Chair of Avro Hollows TMO Board and despite receiving assurance from the Chair that these matters are being actively addressed, from the most recent performance review, it is felt that a number of matters still need to be improved. This is of particular importance given the investment which the Council is making into the local area. In order to progress the actions to a satisfactory conclusion, it is proposed that a joint meeting involving the Avro Hollows Board with officers from Audit and Risk Management and Strategic Housing to agree a clear way forward and timeline for satisfactory improvements to be made.

### 7.4 **SHOUT (entry 33)**

7.4.1 Shout Tenant Management Organisation (TMO) manage 103 low-rise properties in Harpurhey on behalf of the City Council the Right to Manage Regulations. Shout employs a part-time officer who manages allocations and lettings along with lower-level antisocial behaviour. The Council's Housing Services review all serious antisocial behaviour cases and consider whether any further action, including legal action, is required and procure this on behalf of the TMO. Housing Services also manage the repairs and maintenance service, re-let works, rent collection, and arrears recovery, all "major" works including servicing.

7.4.2 Since the RSP update presented to Audit Committee in November 2022, some areas of improvement in relation to governance were highlighted. Following the issuing of a letter from Legal Services, active improvements have already started to be made but there is some further work to do around this particular area, hence the reason for the rating. It is anticipated at the six monthly review point, all of the outstanding actions will have been addressed in full.

## 8. **Next Steps**

- 8.1 A lessons learnt exercise has been built into the annual process and this will be completed before work on the six-month update commences. This will ensure that the RSP process continues to be as robust as possible, and any continuous improvement activity is implemented ahead of the next cycle of assessments commencing.

## 2022 Register of Significant Partnerships

Key to Level of Assurance Ratings	<b>Substantial:</b> Demonstrating consistent application of good governance practices, providing a high level of assurance and delivering both the partnership and Council objectives. Any matters noted do not put the overall objectives at risk.
	<b>Reasonable:</b> An overall sound system of governance has been established but there are some areas for improvement to ensure the delivery of both the objectives of the Council and the partnership. Recommendations will be moderate or a small number of significant priority.
	<b>Limited:</b> A governance system has been established but there are a number of significant areas highlighted for improvement, which if not implemented, could result in the non-delivery of partnership and Council objectives. Recommendations will be significant and relate to key risks.
	<b>Weak:</b> Controls are generally weak leaving the partnership's system open to the potential of significant error, resulting in a high probability that partnership's and the Council's objectives will not be met unless action is taken. Critical priority or a number of significant priority actions required.

No	Partnership Name	Short Description of Partnership	SMT Lead	Ratings	
				2021 Level of Assurance Rating	2022 Level of Assurance Rating
1	Manchester Central Convention	Manchester Central Convention Complex Ltd, wholly owned by the City Council. Owns the Convention Complex (formerly G-Mex). Reports to Manchester Central Board.	Carol Culley	Substantial	Substantial
2	Manchester Science Partnership Ltd	Manages the Science Park and attracts science and technology investment into Manchester. Partners: University of Manchester, Salford CC, MMU and private sector. Reports to company board.	Rebecca Heron	Substantial	Substantial
3	Manchester Airport Holdings Ltd	Copmany with shareholding held by the Council, Investors and the other Greater Manchester local authorities.	Carol Culley	Substantial	Substantial
4	Manchester Working Ltd	Repairs and maintenance Joint Venture with Mears. Reports to Manchester Working Board.	Carol Culley	Limited	To Be Removed from the Register
5	Oxford Road Corridor Manchester	Delivery vehicle for a strategic development framework within the Oxford Road Corridor area, oversees an area of the City running south from St Peter's Square to Whitworth Park. Partners: University of Manchester, Manchester Metropolitan University, Central Manchester Foundation Trust, Bruntwood. Reports to Corridor MCR Board.	Rebecca Heron	Substantial	Substantial
6	Mayfield	This is a partnership between the Council, Transport for Greater Manchester and London & Continental Railways, to facilitate the regeneration of the Mayfield area of Manchester, as a high quality mixed used scheme. Reports to Partnership Board.	Rebecca Heron	Substantial	Substantial
7	Manchester Life	Joint Venture established between Abu Dhabi United Group and the City Council, to deliver predominantly housing development. The first phase of the partnership will focus on the development of 6 sites within the Ancoats and New Islington neighbourhoods of the city which are in the ownership of the Council.	Rebecca Heron	Substantial	Substantial
8	Matrix Homes	Joint Venture arrangement between the Council and the Greater Manchester Pension Fund (GMPF) building new homes for sale and market rent across five sites in the city.	Rebecca Heron	Substantial	Substantial
9	Eastlands Strategic Development Company Ltd	The Eastlands Strategic Development Company, provides an overview and direction for the Eastlands Development Company to carry out the development of Eastlands Regeneration Area. The partnership between MCC and MCFC acts as a facilitator to drive growth in the east of the city and looks to best utilise the land surrounding the stadium to encourage economic growth.	Rebecca Heron	Substantial	Substantial
10	Eastlands Development Company Ltd	The company is a vehicle for investment into East Manchester and provides a formal partnership arrangement for MCC and MCFC to leverage funding and investment in the area in line with the East Manchester Regeneration Framework.	Rebecca Heron	Substantial	Substantial
11	NOMA	Partnership to oversee and guide regeneration and development within the area between Victoria and Shudehill. Hermes are taking forward the delivery of the masterplan in partnership with the Council and MEPC.	Rebecca Heron	Substantial	Substantial
12	Northern Gateway (Victoria North)	Joint venture with Far East Consortium to regenerate Northern Gateway area for high quality housing and ancillary development to create a vibrant, attractive and sustainable neighbourhood. This also includes the submission of c£51m funding from Homes England Marginal Viability Fund to support infrastructure works.	Rebecca Heron	Substantial	Substantial
13	Manchester Creative Digital Assets	Created to manage and operate the council's digital assets (The Sharp Project, Space Studios Manchester and Arbeta), to identify gaps in provision and bring forward strategies to provide support to digital businesses.	Angela Harrington	Substantial	Substantial

14	Manchester Heat Network Special Purpose Vehicle <i>(New Entry)</i>	To provide a more efficient, environmentally-friendly heating and power source to some of the city centre's local authority and commercial buildings.	Carol Culley		Substantial
15	The National Football Museum <i>(New Entry)</i>	The National Football Museums charitable objectives are to advance the education of the public in the history and development of the Association of Football and its antecedents, in particular by establishing a museum for the permanent exhibition and preservation of items of educational and/or historic value.	Neil Fairlamb		Substantial
16	Manchester Safeguarding Partnership	Statutory body to ensure the multi-agency arrangements for children and adults at risk of, or experiencing, harm are effective in safeguarding individuals and promoting their welfare (replaces MSCB and MSAB). Led by three safeguarding partners of MCC, GMP and CCG, all of which have equal responsibility for the arrangements. Reports to partnership Accountability and Leadership Board.	Paul Marshall / Bernadette Enright	Reasonable	Reasonable
17	Health and Well Being Board	Thematic partnership providing collaborative approach to improve the health and wellbeing of residents and reduce health inequalities. Reports to Manchester Partnership	David Regan	Substantial	Substantial
18	Manchester Community Safety Partnership	Statutory thematic partnership providing strategic direction for challenging and resolving crime and antisocial behaviour. Partners: GMP, Offender Management Services, GM Fire and Rescue Service, Public Health Manchester, the Universities, Housing Providers, and voluntary and community organisations. Reports to Manchester Investment Board.	Neil Fairlamb	Substantial	Substantial
19	Children's Board	Thematic partnership providing strategic leadership on the design and delivery of services for children, young people and families in Manchester. Partners: MHCC, GMP and schools. Reports to the Health and Wellbeing Board.	Paul Marshall	Substantial	Substantial
20	CityCo (Manchester) Ltd	Aims to improve, develop and regenerate all aspects of the city centre as a trading environment. Incorporates Piccadilly Partnership. Partners include Bruntwood and Manchester Arndale. Reports to CityCo Board.	Rebecca Heron	Substantial	Substantial
21	GM Multi Agency Public Protection Arrangements	Enables Police, Probation and Prison services to work together to protect the public against dangerous and sexual offenders. Partners include Probation Service, GMP, Northwards Housing, Her Majesty's Prison Service and CCGs. Reports to Police Authorities.	Rebecca Heron	Substantial	Substantial
22	Manchester Concert Hall Ltd.	Manages Bridgewater Hall. Partners: Partners: SMG (the operator of the Hall) and MCC. Reports to Company Board.	Neil Fairlamb	Substantial	Substantial
23	Manchester Credit Union (MCU)	A not-for-profit financial co-operative serving people who live or work in Greater Manchester.	Carol Culley	Substantial	To Be Removed from the Register
24	Manchester Services for Independent Living (MSIL)	Operates under a SLA between MCC and Manchester CCG to provide Community Equipment Service to residents. SLA under review to incorporate changes to Community Health MCR. Reports to Partnership Board.	Bernadette Enright	Substantial	Substantial
25	Manchester International Festival	Delivers a biennial International Festival. MIF will take on role of operator of The Factory once completed in 2021. Partners include Arts Council of England and GMCA. Reports to the Festival Board. An independent review and evaluation, commissioned at the end of each Festival, is reported to Executive.	Carol Culley	Substantial	Substantial
26	Greater Manchester Mental Health NHS Foundation Trust (GMMH)	Based on a legal contract for the delivery of the Councils statutory duties under a Section 75 Agreement (Mental Health Act) commissioned by the Council and CCG. This works to deliver care management and assessment and Approved Mental Health Professional (AMHP) functions within an integrated health and social care organisation. Reports to various boards within MHCC, GMCA and the Council.	Bernadette Enright	Reasonable	Limited
27	Millennium Quarter Trust	Manages, operates and maintains amenities and facilities in the Manchester Millennium Quarter area (now known as Medieval Quarter). Partners include Manchester Cathedral, Selfridges, the Corn Exchange and Chetham's School of Music.	Rebecca Heron	Substantial	Substantial



28	St John's (Quay Street)	Manchester Quays Limited (MQL) is a Joint Venture between the Council and Allied London Properties Ltd set up to re-develop the former ITV site at Quay Street and Water Street. Reports to the Project Board.	Carol Culley	Substantial	Substantial
29	North West Regional Strategic Migration Partnership	Supports the development of a regional strategy and co-ordinates support and services for migrants living and/or working in the North West. Partners: range of organisations representing, public, private and third sector. Reports to UK Border Agency via partnership's Executive Committee.	Neil Fairlamb	Substantial	Substantial
30	Wythenshawe Forum Trust	To manage and operate the Wythenshawe Forum site, including the contract management of Everyone Active (SLM). Partners include NHS, GMP, Manchester Airport, Wythenshawe Housing Group and Manchester Enterprise Academy. Reports to the partnership's Board.	Neil Fairlamb	Substantial	Substantial
31	Work and Skills Board	Thematic partnership responsible for economic growth, employment and skills. Partners include LTE Group, GMCC, MHCC, Manchester College, Manchester Adult Education Service, Manchester Solutions and VCS. Reports to Our Manchester Investment Board.	Rebecca Heron	Substantial	Substantial
32	AVRO Hollows	Tenant Management Organisation (established under the Government's Right to Manage legislation) contracted to manage c300+ Council owned homes in Newton Heath.	Rebecca Heron	Substantial	Limited
33	SHOUT	Tenant Management Organisation contracted to manage c100 Council owned homes in Harpurhey.	Rebecca Heron	Substantial	Limited
34	Strategic Education Partnership	Bring together MCC, reps from all phases of Education in the City, and appropriate partners to contribute to and have oversight of the Education strategy for the City and ensure it supports the vision set out on our Manchester and the CYP plan	Amanda Corcoran	Substantial	Substantial
35	HOME	The partnership between the Council and Greater Manchester Arts Centre (trading name of HOME) to secure the funding, development and operation of HOME and ensure it achieves our vision and contributes to the City's economy, cultural ecology and delivering social impact for residents, visitors and workers in Manchester and beyond.	Neil Fairlamb	Substantial	Substantial
36	Our Manchester Forum	The Our Manchester Forum brings together leaders from the public, private and voluntary sector to develop the Our Manchester Strategy 2016-2025 and oversee progress towards delivering it.	Joanne Roney	Substantial	Substantial
37	Our Manchester Investment Board	The partnership drives delivery of the Our Manchester approach across the city and Bringing Services Together for People in Places, which is Manchester's approach to place-based integration of public service reform across the city.	James Binks	Substantial	Substantial
38	Manchester Local Care Organisation (MLCO)	To provide integrated, out-of-hospital, community based care for Manchester residents, bringing together Primary Care, Mental Health, Social Care and Community Health services in an integrated approach. Contributes to improvements in the health of the population, reduce demand and spend on acute health and care services, and improve the care available for patients. Embed new models of care based on the Our Manchester approach, and connect effectively with wider services and assets in communities. Reports to partnership's Board.	Bernadette Enright	Reasonable	Substantial
39	MCRactive	Established as a non-profit organisation formalised by the Council, MCRactive came into effect on 1 Dec 2018: to provide leadership through collaboration with the whole sport and physical activity sector to implement the Sport and Physical Activity Strategy and manage the leisure facilities contract. Reports to partnership's Board.	Neil Fairlamb	Substantial	Substantial
40	Manchester Schools Alliance <b>(New Entry)</b>	A partnership body, maintained and led by and for all Manchester schools. It is as an independent organisation focused on school priorities and self-improvement.	Amanda Corcoran		Substantial
41	Manchester Climate Change Partnership Board <b>(New Entry)</b>	The Partnership Board coordinates and supports the work of the Manchester Climate Change Partnership and the Manchester Climate Change Agency.	Carol Culley		Substantial

42	One Education	Fully Council owned limited company providing a range of pupil and business support services to schools and academies in Manchester, Greater Manchester and beyond. One Education has a Board of Directors which includes officers of the Council.	Amanda Corcoran	Reasonable	Substantial
43	Grove Village PFI	Delivers estate regeneration in Ardwick neighbourhood by creating a mixed tenure community, improving the environment, delivering new retail opportunities and offering work, training and other community development activities. Reports to Grove Village Monitoring Board.	Rebecca Heron	Substantial	Substantial
44	Renaissance (Miles Platting Neighbourhood PFI)	Contractual agreement to manage housing estates in the Miles Platting neighbourhood. Reports to Strategic Housing DMT and PFI Stock Transfer Board. Reports to Miles Platting PFI Joint Board PFI Contract Board.	Rebecca Heron	Substantial	Substantial
45	Schools PFI - Temple Community Primary	Contractual agreement to design, build and manage facilities at Temple Primary School. Reports to School Organisation and Strategy Board.	Amanda Corcoran	Substantial	Substantial
46	Schools PFI - Wright Robinson	Contractual agreement to design, build and manage facilities at Wright Robinson High School. Reports to School Organisation and Strategy Board.	Amanda Corcoran	Substantial	Substantial
47	Brunswick PFI	Contractual agreement to remodel the Brunswick neighbourhood which will see over 650 homes refurbished; 296 properties demolished, 124 homes reversed; 309 new build homes for sale; 200 new build HRA homes (including a 60 place extra care unit) and the creation of new parks, a retail hub and neighbourhood office. Reports to Brunswick PFI Joint Board and Housing Board.	Rebecca Heron	Substantial	Substantial